

**INFLUENCE OF PERFORMANCE CONTRACTING ON EMPLOYEE
PERFORMANCE IN PUBLIC SECONDARY SCHOOLS IN NANDI COUNTY, A
CASE OF MOSOP SUB COUNTY**

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DECLARATION AND APPROVAL

Declaration by the Candidate

This research project is my original work and has not been presented for a degree in any other University.

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Approval by University Supervisor

This research project has been submitted for examination with my approval as University Supervisor.

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DEDICATION

This work is dedicated to my wife and children Tabitha and Makarios Metta. The individuals made significant contributions in the form of prayers, understanding, and comfort, which served as a source of inspiration for me to diligently pursue the completion of the project.

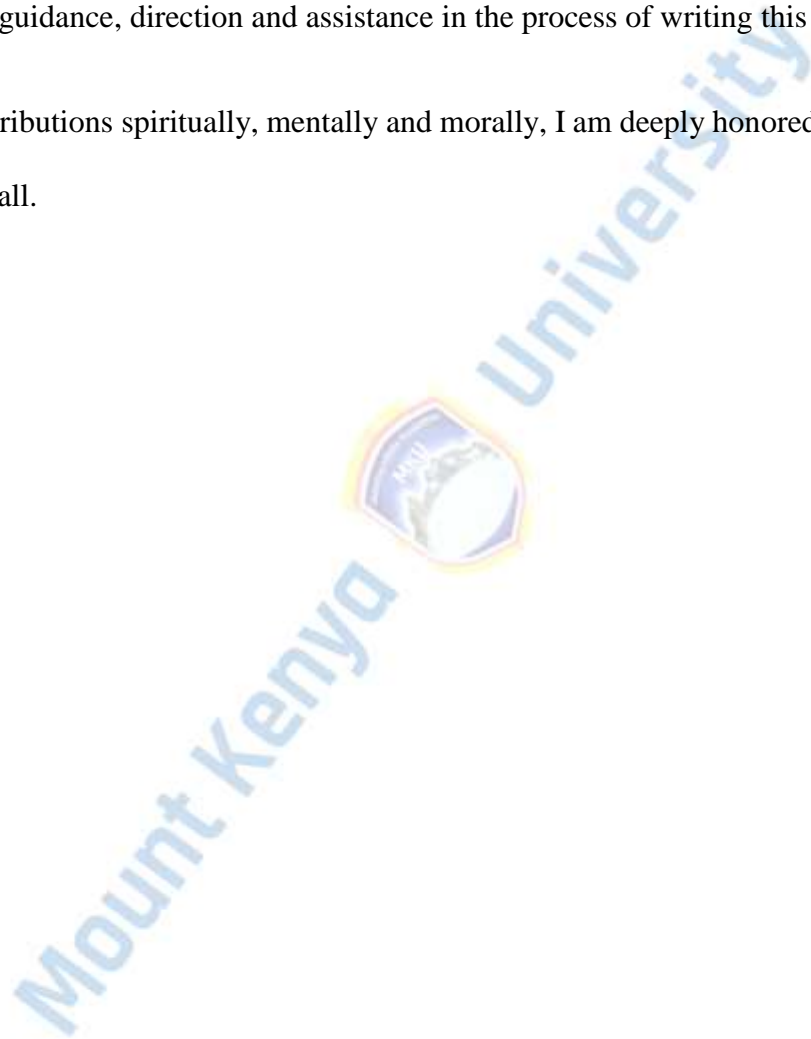


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I express my gratitude to the Almighty God, who is the Father and bestower of wisdom, good health, and strength. I am grateful for His care, love, and protection during the period of studying and writing this work.

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For all your contributions spiritually, mentally and morally, I am deeply honored and may God richly bless you all.



ABSTRACT

Performance contracting is considered important because it has been hypothesized to influence employee performance. Ideally, the performance contracts are meant to enhance employee performance but in institutions such as secondary schools and especially in Mosop Sub County, parents and stakeholders continue to complain of poor performance of the students in their examinations. This study aimed to examine the impact of performance contracting on employee performance in public secondary schools in Nandi County, specifically focusing on Mosop Sub County. The study was conducted with the aim of examining the impact of contracting conditions on employee performance, exploring the influence of contracting nature on employee performance, investigating the influence of contract type on employee performance, and determining the effect of expected contractual outputs on employee performance. The research was grounded in the theoretical frameworks of Contingency Theory, Equity Theory, Goal-setting Theory, and Expectancy Theory. The research design employed in this study was descriptive in nature. The research focused on a sample of 20 public secondary schools located in Mosop Sub County. The sample consisted of participants who held positions as Board of Management (BOM) Chairpersons, Principals, and Teachers. The research employed a structured questionnaire to be distributed among a sample of 150 individuals, including boards of management (BOM) chairs, principals, and teachers, from a sample of 20 public secondary schools located in Mosop Sub County. The questionnaires that had been filled out were organized and combined using the SPSS (Statistical Package for Social Sciences) Version 25 software for data analysis. The utilization of descriptive statistics was employed to analyze the attributes of the population. The study found that the condition of contracting had a positive linear impact on employee performance ($\beta_1=0.155$, $p=0.003$). The impact of contracting on employee performance is found to be both positive and statistically significant ($\beta_2=0.206$, $p=0.001$). There is a statistically significant positive relationship between the type of contract and employee performance ($\beta_3=0.503$, $p=0.000$). The study revealed that there was a statistically significant and positive relationship between expected contractual output and employee performance ($\beta_4=0.196$, $p=0.000$). The study concluded that in the realm of condition of contracting, employees display a remarkable level of confidence in their ability to meet performance goals, emphasizing their self-assurance and competence. The nature of contracting dimension underscores the importance of role clarity, trust in leadership, and active involvement in decision-making. In terms of type of contracted job, the consensus on higher salaries, flexibility, skill development, and work-life balance highlights a strong recognition of the advantages inherent in such arrangements. Their acknowledgment of timely and within-budget delivery reflects the contractor's professionalism and reliability. The study recommends that schools should continue to prioritize open communication and provide adequate support to employees, enabling them to excel in their roles. Schools should invest in clarifying job expectations, providing comprehensive job descriptions, and facilitating continuous training to ensure employees feel confident and empowered in their roles. Companies should invest in training programs, mentorship initiatives, and skill-building workshops that align with employees' aspirations. The consensus on the importance of flexibility and work-life balance suggests organizations should consider adopting flexible work arrangements and policies.

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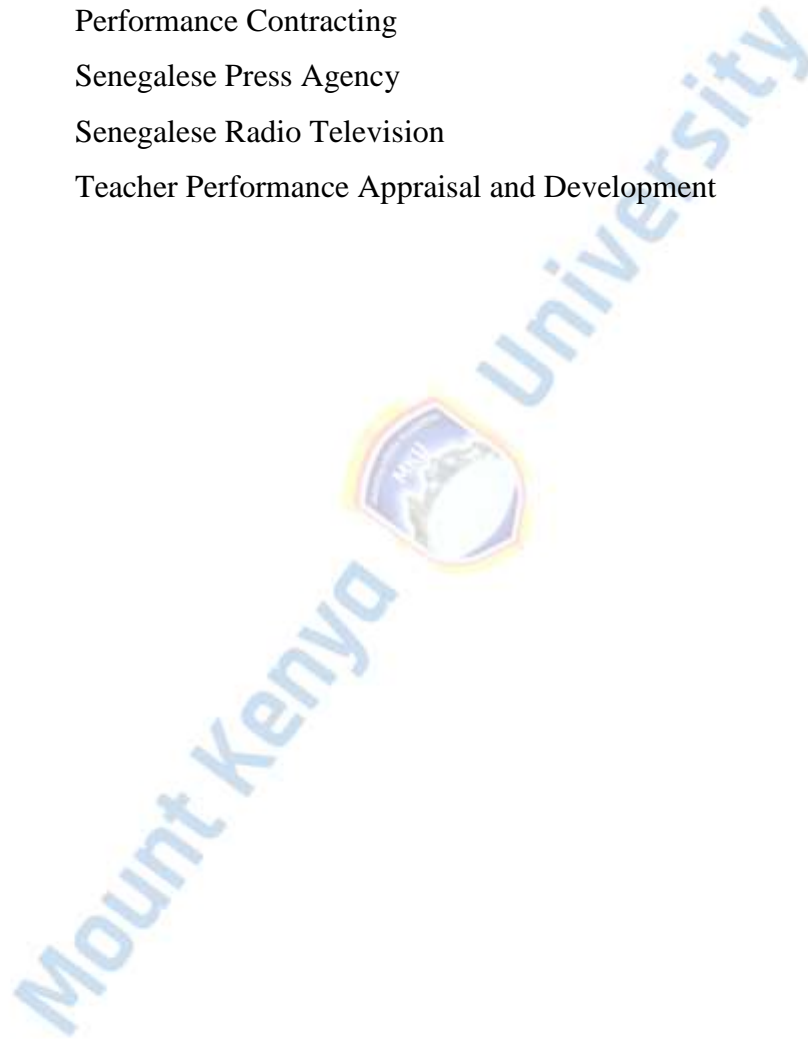
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LIST OF ABBREVIATION AND ACRONYMS

| | |
|--------------|---|
| ANOVA | Analysis of variance |
| BOM | Board of Management |
| EAC | East African Community |
| NSW | New South Wales |
| PBC | Performance based contract |
| PBMC | Performance-based maintenance contracting |
| PC | Performance Contracting |
| SPA | Senegalese Press Agency |
| SRT | Senegalese Radio Television |
| TPAD | Teacher Performance Appraisal and Development |



CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents an overview of the study's background, problem statement, research objectives and questions, scope, limitations, research delimitation, and operational definitions of terms.

