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**LEADERSHIP AND WORK ENVIRONMENT STRATEGIES ON PERFORMANCE OF GENERATION Z IN KENYA
POWER AND LIGHTING COMPANY IN NAIROBI CITY COUNTY, KENYA**

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**LEADERSHIP AND WORK ENVIRONMENT STRATEGIES ON PERFORMANCE OF GENERATION Z IN KENYA
POWER AND LIGHTING COMPANY IN NAIROBI CITY COUNTY, KENYA**

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ABSTRACT

Kenya Power and Lighting being the major distributor of electricity in Kenya is anticipated to make supernormal profits. However, its performance has been on a decline since 2018 and this has led to lack of attractiveness leading to mass resignation of young employees. The dilemma most it faces today is how to retain this recent generation. Therefore, this study investigated the effect of leadership and work environment on performance of Generation Z in Kenya Power and Lighting Company in Nairobi City County Kenya. This study was anchored on the Human Capital Theory and Herzberg Two Factor Theory. The research adopted descriptive research design. The study population involved employees of Kenya Power and Lighting. The number of employees targeted were 200. The study used simple random sampling technique. The study obtained data through primary sources using semi-structured questionnaires. A pilot study was carried out which was done on 5% of the sample and this helped to test the validity and reliability of the research instrument. The data collected was analyzed using Statistical Package for Social Sciences (SPSS) which formulated a multiple regression model that illustrated the relationship between the independent and dependent variables. The study found that leadership and work environment had a positive significant influence on the performance of generation Z employees at Kenya Power and Lighting. The study concluded that Leaders have a profound impact on their overall work environment and that they create an atmosphere of trust and respect, which in turn fostered creativity and collaboration. Praising employees for good work can help foster a positive work environment for all. A leader needs to be able to identify potential problems early on and deal with them to avoid costly mistakes. Maintaining a level of empathy, respect and understanding between all employees can help foster collaboration and make team members heard, supported and valued at the workplace which improves work environment and hence performance.

Key Words: Leadership, work environment and Employee performance

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INTRODUCTION

Employee performance is the ability of an employee to accomplish tasks efficiently and effectively using the organization's resources. It can also be described as an employee's ability to accomplish a set of tasks measures against set standards in terms of cost, completeness accuracy and speed (Munguti, 2022). Pratama and Elistia (2020) noted that the performance of Generation Z in a company is impacted by various factors including the job characteristics, leadership and work environment. All these factors have a positive impact on motivation which influences employee performance. The researcher postulates that the best way to improve the performance of Generation Z is to provide compelling motivation. The job characteristic should be given more attention to enable employees understand the work hence enabling them feel more responsible for the tasks. Further, attention should be given to both physical and non- physical work environments.

The work place is second to home and employees build strong relations with each other therefore organizations should strive to ensure that their human resource is delighted so to enable mutual growth. This is possible when employees are retained in the organization (Jalaja Enamala & Mounika Reddy, 2022). Employee retention is the ability of an organization to retain its human resource. Currently, employee retention is of importance due to increased competition (Rakhra, 2018). The human resource is a very key asset to an organization which gives it competitive advantage hence managers are posed with the challenging task to retain them. This is attributed by the cost to replace them which is usually high. As the world is evolving with advancement in technology, competition and the entrance of Generation Z in the work place, organizations are striving to retain its employees. The traditional employee retention strategies are no longer effective hence there is need to come up with modern strategies in order to retain this important asset (Singh, 2019). Rakhra (2018) noted that employees move to other organizations

despite undergoing good training in the current organization. Others leave their current organization for better salaries, growth prospects and ambience among others. Therefore, when such employees leave the organization, the Human Resource Manager should understand the reasons behind such transitions.

Globally, there is an increasing number of Generation Z in the work force who are gradually replacing the existing management in the top level management. Currently organizations face the challenge to attract and retain employees due to the heterogeneity of tasks. In Europe, a study done by Sidorcuka and Chesnovicka (2017) on Methods of Attraction and Retention of Generation Z staff revealed that Generation Z attributes that can be met by an organization include, innovation, career growth and flexi hours arrangements. Pratama and Elistia (2020) recommends various retention strategies which include good leadership that communicates the organization's goals to its employees and provides for feedback, an appealing job characteristic which makes an employee more involved in the tasks, a conducive work environment and the use of both intrinsic and extrinsic motivation strategies which have a positive impact on performance of Generation Z.