1.1 Background of the Study

Performance contracting is an option, for construction delivery that has been available to public sector entities in states for over 25 years. It offers benefits to those who choose to use it although these benefits are usually discussed in terms of savings for utilities and maintenance budgets (Carbonara & Pellegrino 2018). Performance contracting serves as an integrated project delivery solution that connects the design and implementation phases of a project ensuring that buildings function properly and communication flows smoothly (Dave et al., 2016). This is particularly advantageous for schools with construction timeframes, such as the three month summer window. By fostering collaboration, between the owner and performance contractor fewer details slip through the cracks resulting in more efficient project completion (Torchia, Calabrò & Morner 2015).

In an institution a performance contract is a specified contract between two or more parties. Usually, the employer would be the one to formulate their intention in enhancing employee performance, conditions including their rights and obligations while the employees would be the one to perform such task (Guchait, Cho & Meurs, 2015). Both parties must both agreed upon with such conditions to be able to make the contract binding. Employees must meet the expected output while the employer must provide the necessary benefits upon completion (Fillery-Travis & Lane 2020). A significant overhaul was implemented in the sector focusing

on performance contracting. The objective was to enhance the responsibility and accountability of agencies regarding their employees performance (Korir, Rotich & Bengat 2015).

Efficiency, in providing services to enhance productivity has been a concern in the field of public administration (World Bank Group, 2018). Governments around the world have. Implemented institutionalized reforms in the sector to meet the demand for quality services from taxpayers and other stakeholders. These reforms aim to ensure efficiency, effectiveness and ethical delivery of services to the people (Brillantes & Perante Calina 2018). The focus is on outputs and results than inputs with an emphasis on improving target setting and follow up through performance contracting. Performance contracting serves as a management tool to measure negotiated performance targets between government, as the owner of agencies and managers of state corporations who oversee these agencies (Huu Nguyen, Thuy Doan & Ha Nguyen, 2020).

In Australia performance based maintenance contracting (PBMC) also known as performance based contract (PBC) is utilized for managing urban and rural road maintenance projects. This approach combines both hybrid types of performance based contracts (Wirahadikusumah et al., 2015). In the 1990s the government of New South Wales (NSW) began experimenting with a maintenance contracting approach called performance based maintenance contracting (PBMC). The objective of PBMC was to delegate the authority and accountability for the upkeep, restoration, and enhancement of road transportation to contractors (Chaudhry, 2020). This procedure entailed performing assessments of road networks by examining road characteristics and conditions, while gathering data on labor and expenses. The authors Henning, McCaw, and Bennett (2019) propose the establishment of precise definitions and methodologies to effectively measure performance and report on maintenance and service management.

In the UK context an educational performance contract refers to an agreement between an agency and a learning systems contractor. This contract is designed for educating a group of students with payment determined based on the measured achievements of these students (Deming & Figlio 2016). This contracting technique has been implemented in 100 school districts for reading and mathematics classes. The future success of performance contracting depends on three factors; contractors ability to achieve outcomes; considerations about defining educational objectives in terms of cognitive gains generally and test scores specifically; as well, as community opinions and potential legal challenges regarding performance contracting practices (Huff, Warner & Schweid 2016). Performance contracting gained attention due, to its ability to address widely recognized dissatisfactions with the current state of education. It is not a program but rather a contractual technique that has been applied in different ways (Salama, 2016).

In Africa countries like Ghana, Nigeria, Gambia and Kenya began implementing performance contracting for services in 2005 (Jerop & Kimutai Kiptum, 2017). The East African Community (EAC) Performance Contract of 2008/2009 set expectations for member states regarding employee performance in government institutions (Kenya, Uganda and Tanzania) emphasizing the commitment to achieving goals through the implementation of the Strategic Plan (2007-2012). This plan aimed to ensure the development of performance based work plans (K'Ombudo et al., 2017).

In Kenya, there is a pressing need to improve seminars in schools, despite the constraints of limited resources and the high expectations of the public. The introduction of Performance Contracting, also known as Teacher Performance Appraisal and Development (TPAD), was implemented by the Teachers Service Commission in January 2016. This initiative was designed for Head of Institutions (PC) and all teachers (Jepketer et al., 2015). In addition, the

government has implemented a requirement for teachers to enter into performance contracts as public servants.

Teachers on the hand have consistently opposed the implementation of Performance Contracts (PCs) as they view them as punitive and unworkable. However the effectiveness of performance contracts is often hindered by analysis of procedures that are inappropriate invalid and unreliable (Fullan, 2018). Despite this proponents of PCs have identified prerequisites for implementing them in secondary schools. Ineffective performance contracts can be attributed to a lack of management tools that're necessary, for effective performance management (Shet, Patil & Chandawarkar 2019).

Improving performance is crucial for the development of an institution. Performance contracting falls under the purview of management science known as Management Control Systems (Glas, Henne & Essig 2018). A performance contract is a written document that clearly defines the expectations and responsibilities of managers and employees for a specific period of time. The process entails two entities: a delineation of duties and the corresponding benchmarks for evaluating each duty (Islami, Mulolli & Mustafa 2018). Performance contracting is a contractual arrangement between a governmental entity and a public agency, wherein the government sets objectives for the agency, establishes performance targets to evaluate progress towards those objectives, and provides incentives for their attainment. Different approaches are utilized to oversee agencies with the aim of attaining desired outcomes, rather than excessively controlling the process (Perera Zhou, Udejaja, Victoria & Chen 2016).

1.2 Statement of the Problem

Performance contracting is considered important because it has been hypothesized to influence employee performance. This has mainly been through development of performance

measurement metrics that are used in performance appraisal. This concept is mainly applied in private institutions but the public institutions are now catching up. According to Ode in the Journal for Business Management based on the title “ State Owned Enterprises in Africa”, evidence on the use of performance contracting in Kenya to enhance employee performance is very visible today in public corporations where management and other key critical personnel have been authorized to sign performance contracts. Nearly 70% of top management in public institutions and parastatals are now working under performance contracts in Kenya (Ode, 2021).

Ideally, the performance contracts are meant to enhance employee performance but in institutional such as secondary schools in Mosop Sub County, parents and stakeholders continue to complain of poor performance of the students in their examinations. The performance of the whole public secondary schools in the sub county depends majorly on teachers’ performance and hence ranking of the sub county has not been the best (Rhama, 2021).

The studies conducted previously have failed to properly identify the important elements of performance contracts that can influence employee performance. The primary objective of this study was to address the existing research void by examining the impact of performance contracting on employee performance within public secondary schools located in Nandi county. The Mosop Sub-county Case Study.

1.3 Purpose of the Study

The main purpose of this study was to investigate the influence of performance contracting on employee performance in public secondary schools in Nandi County, A Case of Mosop Sub County.

1.4 Objective of the Study

The specific objectives of this study were;

- i. To determine the influence of conditions of contracting on employee's performance in public secondary schools in Nandi County
- ii. To establish influence of nature of contracting on employee's performance in public secondary schools in Nandi County
- iii. To investigate influence of type of contracted job on employee's performance in public secondary schools in Nandi County
- iv. To determine influence of expected contractual outputs on employee's performance in public secondary schools in Nandi County

1.5 Hypotheses of the Study

H₀₁ Conditions of contracting has no significant influence on employee's performance in public secondary schools in Nandi County

H₀₂ Nature of contracting has no significant influence on employee's performance in public secondary schools in Nandi County

H₀₃ Type of job contracted has no significant influence on employee performance in public secondary schools in Nandi County

H₀₄ Expected contractual outputs has no significant influence on employee's performance in public secondary schools in Nandi County

1.6 Justification of the study

The research carried out has significance, for the administration of Nandi County, policymakers, researchers and scholars. It provides insights to the management of departments within the county government enabling them to effectively balance target setting, implementation, monitoring and evaluation. This study equips management with strategies for addressing employee challenges and fostering working relationships. Additionally it enables

policymakers to develop policies that enhance performance contracting and employee performance. Furthermore researchers and scholars interested in studying performance contracting can benefit from this research by gaining an understanding of its impact on employee performance. Overall this study contributes to the existing literature on performance contracting. Paves the way for research opportunities, in this field.

1.7 Significance of the Study

The study findings would benefit the ministry of education under the area of study and the whole country as large by gaining insight into how performance contracting can effectively enhance their employee's performance. The ministry would gain information on terms and type of performance contracting that would positively impact teachers' performance.

The study was of significance to other institutions that are not in the education sector, such as business institutions, health institutions and other institutions that may require to adopt performance contracting techniques to enhance employee performance.

School management can gain the best policies for applications. This would improve the existing theory and knowledge on the performance contracting impact on employee performance. The policies would motivate employees, making them more committed to school goals.

The results of this study would also assist policymakers and regulators in implementing a new set of policies and regulations regarding performance contracting in public secondary schools. This study was of use by the future scholar who would be interested in the field of performance contracting influence on employee performance as they would get information and references.

1.8 Scope of the Study

The research took place in Nandi County in secondary schools. The main objective of the study was to examine how performance contracting affects employee performance, in these schools.

The study focused on 20 schools located in Mosop Sub County including 20 Board of Management Chairmen 20 Principals and 200 Teachers. The entire research was carried out from March 2023 to May 2023.

1.9 Limitations of the Study

The study faced limitations that could affect the research findings. Firstly there may have been reluctance, among respondents to share information that could expose institutional vulnerabilities. However the researcher reassured the respondents that their information would be treated with confidentiality. Additionally there might have been a response rate due, to time constraints. To mitigate this the researcher personally administered the questionnaires. Explained to the respondents the purpose of the study to encourage their participation.

1.10 Delimitations of the study

This study aims to investigate the impact of performance contracting on employee performance. The scope of this study was limited to examining the impact of performance contracts on employee performance. The research was conducted in Nandi County.

1.11 Assumptions of the Study

The study was conducted with the understanding that certain fundamental assumptions were, in place;

- i. All public Secondary Institutions in Nandi County have incorporated performance contracting for their teaching staff.
- ii. The respondents have provided dependable information.
- iii. The sampled population is a representation of the population, under study.
- iv. The performance contracting policy has been made available. Communicated to all secondary schools..

1.12 Operational Definitions of Terms

Conditions, for entering into a contract refer to an event or action that requires one party to carry out a task or provide a service as stated in the agreement.

A contracted job is when an individual is hired to offer their services to a client for a duration whether it be a weeks or several months.

Employee performance pertains to how a staff member fulfills their responsibilities completes assigned tasks and conducts themselves in the workplace.

Expected contractual outputs indicate the anticipated energy production during the year of the contract taking into account an annual decrease factor per contract year compounded over time.

Performance contracting is a contractual arrangement that entails a partnership between a governmental entity and a public department. The agency's objectives are established, benchmarks are set to measure performance, and incentives are provided to encourage the achievement of these targets.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter we explored the connection, between each variable and the dependent variable. The study also discussed research conducted by scholars to support the link, between these variables. Additionally we delved into the foundation of our study.

2.1 Conditions of Contracting and Employee's Performance

A performance contract refers to an agreement that is mutually negotiated between the government organizations, individuals and the respective agency. Different countries have implemented performance contracting, with their systems, procedures and institutional arrangements based on their unique needs and conditions (Maiwasha & Gweshe 2021). France was one of the countries to introduce performance contracts in the 1960s followed by other nations such as India, Pakistan and the Republic of Korea. The concept of performance contracts within government entities emerged in the 1980s in both the United Kingdom and New Zealand. In Africa after receiving approval, from the World Bank as a means of reforming state corporations several countries including Gambia, Ghana, Kenya, Namibia, Nigeria and Tanzania have adopted performance contracting (Nyongesa et al., 2020).

Wellin (2016) conducted a study to examine how institutions may improve their conditions of contracting enhance firm employees' performance in London. It was noted that more flexible condition of contracting could lead to employee commitment in working, conducive terms of review such annually review of the contracted terms and making improvement changes such extension of the working con has direct influence on employee motivation hence positive impact on employee's performance. The study however focused generally on institutions unlike the current study which focuses specific on secondary public schools.

In a study conducted by Sachdeva (2020) the impact of contracts, on employee performance was examined. The performance of employees plays a role in determining a company's advantage amidst fierce competition and has implications for its long term growth. If a company solely relies on contracts to motivate its workforce it may not be able to achieve efficient performance from its employees. This is because in addition to arrangements the psychological contract also influences employee attitudes and performance in the workplace. Employees are the backbone of any organization. Implementing contracts can effectively reduce employee turnover rates while enhancing their efficiency at work. It is worth noting that Sachdeva's study focused specifically on contracts as opposed to the study which examines contracting conditions.

Ofosehene and Sammo (2020) conducted a study to examine the effects of contract employment on employee behavior within the Ghana Shippers Authority, specifically focusing on commitment, work initiative, and job satisfaction. The results of the study revealed that contract employment exhibited a correlation with all the variables examined, albeit with a relatively limited impact on the overall outcomes. Curiously, there were no notable disparities observed in the conduct of contract employees and permanent employees. Additional investigation is necessary to comprehend the factors contributing to the divergent findings in the current body of literature regarding this subject. It is noteworthy that this study was carried out in Ghana, whereas the present study specifically concentrates on Kenya.

Kemboi (2015) conducted a study in Kenya with the objective of investigating the correlation between performance contracting and employee commitment. The research design employed was a sectional survey. The results suggested that employee commitment has a significant influence on performance contracting. Furthermore, there was empirical evidence indicating a correlation between employee dedication, performance evaluation, employee output, and

overall employee commitment. The findings suggest that it would be advisable for the board of governors of organizations to formulate and execute a performance management policy document that effectively harmonizes performance-based systems with employees' dedication to personal growth and advancement. It is important to mention that Kembois' study primarily examined employee commitment rather than employee performance, which is the main focus of the study.

Ong and Partoip (2018) conducted a study with the objective of investigating the impact of performance target setting in performance contracting on employee performance within public enterprises. The research utilized a survey methodology to gather perspectives from participants employed at KENGEN (Olkaria) in Naivasha. The target population for this investigation comprised 600 individuals, with 235 respondents representing the sample. The presentation of the data encompassed various statistical measures, including frequencies and percentages, as well as inferential statistics such as the Pearson correlation coefficient and linear regression technique. We performed a correlation analysis in order to examine the hypotheses of the study. The findings indicated a positive association between the establishment of performance targets and the performance of employees. The present study refuted the hypothesis positing the absence of a correlation between the establishment of performance targets and employee performance. It is worth mentioning that this study specifically examined enterprises, whereas our current research is primarily focused on secondary schools.

2.2 Nature of Contracting Affecting Employee's Performance

The concept of contracts falls under the realm of law and deals, with the scenarios in which promises made by one party become legally binding (Governatori et al., 2018). While contracts have limitations they do not establish legal rules and obligations. Contracts play a role in

establishing relationships, between individuals aiding in problem solving and dispute resolution.

Garbuzova-Schlifter and Madlener (2016) did a study to investigate the influence that the nature of contracting has on the performance contracting on health sector in Germany. According to the results of the study, the main factors considered on the nature of the contract were: long-term contracting, written contract, and specify of the contract. Contract being long-term was reported to have the most significant influence on employee's performance. The study concluded that employee can make great impact on firms' performance when their contract is well laid down and are specific on what is expected of them. The other contribution to employee's performance of employee is the duration that the contract last when it is long-term employee are secure as they are aware that their rights are protected (Kruger, 2012).

In a study conducted by Diamantidis and Chatzoglou (2019) they examined how various factors related to the firms environment, job related aspects and employee related elements impact employees performance, in India. The findings suggest that the influential factors on job performance are the job environment and management support both directly and indirectly. Additionally adaptability and intrinsic motivation were found to have an effect on job performance. However it is worth noting that the study did not specify the nature of the contract, which differs from our research.

Another study by Paillé and Raineri (2015) focused on investigating how different types of contracts affect employee performance. They conducted a survey to collect data for testing their research hypotheses. The results revealed that all items had coefficients than twice their standard errors indicating strong convergent validity for these sets of items. The outcomes of the study imply that there are indeed relationships, between contract nature and employee performance. While some hypotheses were supported by the results it was also found that

contract nature does not directly impact firm employee performance. When an employment contract extends over the term there are advantages, for employees working with a company, such as opportunities for promotion and increased incentives based on their performance.

The present study, conducted by Diallo (2017), examined the effects of performance-based contracts on employee motivation within three public media organizations in Senegal, namely Senegalese Radio Television (SRT), Senegalese Press Agency (SPA), and "SUN." The findings of the study revealed a significant relationship between performance-based contracts and employee motivation. The findings of the study indicate that there is a positive correlation between the implementation of performance-based contracts and employee motivation. The statistical significance of this relationship is confirmed by the Cramers coefficient of 59%. It is worth mentioning that this specific study examined employee motivation in media organizations, while the present study focuses on employee performance in schools.

Omwoyo (2017) conducted a case study research design to gather data from respondents in order to investigate the factors that influence the performance of contracted employees. The results of the study revealed that employees at Almasi Beverages Limited derive motivation from the remuneration offered by the company. Temporary employees frequently encounter waiting periods prior to being offered permanent employment, resulting in a decrease in their motivation to exert additional effort in pursuit of organizational objectives. Additionally, the presence of job insecurity serves as a deterrent for contracted employees at Almasi Beverages Limited. A significant number of employees at Almasi Beverages Limited are experiencing uncertainty regarding the renewal of their contracts. The organization provides training programs to all employees, aimed at enhancing the performance of contracted personnel. Notably, the present study is situated within the context of a learning institution, in contrast to the beverage industry where the aforementioned study was conducted.

2.3 Type of Contracted Job and Employee's Performance

An employment agreement serves as the foundation, for the employer employee relationship. It outlines the terms and conditions of employment between both parties. There are two types of contract terms; "express" and implied terms. Express terms are specifically mentioned, either verbally or in writing. Agreed upon by you and your employer. On the hand implied terms are not explicitly. Are commonly understood. Express terms cover aspects such, as wages, working hours, overtime rates, paid leave, redundancy compensation and notice periods. Implied terms encompass obligations that are typically included in employment contracts based on customary practices or collective bargaining agreements. Even if not explicitly stated in the agreement these duties/obligations are automatically considered part of an employment contract. There are two types of employment contracts; ended contracts and fixed term contracts. The majority of employment agreements fall under ended contracts where employees are hired without an end date.