Employee performance has been described as the ability of an employee to meet objectives based on a certain set standard (Munguti, 2022). According to Gicho (2015) employee performance is the results of work accomplished and can either be financial or non- financial, it also has a direct link to an organization's performance. The measure of an organization's productivity and efficiency is as a result of good performance. Sang (2021) measured employee performance using the production quantity, service efficiency, job satisfaction and service quality. It can also be measured by appraisal systems including balance scorecards, 360-degree feedback, performance review and graphic rating scale. In a manufacturing company, the performance of an employee can be measured on the basis of the number of goods produced while in customer

focused organizations it could be measured using the customer satisfaction rating (Munguti, 2022). This study used the level of employee innovation, goal attainment and work efficiency as performance indicators.

Leadership strategy is the process through which an individual carries out continuous activities to influence followers in order to achieve organization's mission and objectives (Paais & Pattiruhu, 2020). Optimal employee performance can be achieved when the leaders of an organization manage their human resources efficiently. Good leadership increases an employee's morale. A good leader motivates his subordinates to realize the organization's objectives, allows feedback from subordinates and has a positive attitude that can provide guidance to his subordinates. All these have a positive effect on an employee performance (Pratama & Elistia, 2020).

Work environment strategy constitutes both physical and non-physical environment. The non-physical environment includes the company values, culture, employee's mental health, formal and informal relationships while the physical includes noise, the infrastructure, temperature, office space among others. All these variables have an influence on the retention of employees. According to Walid, Siti, Al-Hassain and Ishaq (2021) a good work environment provides for trust relations between management and employees, competitive salaries, fairness and having realistic goals, all this translate to positive employee performance through reduction of sick leave, low employee turnover, punctuality and increased efficiency (Mukuna, 2019). According to Gicho (2015), a flexible work environment enables an employee be in control of where, when and how much time they spend working. This flexibility has a positive impact on an employee which results in positive employee performance.

Kenya Power & Lighting Company Limited (KPLC) came to being in 1922 as East African Power and Lighting Company where it served Tanzania, Kenya and Uganda. The ownership of Kenya Power & Lighting Company is partly by the Government with

50.1% and private investors with 49.9% shareholding. Its mandate is to distribute and retail electricity throughout the country. Its mission is to power people for better lives by becoming the preferred energy solution for both individuals and businesses. KPLC has its head office at Stima Plaza, Kolobot Road in Nairobi County with a total of eight (8) regions spread out country wide.

Statement of the Problem

The dilemma facing organizations today is how to retain the most recent Generation Z in the workforce. According to Deloitte Millennial Survey (2018) 61% of the Generation Z in the workforce indicated that they would leave an organization within two years given the choice.

The performance of Kenya Power has been on the decline since the financial year 2018 but bounced back in the year 2021. This poor performance raised concerns on what the problem could have been since it is a Monopoly in the industry, it should be making supernormal profits. This poor performance has led to lack of attractiveness of the organization and has resulted to mass resignation of young employees. Human Resources being a crucial asset to an organization it is prudent to seek ways to retain them since their output translates to the overall organization performance. However, there have been few studies carried out on the effect of employee retention strategies on performance with a specific focus on Generation Z. According to Sidorcuka and Chesnovicka (2017) Generation Z tend to remain longer in an organization due to various factors such as the flexible work hours, innovation, possibility for growth, trust and work life balance. This study was conducted in Europe and there exists a contextual gap due to the dynamics of the different environments making it necessary to carry out the research. Previous studies have revealed that there is relationship between the employee retention strategies and the different generations that exist in a work force. Ndiritu (2022) conducted research on Career Development and Employee Retention in Insurance Companies in Nairobi City County, Kenya and concluded that career development contributed

to employee retention. Therefore, there is need to carry out this study basing on the conceptual gaps. Mukuna (2019) did a research on Talent Management Strategies in the Retention of Millennials and Generation Z in Britam, the study revealed that staff development, job rotation and work place quality has a significant influence on retention of Generation Y and Z. This study will seek to fill the contextual gap. In Kenya, there are several studies that have been carried out on employee leadership and work environment and performance but have focused on the general composition of the workforce without a specific focus on Generation Z. It is against this context that the study was carried out to evaluate employee retention strategies and performance of Generation Z in Kenya Power and Lighting Company to offer enhanced insights into the association of these variables,

General Objective

The general objective of the study was to investigate the effect of Leadership and Work Environment strategies on performance of Generation Z in Kenya Power and Lighting Company in Nairobi City County Kenya.