Fixed term contracts can be utilized to hire employees for a specific duration. These contracts delineate a specific termination date. The termination of the employment relationship occurs subsequent to the specified date. There are two distinct categories of employment agreements, namely employment contracts and collective bargaining contracts, in addition to fixed term contracts. An individual employment contract is a legally binding agreement between an employer and an employee, in which both parties have the ability to mutually agree upon certain conditions, such as a minimum wage, the ability to form unions, and the prohibition of forced labor or child labor. At the enterprise or industrial sector level, a collective bargaining agreement is established between an employer and a representative union. The terms that have been mutually agreed upon by representatives of employees, specifically union officials, and employer(s), are subsequently upheld through a ratification vote, which is conducted by the employees themselves.

A study carried out in Belgium by Harrington and Lee (2015) which main objective was to access how the type of contracted job affects the employee's performance of an individual. The research employed a survey research design of 4 health institution with a total sample size of 30 respondents and analyzed the data through correlation statistic to establish the extent which the type of contracted job influences employee's performance. The study's findings suggest that the performance of employees is significantly influenced by the nature of their contracted job, as determined by personnel statutes. Additionally, the performance of management and the enhanced ability to allocate individuals to suitable positions have shown improvement. The incentives for public servants to enhance their performance were delineated as follows: promotions based on performance criteria rather than seniority, the possibility of termination following two negative evaluations, and restricted performance-based compensation.

Ndulue and Ekechukwu (2016) conducted a study entitled, "The Impact of type of contracted job on employee's performance: A Study of 7 parastatals in Lagos, Nigeria". The study was guided by the following objectives: To investigate how skill level of the contracted job enabled the 7 parastatals to retaining their employee based on employee's performance; To ascertain the extent at which sensitivity of the job contracted has made criteria of employee's performance within these institutions easier; To explore and understand the extent to which management job compared to operational job has enhanced employees' performance. The research study utilized the Survey Research Method, employing a sample design and procedure that heavily relied on simple random sampling. The research hypothesis was tested using data collected through the administration of questionnaires to a sample of 83 staff respondents from the institutions being studied. The analysis of the gathered data revealed several key findings, including the importance of prioritizing skill level as a primary requirement for contracting any job, the necessity of upholding accountability and transparency, and the need for managers to optimize resources. The allocation of significant attention and concentration to sensitive tasks

has been recognized as a primary factor contributing to enhanced employee performance. However, the study did not assess the performance of employees in a school setting, unlike the current study.

A study was conducted in Kenya by Rhama (2021) whose title was the impact of type of contracted job on employee's performance of health care centers in Kenya and whose objective was to investigate the impact of type of contracted job on employee's performance of health care centers in Kenya. I gathered the data from sources, like the publications of the Kenya Medical Association and the annual performance statements found in the Year Book of Medical Statistics. To analyze the data I used statistics such as frequencies, proportions, percentages mean scores and standard deviation. I also employed the coefficient of correlation (r) to understand the nature and strength of relationships, between variables related to employee performance. Additionally computer software packages were utilized for data analysis. To assess consistency reliability I calculated Cronbachs alpha. Finally I presented the findings through tables and charts. The study found out that the major determinants in type of job contracted are whether the job is managerial or operational, level of skilled required for the contracted job. The more sensitive a job is the more conducive the terms of the job contracted hence employee's performance is enhanced.

Pirani and Salvini (2015) conducted a study to explore the relationship, between employee performance as the variable and contract jobs with elements of uncertainty, loyalty and incentives as variables. Employees tend to value job security and incentives greatly. The correlation results reveal that performance is positively associated with loyalty and incentives but negatively related to job uncertainty. Among the variables loyalty demonstrates a relationship with incentives but a negative one with uncertainty. Employee performance plays a role in making an organization stand out in the market. To retain employees it is advisable to

offer job security and acknowledge their efforts by providing incentives. We consider our employees as assets as they play a role in achieving an organizations objectives. Employee performance depends on factors.

Koech, Gichunge and Thuo (2016) investigated the impact of employing term workers on employers/organizations. The study focused on Kenya Forest Service, which had a number of employees, on short term contracts. Both primary and secondary data were utilized for this research. Primary data was collected through questionnaires while secondary data was obtained from textbooks, reports, journals, newspapers, company websites and publications.

The research revealed that when employees are hired for short term positions it leads to outcomes within an organization. These include staff turnover, decreased morale among the workforce and reduced productivity. The study found that the constant need to train employees due, to turnover rates negatively impacted the overall productivity of the organization. Additionally temporary workers often experience divided loyalty which diminishes their commitment levels and subsequently affects their productivity.

2.4 Expected Contractual Outputs Influence on Employee's Performance

To excel in their roles employees must have an understanding of what's expected from them. This begins with an updated job description that outlines the core functions, tasks and responsibilities of the position. It also delineates the areas of knowledge and skills required for success, in the role.

When discussing performance expectations it is essential for employees to comprehend the purpose of their job how it aligns within the organization. How their responsibilities contribute to organizational and departmental objectives. Performance expectations can encompass a range. Can generally be categorized into two main areas; Results (the products or services delivered by an employee often measured through goals or benchmarks) and Actions & Behaviors (the methods

used to create a product as well as the behaviors and values exhibited throughout the process; actions and behaviors can be assessed using performance dimensions).

Performance expectations not provide a foundation for discussions about performance throughout the year but also serve as a basis for evaluating employee performance. By establishing expectations regarding desired outcomes and preferred approaches to achieve them both you and your employees pave the way, for success.

According to study carried out by Lee (2014), in China whose objective was to examine the relationship between the expected contractual output impact on employee's performance based on measurability of the task to be accomplished, performance indicator and payment conditions. The study employed a case of hospital in the country and established that expected contractual output has a significant on employee's performance. The study indicated that the ability to measure the time and resources required establishing accomplishment of tasks. The accomplishment of any task depends on various factors which include the magnitude of the task and expected accomplishment period of the task. The research also showed various indicators to analyze performance of any task. These indicators are timeframe, expected output deliverance and achievement of the objectives purposely designed to.

A study conducted by Abernethy, Dekker and Schulz (2015) examined both expected contractual outputs and employee's performance. The 34 institutions meeting this criterion were selected from a commercially held France database. The survey instrument was adopted to examine institutions employees' performance basing on expected contractual output. The study found that increasing the amount of time for accomplishing a task ensured employee do a perfect job hence positive impact on employee's performance. But while the study found that increasing the amount of time for carrying out a task has a positive impact on employee's performance, there was no significant relationship between expected contractual output and employee's performance.

Odongo and Wang (2017) aimed to examine how performance contracts affect the performance of the Kenya Agricultural Research Institute. They conducted a review of existing literature, on performance and performance contracting. Primary data was collected through interviews with 1 deputy director, 2 assistant directors, 3 center directors, 1 chief of division 2 senior researchers and 1 principal administrative officer from the Kenya Agricultural Research Institute. The collected data was analyzed using content analysis techniques. The results of the study indicate that performance contracting significantly enhances service delivery at the institute as confirmed by the agreement among respondents. Additionally it was observed that performance contracting plays a role in shaping standards and performance targets which are vital indicators of organizational effectiveness as supported by the study's findings. It is worth noting that this study differs from the one since it focuses on a research institute than an educational institution.

In another study conducted by Jerop and Kimutai Kiptum (2017) they examined how performance contracting influences productivity, in public sector organizations using Postal Corporation of Kenya as a case study. The researchers employed both data collection through case studies and secondary data obtained from literature reviews and previous studies. The findings indicated that individuals, in positions such as managers, department heads, managers and assistant managers within the chosen state corporation prioritize employee perception as their concern. Following closely behind are the speed of service delivery, customer satisfaction and achievement of targets. These factors contribute to enhancing productivity in public sector organizations through performance contracting initiatives. The research emphasized the importance of public corporations being able to sustain themselves to remain viable and thrive. This necessitates integrating knowledge, skills and attitudes into operations and setting performance targets on an annual basis. However it is important to note that this study specifically focused on the Postal Corporation of Kenya than public secondary schools, like the study aims to examine.

2.5 Theoretical Framework

2.5.1 Contingency Theory

Contingency theory, developed by Silverman in 1970 proposes that an organizations internal structure and systems are directly influenced by its environment. This theory explores the factors that connect performance to environmental pressures. According to contingency theory any actions taken within an organization must align with its circumstances. That's why it's not advisable to transfer a nonperformance management system from one organization to another without considering the factors. The dynamic nature of these issues necessitates approaches to performance management, within organizations.

The contingency theory of contract appraisal argues that there is no system that can be equally applied to all organizations under all conditions. Instead the effectiveness of a system depends on contextual factors. It has been observed that variables such as the environment, strategy, culture organizational structure, size, technology and ownership structure influence the control systems impact. Additionally this theory highlights how non-specific attributes or characteristics play a role in designing a management control system, for non-profit organizations. The effectiveness of NPOs is contingent upon their environment and organizational context.

2.5.2 Equity theory

Adams Equity Theory, also known as the Equity Theory of Motivation was developed by John Stacey Adams, a psychologist, back, in 1963. This theory suggests that individuals are driven by the desire for fairness. In terms it states that if someone perceives an inequality between themselves and a colleague they would adjust their work to restore fairness in their eyes. For instance if an employee finds out that a coworker who does the job is earning money they might choose to reduce their workload in order to achieve what they perceive as fairness. Building

upon this idea Adams Equity Theory tells us that the an individuals sense of fairness (equity) the more motivated they will be. On the hand if someone feels treated unfairly it can lead to demotivation.