LITERATURE REVIEW

Theoretical Review

Human Capital Theory

Human capital theory was first developed by Becker (1962) and Rosen (1976), It refers to enhancing human productivity and efficiency with a greater emphasis on education and training. The study of human resources constitutes the study of human capital. It discusses the formation of economic value based on how our society functions. Human Capital implies that each worker possesses skills or talents. To enhance or accumulate such traits, training or education is essential. Hence, every day, managers must be able to teach, train, and lead their employees. They should serve as a focal point for workplace guidance. And strive to retain excellent organizational, social, and operational skills. Managers should seek to comprehend how their team members operate and develop their

abilities. According Schultz (1961) there are five major categories of human investment, they include training which can either be on the job training or off the job training, the second is formal Education at elementary school, secondary or higher levels, the third is health services which includes issues to do with vitality, strength, health facilities and services and expenditure on life expectancy, the fourth is adult study programs not offered by the organization and lastly the movement as a result of change in job opportunities. This theory supports the independent dependent variables; training and leadership.

Two Factor Theory

The major developer of the theory was Herzberg in 1959. He came up with a two factor model on job motivation which influences employees' attitudes. He postulates that the satisfaction and dissatisfaction of employees is affected by two sets of factors which are known as motivators and hygiene factors. Motivation factors consists of advancement, achievement, growth possibility, recognition, the work itself and responsibility while the hygiene factors includes relationships with supervisors, company policies and administration, work conditions, salary, and interpersonal relation. Further, he states that motivation factors are intrinsic and increase job satisfaction while hygiene factors are extrinsic to the job and reduce the dissatisfaction. According to the theory, motivation factors lead to positive work attitudes since they result in self-actualization. Hygiene factors seek to reduce the level of dissatisfaction in relation to the job. Increasing the motivators and hygiene factors result in a positive employee performance. This study's independent variables; leadership, job characteristics and work environment will be based on the theory since they lead to a reduction in employee job dissatisfaction resulting to positive employee performance.

Empirical Review

Leadership Strategy and Employee Performance

Sellers (2017), conducted a multiple case study to explore leadership strategies of two small business managers in a manufacturing setting who had a

demonstrable record of improving employee performance to meet organizational goals. The conceptual framework for this study was Burns and Bass's transformational leadership theory. The small business managers were from two small manufacturing plants in the coastal plains region of South Carolina. Data was collected from semi structured interviews, archival documents, and observations of the managers during their daily activities. Data analysis included identifying relevant themes using the comparison method. Findings suggest that other small business managers in similar contexts may improve employee performance using the transformational leadership approach, especially when employee encouragement, managerial experience, and adaptation are present. Small business managers and owners can benefit from the study results by using these findings to improve employee performance. This study is different in context and concept in that this study was a case study and was also done in South Carolina while the current study was done in Kenya and will not be a case study.

Momoudou (2018), explores strategies that successful insurance business leaders use to improve employee performance. The classical management and transformational leadership theories served as the conceptual frameworks for this study. Using a semi structured interview technique, nine purposefully-selected insurance senior managers in Atlanta - Georgia were interviewed on how they successfully improved employee performance. Through open coding and thematic analysis, four themes emerged: goal setting and performance review; effective communication; training, coaching, and counseling; and good working environment and teamwork. The findings of this study may contribute to positive social change by providing local insurance business leaders with additional strategies for improving employee performance. With improved employee performance, business leaders could generate extra revenue that they could use to advance community welfare. This study was a case study, it also used classical management and

transformational leadership theories and was conducted in Atlanta, Georgia. This raises both contextual and methodological gaps.