The equity theory revolves around an individuals perception of fairness. When applying this theory within performance contracts at institutions or organizations it involves finding a balance between assessing an employees contributions, to their job and providing compensation and rewards for their achievements. Generally speaking, paid and well rewarded employees tend to be more motivated to maintain performance levels on the job. Therefore the Equity Theory operates in two ways.

The first step involves evaluating ones balance, between what we put into something and what we get out of it. The second step involves assessing the input output ratios of our colleagues or friends. Input can encompass elements, like loyalty, commitment and skill while output can consist of rewards, praise and increased responsibilities.

2.5.3 Goal-Setting Theory

During the 1960s Edwin Locke proposed the Goal setting theory of motivation. This theory suggests that task performance is closely tied to goal setting. It states that specific and challenging goals, accompanied by feedback contribute to task performance. In terms goals provide employees with a sense of direction. Indicate the level of effort required. The desire to achieve a goal serves as a source of job motivation. Clear specific and challenging goals tend to be more motivating, than general and vague ones.

According to the goal setting theory the decision to set a goal arises from dissatisfaction with performance levels. Setting a goal involves establishing a framework that guides actions and behaviors towards improving performance. By setting a goal individuals modify their behavior in order to work towards achieving that objective. The theory predicts that people will exert

effort in pursuit of their goals which ultimately affects their performance. Through goal setting there exists a linear relationship, between the difficulty of the goal the level of performance achieved and the amount of effort exerted.

Long as individuals remain dedicated, to their objectives possess the skills to achieve them and avoid conflicting goals this relationship will maintain a positive trajectory (Locke & Latham 2006). According to Locke and Lathams theory of goal setting specific conditions must be met for this to occur.

2.5.4 Expectancy Theory

Decenzo (2008) proposed a theory that suggests the strength of our inclination to act in a way depends on two factors; our expectation of the outcome that will follow our actions and how appealing that outcome's, to us. According to Decenzo this theory encompasses three variables. The first variable is attractiveness, which refers to the significance a places on the rewards or outcomes they can achieve through their job. It takes into account their needs. The second variable is performance reward linkage, which relates to an individuals belief in how performing at a level will lead them to obtain job outcomes. The third variable is effort performance linkage, which primarily concerns an individuals perception of how their exerted effort will result in job performance. Although these concepts may appear complex it is evident that individuals are driven by their goals and their perception of how valuable performance's, in achieving those goals.

The expectancy theory applies well to this study as it explains how individuals adjust their behavior based on the anticipated satisfaction they expect from achieving goals. The theory of expectancy suggests that the inclination to act in a way is influenced by both the expectation of an outcome and the desirability of that outcome, for the individual. When faced with choices peoples decisions are influenced by psychological factors. Expectancy refers to how someone

believes in the possibility of a result. If an individual believes that their efforts will lead to success they will be more motivated to engage in their work. Expectancy is significant because it assumes that behavior is driven by ones belief, in their ability to achieve goals.



2.6 Conceptual Framework

Conceptual framework provides a link between independent and dependent variables.

Independent Variables

Dependent variable

Performance contracting

Employee's performance

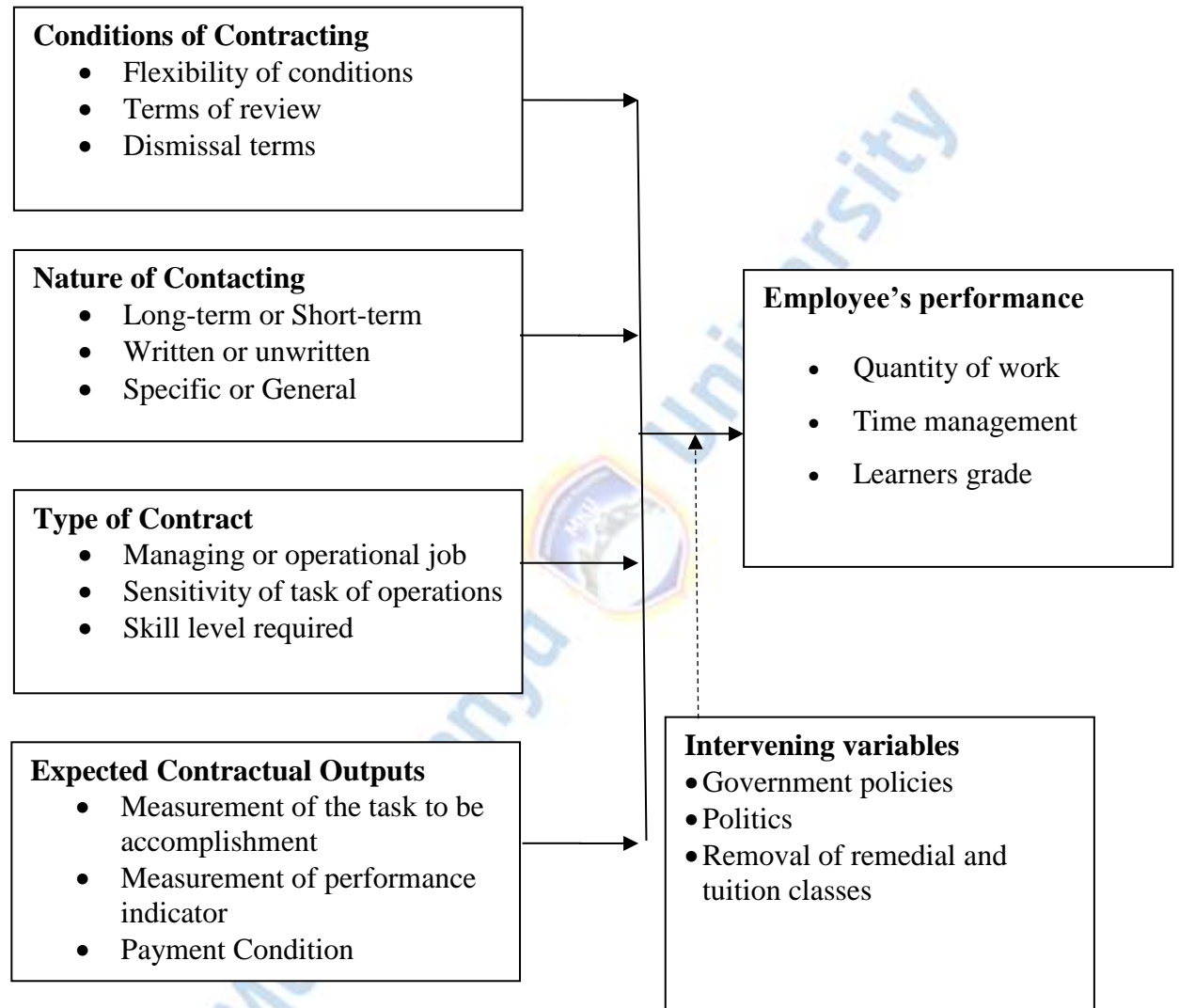


Figure 1 Conceptual Framework

2.7 Research Gaps

Most of the reviewed literature agree to the influence of performance contract on employee performance. However, most of the reviewed literature focuses on other organizations besides learning institutions as it is the case of the current study. Wellin (2016) conducted a study to examine how institutions may improve their conditions of contracting enhance firm employees'

performance. The results of the study show that more flexible condition of contracting could lead to employee commitment in working, conducive terms of review such annually review of the contracted terms and making improvement changes such extension of the working con has direct influence on employee motivation hence positive impact on employee's performance. The study however focused generally on institutions unlike the current study which focuses specific on secondary public schools.

In a study conducted by Omwoyo (2017) the factors impacting the performance of contracted employees were examined. The findings revealed that Almasi Beverages Limited provides training to all its staff, which contributes to improving the role performance of contracted employees. It's worth mentioning that this study was conducted in the beverage industry whereas our current study focuses on a learning institution. Another research, by Odongo and Wang (2017) aimed to determine the influence of performance contracts on the performance of Kenya Agricultural Research Institute. The results indicated that performance contracting has an impact, on setting standards and achieving performance targets within organizations as supported by evidence. However it's important to note that their study was conducted within a research institute whereas ours is focused on a learning institution.

CHAPTER THREE: RESEARCH METHODOLOGY AND DESIGN

3.0 Introduction

The chapter provides an overview of the research design the individuals involved in the study how the sample was chosen and who it represents the methods used for sampling the tools used for data collection, how validity and reliability were ensured and how the data was processed. Lastly ethical considerations are discussed.

3.2 Research Methodology

The research utilized a combination of qualitative methods to gather data.

3.3 Research Design

A research design refers to the way data is collected and analyzed in a study taking into account how they relate to the research objectives (Akhtar, 2016). For this study a descriptive research design was used. Descriptive research design is employed to depict the characteristics of a population or phenomenon being investigated (Bloomfield & Fisher 2019). In this case the study aims to describe how performance contracting affects employee performance, in secondary schools located in Nandi County. Descriptive research design proves valuable when researchers seek information about the state of a population or phenomenon under investigation. Hence it is a choice, for this study. Moreover employing research design allows for addressing the research questions.