Work Environment Strategy and Employee Performance

Nanzushi (2015) investigated the effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County. The target population was all the employees at Airtel Networks Kenya Limited, Safaricom Limited and Telkom Kenya Limited based at the headquarters. The total number was 250 from Airtel, 976 from Safaricom and 400 from Telkom. The sample size included a total of 164 employees. Descriptive research design was adopted for the study. The researcher used stratified random sampling technique in selecting the employees. The study used primary data which was collected by use of semi structured questionnaire. Data was analyzed using descriptive statistics that included frequencies, mean scores, standard deviation and percentages. From the findings, the study concluded that work environmental factors that influenced employee performance were physical environment factors, reward, management or leadership style, training and development and work-life balance. The findings revealed that employees were not satisfied with the management style and promotions in their organizations. The study recommends that mobile telecommunications firms need to set up more comprehensive reward systems, change management style to transformational leadership style that is inclusive of all employees. The researcher recommends further studies to be carried out across the country for a broader perspective on the relationship between employee performance and work environment. There exists a contextual gap in that the study was done in mobile telecommunication firms in Nairobi City County and conceptually gap in that it concentrated on general employees while this study was done in KPLC and on Generation Z.

Alemu, (2022) focused on measuring the effect of workplace environment factors on performance of

Wollo University: the case of College of Business and Economics employees. The researcher used a causal research design, applied multistage sampling technique, and collect data from 66 selected employees by adopting questionnaire data collection method. The findings on the modeling of the employees' performance against the workplace environment factors showed at 5% significant level the multiple linear regression model was statistically significant (p-value 0.001). Among the workplace environment factors at 5% significant level employees' performance was affected by their work life balance (p-value 0.002). Most of the respondents had worked in the university for more than six years. Work life balance of employees and reward for employees had strong linear association with their workplace performance. In the university the employees' performance was affected by their workplace environment factors. The contextual gap is that the study measured the effect of workplace environment factors on performance of Wollo University in Nigeria, while the current study was done in Kenya.

Fithri (2019) aimed to find out the influence of the work environment towards employee performance. The population in this study was local government employees of Padang City. The sample was

generated by using the Slovin method and Proportioned Stratified Sampling method. The sample size was 384 employees which were classified into class II, III, and IV. The questionnaires contain 35 questions about the physical work environment, nonphysical work environment, and employee performance. The responses were processed by using the Structural Equation Model-Partial Least Square (SEM-PLS) method. Based on the alpha value of 0.05, the t-table value was 1.96. The t-statistic value of the physical work environment was 2.3426 and the statistic value of the non-physical work environment was 5.9694. Both of these t-statistic values were greater than the t-table value. Therefore, it can be concluded that there was a positive and significant influence on both physical work environment and non-physical work environment toward local government employee performance. The important factors on the physical work environment were cleanliness, air circulation, safety, and noise, while on the non-physical work environment was the relationships between coworkers. In context the study was done in local government employees of Padang City, Atlanta and methodologically the study used the Slovin method and Proportioned Stratified Sampling method. The current study was done in Kenya and will use stratified simple random sampling technique.

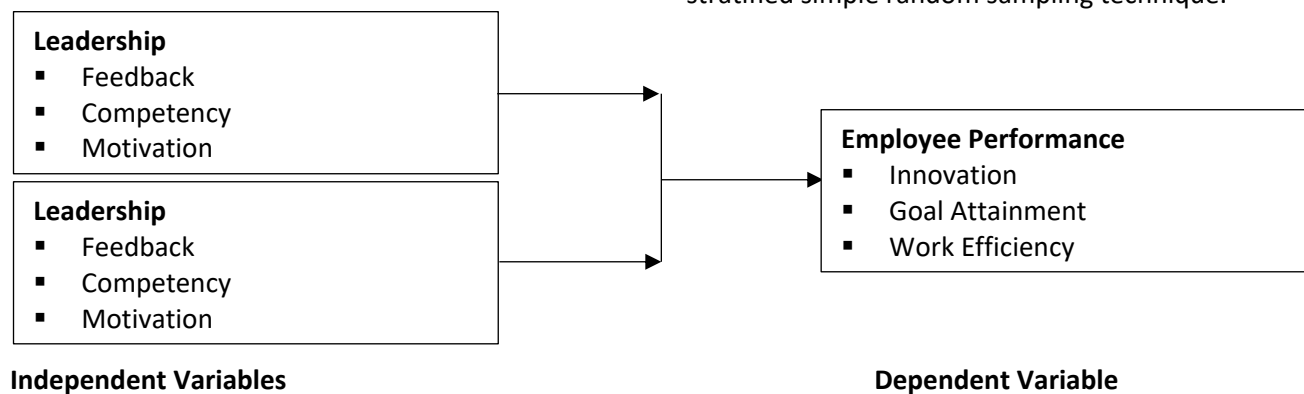


Figure 1: Conceptual Framework

Source: Researcher (2023)

METHODOLOGY

Research Design: The research adopted descriptive research design which identifies and explains variables that exist in a particular situation.