3.4 Location of the Study

The research was conducted in Mosop sub County, which's part of Nandi County. Nandi County is one of the 47 counties, in Kenya. Is situated in what used to be the Rift Valley Province. Nandi has six sub counties namely; Mosop Sub County, Emgwen Sub County, Aldai Subcounty, Tinderet Sub County, Nandi Hills Sub County and Chesumei Sub County. The area of focus for this study was public secondary schools in Mosop sub county. Mosop sub-County

was chosen for this study because there is rise in low employee performance in public secondary schools in the Sub County (Cheruiyot, Kibett & Ngeno, 2020) This has led to a number of negative consequences. Students are not receiving the education they need to succeed, and the quality of education in the sub county is declining. This is a problem that needs to be addressed in order to ensure that all students have the opportunity to succeed. In order to address this problem there is need to look at influence of performance contracting on employee performance.

3.5 Target Population

The target population pertains to the group that's relevant, to a specific study. According to Mugenda and Mugenda (2003) a population is composed of individuals or objects that share characteristics. The study targeted twenty public secondary schools since in the sub county there are 20 secondary schools. The study population comprised of 20 Board of Management Chairpersons, 20 principals and 208 teachers because they have information concerning influence of performance contracting on employee performance in public secondary schools in Nandi County: A Case Of Mosop Sub County. Target population is presented in Table 1.

Table 1 Target Population

| Category | Target Population |
|------------------|--------------------------|
| BOM Chairpersons | 20 |
| Principals | 20 |
| Teachers | 208 |
| Total | 248 |

3.6 Sample Size and Sampling technique

The sample size is a term used to describe a group of individuals that is selected to represent the population (Singh & Masuku 2013). The researcher determined the sample size, for households using the Yamane formula (1967).

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size required

N is the population size =248

e is the level of precision =0.05

$$n = 248 / (1 + 248 * 0.05^2)$$

$$n = 153$$

The study adopted stratified sampling and purposive sampling to select respondents. The researcher stratified schools into 20 strata. The researcher then selected proportionately the teachers from each stratum. Simple random sampling was used to determine the teachers to participate in the study because they had equal chance of being selected. Purposive sampling was used to select BOM Chairpersons and the principals because they were automatically selected from the 20 selected schools.

Table 2 Sample Size

| Category | Sample Size |
|--------------|-------------|
| BOM Chairs | 20 |
| Principals | 20 |
| Teachers | 113 |
| Total | 153 |

3.7 Research Instruments

The study made use of primary data in this study. The most common methods of data collection in descriptive survey design are the questionnaire and interviewing (Orodho, 2003). The study

used structured questionnaire to be administered to the population of 150 Public secondary school BOM chairs, principals and teachers in the selected 20 schools from Mosop Sub County. The questionnaire had two sections. The first section obtained general information from the respondent while the other section obtained information pertaining to the introduction of PC.

3.8 Piloting of Research Instruments

In Elgeyo Marakwet County a preliminary test was carried out during which 15 questionnaires were distributed. These questionnaires accounted for 10% of the population (Maiyaki & Mokhtar 2011). Through the pilot study, the researchers were able to determine the consistency of responses made by respondents based on the outcomes of the piloted research instruments.

3.8.1 Validity of Research Instruments

To ensure the credibility of the study there was measures. First the study carefully tested the data collection tool. Reviewed the instruments with the guidance of a research expert. Additionally the study conducted an extensive literature review to develop the questionnaire content. During data collection the researcher personally introduced himself to the respondents. Explained the purpose of the study, in a manner. It was crucial for the researcher to maintain a relationship with the participants to minimize any bias or influence on their responses.

3.8.2 Reliability of Research Instruments

To ensure reliability a pilot test was conducted with 15 subjects who were not part of the sample. The data collected during the pilot test was analyzed using SPSS version 21 (Statistical Package, for Social Sciences). SPSS provides two pieces of information; the "correlation matrix" and the "view alpha if item deleted" column. It's important for researchers to remove items or statements that have values of 0s, 1s or negatives. By examining the "alpha if item deleted" column researchers can determine if removing items can improve the reliability. Items that significantly enhance reliability should be eliminated while still maintaining at 80% of the

content. The reliability coefficient (alpha) ranges from 0 to 1 where a value of 0 indicates error and a value of 1 signifies no error at all. A reliability coefficient (alpha) equal to or higher than .70 is considered acceptable (Norland, 1990). The results of the reliability test can be found in Table 3.

Table 3 Reliability Test

| Variables | Cronbach's Alpha | N of Items |
|-----------------------------|-------------------------|-------------------|
| Condition of Contracting | .773 | 5 |
| Nature of Contracting | .724 | 7 |
| Type of Contracted Job | .777 | 5 |
| Expected contractual Output | .729 | 6 |
| Employee's performance | .758 | 6 |

3.9 Data Collection Procedures

The researcher sought approval from Mount Kenya University through Ethics Review Committee (ERC) which was used to seek permission from National Commission For Science, Technology and Innovation (NACOSTI) and authorization from the selected schools. For the schools that are far from all-weather roads, the researcher made use of a motor-bike. The researcher personally dropped and picked the questionnaires in order to minimize chances of manipulation of data. The information collected formed the basis of the study conclusions on the factors influencing the implementation of performance contracts in public secondary school in Kenya.

3.10 Data Analysis

The collected questionnaires were combined using the SPSS software (Statistical Package, for Social Sciences) Version 25 to analyze the data. Descriptive statistics were employed to examine the characteristics of the population. As per Kothari (2013) descriptive statistics can be used to identify patterns and describe data characteristics. Inferential statistics, linear regression were

utilized to demonstrate relationships between the independent and dependent variables, in the study. Descriptive statistics aided in organizing and describing a dataset while Excel was used to present the analysis through tables, graphs, pie charts and percentages in order to provide interpretations of the responses.

3.11 Ethical Considerations

Ethics are the standards for conduct that differentiates between acceptable and unacceptable behavior. Several ethical issues can emerge during the academic research, writing, and publishing processes (Resnik,2015). Prior to carrying out the study, the researcher sought research authorization from National Commission for Science, Technology and Innovation and the ministry of education. The researcher also informed the respondents in advance on the intention to carry out the study. During data collection, the respondents was guaranteed of confidentiality of information they provided and needed to sign an informed consent before participating in the study. No information that discloses the identity of any individual was added to the final report or in any other communication put together in the course of the study, except if the individual concerned gave permission in writing to its insertion beforehand. Additionally, honesty was observed. Data, results, methods and procedures were truthfully reported. There was no falsifications, forging, or misrepresentation of data. The researcher were put effort to avert bias in data analysis, data interpretation and other particulars of research where objectivity is required. The researcher also guaranteed integrity, assurances and agree to act with honesty, ensure consistency of thought and action while carrying out research.

CHAPTER FOUR:

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter involved the analysis and presentation of the collected data. The analysis encompassed the utilization of descriptive statistical measures like averages and standard deviations for data examination. Subsequently, the outcomes were visually represented through the incorporation of tables and graphs.

4.1 Response Rate

Despite dispatching 153 surveys, only 127 were retrieved, leading to a commendably high response rate of 83.0%. Roughly 17.0% of surveys were not returned, constituting the non-response rate, with 26 questionnaires remaining unaccounted for. The scholars posit that the slight portion of non-participation had negligible influence on the findings, ascribing it to potential factors like respondents' disinclination to fill out the surveys, time constraints, or unavailability during the data gathering process.

Table 4 Response Rate

| Responses | Frequency | Percentages |
|------------------|------------------|--------------------|
| Responded | 127 | 83.0 |
| Not responded | 26 | 17.0 |
| Total | 153 | 100 |

Given that this rate exceeded 50%, it satisfied Mugenda's criteria for statistical analysis (2010).

4.2 Respondents' General Information

In this study, the researchers assessed various individual aspects of the participants, such as their workforce size and tenure in their respective roles. The purpose behind analyzing these

factors was dual-fold: firstly, to minimize any potential impact they might exert on the research outcomes, and secondly, to enhance insight into the demographic backdrop of the investigation. As highlighted by Kipkebut (2010), outlining the characteristics of the sample sets the stage for a comprehensive interpretation of the results, aligning with the study's aims. The examined respondent attributes included gender, age category, educational history, and years of experience.

4.2.1 Gender of the Respondents

The main aim of the research was to ascertain the gender of the participants, as illustrated in Table 5, offering a summary of the distribution of respondents' genders.

Table 5 Gender of the Respondents

| Gender | Frequency | Percent |
|---------------|------------------|----------------|
| Males | 66 | 52.0 |
| Females | 61 | 48.0 |
| Total | 127 | 100 |

The analysis of the data presented in Table 5 reveals that there was a slight difference in the gender distribution among the participants. Out of the total respondents, 66 (52.0%) were males, while 61(48.0%) were females. This suggests a balanced representation of both genders in the study, indicating that equal opportunities were provided for their inclusion.

4.2.2 Education Level of the Respondents

The researcher also aimed to ascertain the educational background of the participants. The study findings are illustrated in Table 6.

Table 6 Education Level of the Respondents

| Education Level | Frequency | Percent |
|------------------------|------------------|----------------|
| Certificate/Diploma | 57 | 44.9 |
| Undergraduate degree | 38 | 29.9 |
| Masters | 21 | 16.5 |
| Total | 127 | 100 |

Table 6 shows that 57(44.9%) indicated that they had a Certificate and diploma level of education, 38(29.9%) indicated that they had Undergraduate degree level of education, 21(16.5%) had masters and finally 11(8.7%) had a PHD level of education. This showed that majority of the respondents with 44.9% of the participants having a certificate and diploma level of education. The significance of the majority of respondents' educational background can be gleaned from the distribution of their educational levels as outlined in the provided paragraph. The data illustrates that out of the total respondents, 44.9% held certificates and diplomas, making them the largest subgroup. This statistic is noteworthy because it signifies that a substantial proportion of participants possess foundational or practical qualifications, which could have implications for their skill set and potential career paths. The paragraph's statements also reveal that while other educational levels like undergraduate degrees, master's degrees, and PhDs are represented, they constitute smaller percentages of the overall respondent pool.

4.2.3 Age Bracket of the Respondents

Furthermore, the researcher's objective was to determine the age groups of the participants. The results of this study are displayed in Table 7.

Table 7 Age Bracket of the Respondents

| Age Bracket | Frequency | Percentage |
|--------------------|------------------|-------------------|
| Below 25 years | 49 | 38.6 |
| 25 - 34 years | 37 | 29.1 |
| 35 - 44 years | 22 | 17.3 |
| 45 - 50years | 13 | 10.2 |
| 51 and Above | 6 | 4.7 |
| Total | 127 | 100 |

According to the data summarized in Table 7, the age distribution of the research participants can be described as follows: 49 (38.6%) of them fell below the age bracket of below 25 years, 37 (29.1%) were between 25-34 years old. Additionally, 22 (17.3%) of the respondents were aged between 35-44 years, while 13(10.2%) were in the 45-50 age range. Lastly, 6 (4.7%) of the participants were 51 years of age and older. Table 4.3 indicates that a significant portion of the respondents were below 25 age range, which allows them to better understand the characteristics and perspectives of the largest segment of the population under study.

4.2.4 Years of Operation

The study however sought to determine the years the respondents have been in the organization.

Table 8 Years of Operation

| Age Bracket | Frequency | Percentage |
|--------------------|------------------|-------------------|
| Below 5 years | 58 | 45.7 |
| 5 - 10 years | 36 | 28.3 |
| 11 - 20 years | 19 | 15.0 |
| 21 - 30years | 9 | 7.1 |
| 31 and Above | 5 | 3.9 |
| Total | 127 | 100 |

Table 8 shows that majority 58(45.7%) of the subjects indicated that they had worked in the organization for a period of less than 5 years, 36(28.3%) indicated that they had worked for 5 to 10 years, 19(15.0%) had worked for 11 to 20 years, 9(7.1%) had worked in an organization for a period of 21- 30 years and finally 5(3.9%) indicate that they had worked in the school for more than 31 years. This indicates that a considerable number of respondents had fewer than 5 years of experience, implying that a significant segment of the participants were relatively inexperienced.

4.3 Condition of Contracting Influence on Employee Performance

The study sought to assess the condition of contracting influence on employee performance in public secondary schools in Nandi county, a case of Mosop sub county. Participants were requested to express their viewpoints using a 5-point Likert scale that spanned from 1 to 5. The scale's values denoted different levels of agreement: 1 for "strongly disagree," 2 for "disagree," 3 for "neutral," 4 for "agree," and 5 for "strongly agree." An evaluation of the average scores derived from the responses was conducted on a continuous spectrum. Ratings below 1.5 were categorized as "strongly disagree," while scores falling between 1.5 and 2.4 were classified as "disagree." Similarly, scores ranging from 2.5 to 3.4 were interpreted as "neutral," those between 3.5 and 4.5 were considered "agree," and ratings surpassing 4.5 were designated as "strongly agree." A total of five statements were utilized to assess the condition of contracting influence on employee performance in public secondary schools in Nandi county, and participants' responses were collected using a 5-point Likert scale as shown in Table 9.

Table 9 Condition of Contracting Influence on Employee Performance

| Statement | | SA | A | N | D | SD | Mean | Sd |
|--|---|------|------|-----|------|------|------|------|
| 1. I am confident in my ability to meet my performance goals under the current contracting conditions. | F | 38 | 48 | 6 | 20 | 15 | 3.58 | 1.37 |
| | % | 29.9 | 37.8 | 4.7 | 15.7 | 11.8 | | |
| 2. I feel that the current contracting conditions provide me with the resources and support I need to be successful. | F | 42 | 51 | 4 | 21 | 9 | 3.76 | 1.27 |
| | % | 33.1 | 40.2 | 3.1 | 16.7 | 7.1 | | |
| 3. I am satisfied with the level of communication I receive from my manager and other stakeholders under the current contracting conditions. | F | 42 | 56 | 7 | 12 | 10 | 3.85 | 1.21 |
| | % | 33.1 | 44.1 | 5.5 | 9.4 | 7.9 | | |
| 4. I believe that the current contracting conditions are fair and equitable. | F | 39 | 49 | 7 | 18 | 14 | 3.64 | 1.34 |
| | % | 30.7 | 38.6 | 5.5 | 14.2 | 11.0 | | |
| 5. I am motivated to perform my job well under the current contracting conditions. | F | 36 | 52 | 4 | 23 | 12 | 3.61 | 1.32 |
| | % | 28.3 | 40.9 | 3.1 | 18.1 | 9.4 | | |

According to Table 9 findings indicates that 86(67.7%) of the respondents agreed and 35(27.5%) of the respondents disagreed that they confident in my ability to meet my performance goals under the current contracting conditions. More, the study's findings revealed that the respondents agreed in terms of mean and standard deviations that they are confident in their ability to meet my performance goals under the current contracting conditions (mean=3.58 standard deviation=1.37). The study done by Rouault, Dayan and Fleming, (2019) Observe that variations in self-assurance play a role in shaping overall self-perceived errors (SPEs), in addition to factual correctness and response speed. These results establish a connection between assessing localized confidence and overarching SPEs, substantiating the significance of confidence in governing higher-level behavioral processes.

Furthermore, 93(73.3%) agreed and 30(23.6%) disagreed that they feel that the current contracting conditions provide me with the resources and support they need to be successful. In terms of mean and standard deviations the respondents agreed that they feel that the current contracting conditions provide me with the resources and support they need to be successful (mean=3.76, standard deviation=1.27). According to the study done by Ghaffar, Burman and Braimah, (2020) Unveiled that governmental regulations setting re-use and recycling standards for each new project can significantly enhance circular practices in the construction sector.

Further, majority of the respondents 98(77.2%) of the respondents agreed and those who disagreed 22(17.3%) that they are satisfied with the level of communication they receive from my manager and other stakeholders under the current contracting conditions. Furthermore, the study's findings revealed that participants agreed (mean=3.85, standard deviation=1.21) that they are satisfied with the level of communication they receive from my manager and other stakeholders under the current contracting conditions. Lavner, Karney and Bradbury (2016) express concerns, about prioritizing couple communication skills as the predictor of relationship satisfaction. They also raise inquiries regarding factors that could potentially influence communication and satisfaction as well, as how they interact with each other.

The study further revealed that 78(69.3%) of the respondents agreed that they believe that the current contracting conditions are fair and equitable. However, 31(25.2%) of the respondents disagreed that they believe that the current contracting conditions are fair and equitable. Additionally, the study results on mean and standard deviation revealed the respondents agreed that they believe that the current contracting conditions are fair and equitable. (Mean=3.64, standard deviation=1.34). According to the study done by Rao, Min and Mastrucci (2019) reveals that our estimates fall within these countries' energy demand projections in global scenarios of climate stabilization at 2 °C, but to different extents.

Lastly, 88(69.2%) of the response agreed that they are motivated to perform their job well under the current contracting conditions while 35(27.5%) disagree that they are motivated to perform their job well under the current contracting conditions. Similarly, the standard deviation and mean rating reveals that the respondents agreed that they are motivated to perform their job well under the current contracting conditions (mean=3.61, standard deviation=1.32). According to a study conducted by Niati, Siregar and Prayoga (2021) it has been demonstrated that both training and motivation play roles in enhancing job performance. It is believed that when employees receive training and are adequately motivated their career development can greatly benefit within the workplace.

4.3.1 Linear Regression Model of the Condition of Contracting Influence on Employee Performance

The linear regression analysis examines how the performance of employees, which is the dependent variable, is influenced by the independent variable condition of contracting. The subsequent sections present the outcomes of this analysis

Table 10 Model Summary

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------|-----------------|--------------------------|-----------------------------------|
| .854 ^a | .730 | .727 | .45606 |

The correlation coefficient (R). Coefficient of determination (R^2) indicate the level of association, between the influence of Contracting Conditions and employee performance in secondary schools located in Nandi county. The findings from Table 10 reveal that $R^2 = 0.730$ and $R = 0.854$. The strong linear relationship denoted by the R value showcases a connection between contracting conditions and employee performance in secondary schools within Nandi county. Moreover the R^2 value indicates that 73.0% of the variation in Employee Performance

can be explained by the variables related to contracting conditions. This suggests that Contracting Conditions have an impact on employee performance within secondary schools situated in Nandi county. These results align with Sintemas findings (2020) which state that if the COVID 19 epidemic is not promptly controlled and considering the closure of schools nationwide there is a likelihood of a decline in pass rates for secondary school students, during this years examinations.

The analysis of variance was employed in the study to determine if the model's predictive capabilities surpassed those of the mean, as illustrated in Table 11.