Target Population: This study population involved employees of Kenya Power and was categorized according to the various divisions.

Table 1: Target Population

Divisions	Number of Employees
Commercial Services and Sales	87
Corporate Affairs and Company Secretary	3
Human Resource and Administration	2
Infrastructure Development	12
Institute of Energy Studies & Research	2
Network Management	72
Security	2
Supply Chain and Logistics	20
Total	200

Sampling Design and Sample Size: Sampling is the procedure of selecting a particular subset of a population in order to make inferences regarding the population (Abwavo, 2020). The study used simple random sampling technique in order to get the sample this is preferred there was reduced bias. The study used slovin’s formula to determine the sample size as below;

$$n = \frac{N}{1+Ne^2}$$

Where n is the sample size, N is the target population and e is the level of precision which is assumed to be 5%. Therefore $n = \frac{200}{1+200(0.05)^2} = 134$

Data Collection Instruments: The study obtained data through primary sources of gathering data by administering semi-structured questionnaires.

Pilot Study A pilot test was conducted to ascertain that the research instrument is ideal and fit to use in carrying out the study. The pilot study was done on 5% of the sample size in order to validate the questionnaire.

Validity and Reliability of Research Instrument: This study used content and construct validity to test the tools and adopted Cronbach alpha model of the threshold 0.7 to measure the reliability of the questionnaire through measurement of internal consistency which also It quantified the agreement level on a standard scale of between 0 and 1.

Table 2: The results of Reliability Tests

Variable	Alpha value	Conclusion
Leadership strategy	0.809	Reliable
Work environment	0.776	Reliable
Employee performance	0.799	Reliable
Aggregate score	0.799	Reliable

Source: Pilot Study (2023)

Cronbach’s Alpha index values in table 2 ranged from a low of 0.0.776 for the work environment variable to a high of 0.809 for the Leadership strategy variable. Therefore, it was concluded that the questionnaires contents were reliable as suggested by Mugenda and Mugenda (2003) that if an alpha coefficient score is equal or more than 0.7 then the instrument bears a higher reliability.

Data Analysis and Presentation: The data collected was prepared then analyzed using Statistical

Package for Social Sciences (SPSS) which formulated a multiple regression model that illustrated the relationship between the independent and dependent variables. The regression model was as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where Y= Employee Performance

β_0 = Constant (Coefficient of the Independent variable on Employee Retention Strategies)

$\beta_1, \beta_2, \beta_3$ and β_4 = Regression Coefficients

X_1 = Leadership strategy

X_2 = Work Environment Leadership

ε = Error Term

The data was then presented in tabular format.

FINDINGS AND DISCUSSION

The questionnaires were distributed to 134 generation Z respondents who worked with the Kenya Power & Lighting Company. Their response rate was shown in Table 3.

Table 3: Response Rate

Details	No. of Respondents	Percentage of Responses (%)
Questionnaires returned	130	97.1%
Questionnaires not returned	4	2.9%
Total	134	100

Source: Research Data (2023)

Table 3 illustrated that the questionnaires returned by respondents accounted for 130(97.1%). Those questionnaires that were not returned accounted for 4(2.9%). According to Baruch and Holtom (2014), a response rate of 80% or higher is sufficient for data analysis. As a result, a study response rate of 97.1% was deemed appropriate for data analysis. As a result of the high response rate, the study's research findings were accepted and credible.

Descriptive Statistics

This section presents the descriptive statistic results of the study variables in terms of Mean (M) and Standard Deviation (SD) according to the study variables.

Leadership Strategy

The study sought to establish the effect of leadership and performance of Generation Z in Kenya Power & Lighting Company. The descriptive statistics results are presented in Table 4.

Table 4: Leadership Strategy

Statement	M	SD
Overall, employees are involved in addressing business problems and decision making	4.01	0.99
Overall, the leadership of the organization motivates, rewards and emphasize on high performing teams	3.21	1.79
Overall, the leadership of the organization portrays high values in line with organizational values	4.51	0.49
Overall, the leadership of the organization provide clear and achievable goals	4.53	0.47
Overall, the leadership of the organization provide constructive feedback to help improve your performance	3.19	1.81
Overall, the leadership of the organization provides professional development and trainings	4.10	0.90
Overall, the leadership of the organization provides a satisfactory leadership style	4.50	0.50

Source: Research Data (2023)

According to the finding presented in Table 4, the respondents strongly agreed that; overall, the leadership of the organization provide clear and achievable goals, the leadership of the organization portrays high values in line with organizational values and that the leadership of the organization provides a satisfactory leadership style as shown by mean score of 4.53, 4.51 and 4.50 respectively and respective standard deviation of 0.47, 0.49 and 0.50.

This finding agree with Paais and Pattiruhu (2020) who observe that leadership strategy is the process through which an individual carries out continuous activities to influence followers in order to achieve organization's mission and objectives. The respondents agreed on statements that; overall, the leadership of the organization provides professional development and trainings and that employees are involved in addressing business problems and

decision making as shown by mean score of 4.10 and 4.01 respectively and respective standard deviation of 0.90 and 0.99. The finding concurs with Pratama & Elistia, (2020) who indicate that a good leader motivates his subordinates to realize the organization's objectives, allows feedback from subordinates and has a positive attitude that can provide guidance to his subordinates. All these have a positive effect on an employee performance. The respondents indicated neutral on statements that; Overall, the leadership of the organization motivates, rewards and emphasize on high performing teams and that the leadership of the organization provide constructive feedback to help

improve your performance as shown by mean score of 3.21 and 3.19 respectively with respective standard deviation of 1.79 and 1.81. The finding agrees with Ejimabo (2019) who observe that optimal employee performance can be achieved when the leaders of an organization manage their human resources efficiently. Good leadership increases an employee's morale.

Work Environment

The study sought to evaluate the effect of work environment on the performance of Generation Z in Kenya Power & Lighting Company. The descriptive statistics results are presented in Table 5.

Table 5: Work Environment

Statement	M	SD
Overall, there are adequate resources and tools to perform your job	4.00	1.00
Overall, there is adequate office space, lighting and ambience to carry out your duties effectively	3.73	1.47
Overall, the organization appreciates having work-life balance such as remote work or flexible hours	4.19	0.91
Overall, there is a positive culture in the organization that helps in carrying out duties effectively	4.67	0.33
Overall, communication received is both informative and educative to all employees at all levels	4.51	0.49
Overall, employees feel safe in their work spaces	4.70	0.30
Overall, there is positive supervisor-subordinate relationship	4.60	0.40

Source: Research Data (2023)

According to the finding presented in Table 5, the respondents strongly agreed that; overall, employees feel safe in their work spaces, there is a positive culture in the organization that helps in carrying out duties effectively, there is positive supervisor-subordinate relationship and that communication received is both informative and educative to all employees at all levels as shown by mean score of 4.70, 4.67, 4.60 and 4.51 respectively with respective standard deviation of 0.30, 0.33, 0.40 and 0.49. This finding is consistent with Walid, Siti, Al-Hassain and Ishaq (2021) observation that a good work environment provides for trust relations between management and employees, competitive salaries, fairness and having realistic goals, all this translate to positive employee performance through reduction of sick leave, low employee turnover,

punctuality and increased efficiency. The respondents agreed on statements that; overall, the organization appreciates having work-life balance such as remote work or flexible hours, there are adequate resources and tools to perform your job and that there is adequate office space, lighting and ambience to carry out your duties effectively as shown by mean score of 4.19, 4.00 and 3.73 respectively with respective standard deviation of 0.91, 1.00 and 1.27. The finding is supported by Gicho (2015), who indicate that a flexible work environment enables an employee be in control of where, when and how much time they spend working. This flexibility has a positive impact on an employee which results in positive employee performance.

Table 6: Respondents' Grade within the Organization

Grade	Frequency	Percentage
Senior managers	5	3.8
Middle level managers	20	15.4
Line managers	40	30.8
Clerical staff	65	50.0
Total	130	100

Source: Research Data (2023)

The findings as presented in Table 6 show that majority 65(50.0%) of the respondents were at clerical staff, 40(30.8%) line managers, 20(15.4%) middle level managers and 5(3.8%) senior managers. This demonstrates that the respondents involved in the study came from all grades.

Results of Multiple Regression Analysis

To estimate the relationship between the dependent and independent variables, regression analysis was used. Tables 7, 8, and 9 showed the results.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 ^a	.827	.819	1.009

Source: Research Data (2023)

As a result of the findings in Table 7, the value of adjusted R square is 0.819(81.9%), indicating the extent to which leadership and work environment influenced performance of generation Z in Kenya

Power & Lighting Company. As a result, other unstudied variables account for the remaining 18.1% of the performance of generation Z employees.

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.921	4	25.480	315.287	.001
	Residual	10.102	125	.081		
Total		112.023	129			

Source: Research Data (2023)

The model was significant, with a level of significance of 0.001, which is less than 0.05, according to the results. Furthermore, at the 5% significance level,

the statistical F value was 315.287, which was greater than the statistical mean value of 25.480, indicating that the model was significant.

Table 9: Analysis of Variance

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	.709	.118			6.001	.001
Leadership	.824	.194	1.001		4.247	.000
Work environment	.737	.273	2.360		2.699	.001

Source: Research Data (2023)

Table 9 shows that if leadership, work environment strategies are all held constant, the performance of generation Z employees at Kenya Power would be 70.9%. The results also show that increasing leadership and work environment by one unit each increases the performance of generation Z employees at Kenya Power by a factor of 82.4% and 73.7% respectively. The resulting regression equation was as described below: $Y = 0.824 (\text{leadership}) + 0.737 (\text{work environment})$. The study discovered that leadership strategy had a significant positive effect on the performance of generation Z employees at Kenya Power, as indicated by a t-value of ($t=4.247, p<0.05$). This finding is consistent with Sellers (2017), who conducted a multiple case study to explore leadership strategies of two small business managers in a manufacturing setting who had a demonstrable record of improving employee performance to meet organizational goals and findings suggest that other small business managers in similar contexts may improve employee performance using the transformational leadership approach, especially when employee encouragement, managerial experience, and adaptation are present. Work environment was found to have a positive significant effect on the performance of generation Z employees at Kenya Power, as indicated by a t-value of ($t=2.699, p<0.05$) in the study. The finding concur with Nanzushi (2015) who investigated the effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County and the findings revealed that employees were not satisfied with the management style and promotions in their organizations.

CONCLUSIONS AND RECOMMENDATIONS

The general objective of the study was to investigate the effect of Leadership and work environmental strategies on performance of Generation Z in Kenya Power & Lighting Company. Data was collected using closed ended questions. Analysis of data was done using descriptive statistics and multiple regression

analysis. The study sought to establish the effect of leadership strategy and performance of Generation Z in Kenya Power & Lighting Company. The study discovered that leadership had a significant positive effect on the performance of generation Z employees at Kenya Power. Overall, the leadership of the organization provide clear and achievable goals, the leadership of the organization portrays high values in line with organizational values and that the leadership of the organization provides a satisfactory leadership style. The study sought to evaluate the effect of work environment strategy on the performance of Generation Z in Kenya Power & Lighting Company. Work environment was found to have a positive significant effect on the performance of generation Z employees at Kenya Power. Overall, employees feel safe in their work spaces, there is a positive culture in the organization that helps in carrying out duties effectively, there is positive supervisor-subordinate relationship and that communication received is both informative and educative to all employees at all levels.

The study concluded that leaders have a profound impact on their overall work environment. They create an atmosphere of trust and respect, which in turn fosters creativity and collaboration. Employee morale is also higher in workplaces with strong management, leading to greater motivation. A positive working environment encourages team members to find fulfillment in their lives outside of their job. By creating a positive work environment, you can help your employees and organization progress successfully.

The study recommended that a leader needs to be able to identify potential problems early on and head them off to avoid costly mistakes. Clear and concise communication is essential for any team to function correctly. And establishing a healthy, positive workplace that values making employees feel appreciated, respected and understood can help drive retention and prevent your talented workers from looking for a new job.

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