Table 11 Regression Model Fitness Results

| | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-----------------------|------------|--------------------|----------|-------------------|
| Regression | 70.123 | 1 | 70.123 | 337.147 | .000 ^b |
| Residual | 25.999 | 125 | .208 | | |
| Total | 96.122 | 126 | | | |

Based on the data, in Table 11 the F test provides an assessment of the significance of the regression model that was established. The F value indicates the importance of all the variables included in the equation confirming that the regression is indeed significant. The resulting F statistics (F = 337.147) were highly significant with a p value of 0.000 which confirms that the model is a fit. Therefore we can conclude that there is a relationship between the influence of contracting conditions and employee performance, in public secondary schools located in Nandi county.

Table 11 Regression Model Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------|--------------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .595 | .170 | | 3.497 | .001 |
| | Condition of Contracting | .849 | .046 | .854 | 18.362 | .000 |

The study results in Table 11 revealed that there was positive linear influence of influence of recognition on employee's performance. Since ($\beta_1=0.595$, $p=0.000<0.05$), the study rejected the first null hypothesis H_{01} and concluded that the Conditions of contracting has a significant influence on employee's performance. However, this reveals that an increase in condition of contracting increases employee performance by 0.849 units. Therefore, the coefficients generated the regression equation as expressed by;

$$Y = 0.595 + 0.849X_1 \dots\dots\dots \text{Equation 4.1}$$

4.4 Nature of Contracting on Employee performance

The study sought to assess the nature of contracting on employee performance in public secondary schools in Nandi county, a case of Mosop sub county. Participants were requested to express their viewpoints using a 5-point Likert scale that spanned from 1 to 5. The scale's values denoted different levels of agreement: 1 for "strongly disagree," 2 for "disagree," 3 for "neutral," 4 for "agree," and 5 for "strongly agree." An evaluation of the average scores derived from the responses was conducted on a continuous spectrum. Ratings below 1.5 were categorized as "strongly disagree," while scores falling between 1.5 and 2.4 were classified as "disagree." Similarly, scores ranging from 2.5 to 3.4 were interpreted as "neutral," those between 3.5 and 4.5 were considered "agree," and ratings surpassing 4.5 were designated as "strongly agree." A total of seven statements were utilized to assess the Nature of Contracting on Employee Performance in public secondary schools in Nandi county, and participants' responses were collected using a 5-point Likert scale as shown in Table 12.

Table 12 Nature of Contracting on Employee performance

| Statement | | SA | A | N | D | SD | Mean | Sd |
|---|---|------|------|-----|------|------|------|------|
| 1. Long term or short-term employees' contract does not influence their performance | F | 41 | 56 | 7 | 14 | 9 | 3.83 | 1.20 |
| | % | 32.3 | 44.1 | 5.5 | 11.0 | 7.1 | | |
| 2. Written contract is more secure than unwritten contract | F | 35 | 67 | 8 | 10 | 7 | 3.89 | 1.07 |
| | % | 27.6 | 52.8 | 6.3 | 7.9 | 5.5 | | |
| 3. I am clear about my roles and responsibilities. | F | 43 | 53 | 6 | 18 | 7 | 3.84 | 1.20 |
| | % | 33.9 | 41.7 | 4.7 | 14.2 | 5.5 | | |
| 4. I feel that my work is meaningful and contributes to the organization's goals. | F | 36 | 49 | 7 | 20 | 15 | 3.56 | 1.36 |
| | % | 28.3 | 38.6 | 5.5 | 15.7 | 11.8 | | |
| 5. I trust my manager to be fair and supportive | F | 36 | 56 | 9 | 19 | 7 | 3.75 | 1.18 |
| | % | 28.3 | 44.1 | 7.1 | 15.0 | 5.5 | | |
| 6. I feel that I have a voice in the decision-making process. | F | 43 | 53 | 6 | 16 | 9 | 3.83 | 1.23 |
| | % | 33.9 | 41.7 | 4.7 | 12.6 | 7.1 | | |
| 7. I am satisfied with my compensation and benefits. | F | 44 | 47 | 10 | 17 | 9 | 3.79 | 1.25 |
| | % | 34.6 | 37.0 | 7.9 | 13.4 | 7.1 | | |

Table 12 shows that 97(76.4%) of the respondents agreed that Long term or short-term employees' contract does not influence their performance. However, 23(18.1%) of the respondents disagreed that Long term or short-term employees' contract does not influence their performance. As per the survey results, the participants agreed in terms of mean and standard deviation that long term or short-term employees' contract does not influence their performance (Mean, =3.83, Std. dev=1.20). Based on the research conducted by Visnjic Wiengarten and Neely (2016) it is suggested that the interaction, between service business model innovation and product innovation leads to long term performance advantages despite some short term performance trade offs.

On top of the above findings, other findings indicated majority of the respondents 102(80.4%) agreed that written contract is more secure than unwritten contract. However, 10(8.7%) of the respondents disagreed that written contract is more secure than unwritten contract. Further, the study findings also indicated, in terms of mean and standard deviation the respondents agreed that written contract is more secure than unwritten contract (Mean=3.89, standard deviation=1.07). The study done by Bernstein, (2022) merchant-court system established by the NGFA presents a unique chance to practically investigate and reassess the Code's quest for inherent business standards. This occurs within a setting where the issues of legal expenses and institutional capability, which have primarily dominated discussions about the Code's legal method, are noticeably not present.

However, 96(75.6%) of the responders agreed and 25(19.7%) disagreed that they are clear about their roles and responsibilities. The study results showed in terms of mean and standard deviations that the respondent agreed that they are clear about their roles and responsibilities, (mean=3.84, standard deviation=1.20). According to a study conducted by Johnson and Butcher (2021) the research findings align with the notion that doctors should be supported in their response, to the pandemic by meeting the increasing demand for assistance. However it is important to recognize that those who go above and beyond, in making sacrifices and putting in effort deserve obligations in return.

However a majority of the respondents (66.9%) expressed agreement, with the notion that their work holds significance and contributes effectively to the goals of the organization. On the hand a smaller percentage (27.5%) disagreed with this statement. The statistical analysis, based on standard deviation indicates that most respondents were in favor of believing that their work is meaningful and contributes to objectives (mean=3.56, standard deviation=1.36). According to

a study conducted by Vaccaro, Jansen, Van Den Bosch and Volberda in 2012 both leadership behaviors play a role, in driving management innovation.

Furthermore, 92(72.4%) of the respondents agreed that they trust their manager to be fair and supportive. While 26(20.5%) of the respondent disagreed that they trust their manager to be fair and supportive. There standard deviations and mean reveals that the respondents agree that they trust their manager to be fair and supportive is, (mean=3.75, standard deviation =1.18). According to Lee, (2021) indicated that feelings like unease, tension, perceived injustice, a sense of being lesser, and susceptibility are elicited by the perception of unfairness and by comparing one's own decisions or resources with those of higher-level reference individuals, such as the management (emotion arising from upward social comparison).

Further, 96(75.6%) of the respondents agreed with the statement they feel that they have a voice in the decision-making process. However, 25(19.7%) of the respondents disagreed that they feel that they have a voice in the decision-making process. From mean and standard deviation, the respondents agreed that they feel that they have a voice in the decision-making process, (Mean, =3.83, Std. dev=1.23). However, a study by Porumbescu and Grimmelikhuijsen, (2018) reveal that participants are least inclined to voice opposition when a decision-making process is fair and transparency high.

Lastly, 91(71.6%) of the response agreed that they are satisfied with their compensation and benefits while 26(20.5%) disagree that they are satisfied with their compensation and benefits. Similarly, the standard deviation and mean on the statement that they are satisfied with their compensation and benefits. is (mean=3.79, standard deviation=1.25). The findings by Hur, (2018) motivators identified in prior research had a favorable impact on the job contentment of public managers. Additionally, contrary to Herzberg's study predictions, the presence of hygiene factors did not influence the job satisfaction of these public managers.

4.4.1 Linear Regression Model of Nature of Contracting on Employee Performance

The linear regression analysis examines how the employee performance, which is the dependent variable, is influenced by the independent variable Nature of Contracting. The subsequent sections present the outcomes of this analysis.

Table 13 Model Summary

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------|-----------------|--------------------------|-----------------------------------|
| .887 ^a | .786 | .785 | .40534 |

The R squared (R^2) and correlation coefficient (R) provide insight into the relationship between the nature of contracting and employee performance in schools located in Nandi county. According to Table 13 the linear regression results reveal an R^2 value of 0.786 and an R value of 0.887. The strong R value indicates a linear relationship between the nature of contracting and employee performance in secondary schools within Nandi county. Additionally the R^2 value suggests that 78.6% of the variation in employee performance can be explained by the regression models variables. In terms this means that the nature of contracting has influenced employee performance in secondary schools, within Nandi county. These results agreed with Kagema and Irungu, (2018) discovered that teacher evaluations had an impact on teacher performance. Overall, educators perceived that government regulations were disadvantageous for their professional growth, and they held negative views about the implementation of these policies.

The analysis of variance was employed in the study to determine if the model's predictive capabilities surpassed those of the mean, as illustrated in Table 14.

Table 14 Regression Model Fitness Results

| | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-----------------------|------------|--------------------|----------|-------------------|
| Regression | 75.584 | 1 | 75.584 | 460.024 | .000 ^b |
| Residual | 20.538 | 125 | .164 | | |
| Total | 96.122 | 126 | | | |

From Table 14 the F-test offers a comprehensive evaluation of the significance of the established regression model. The F value indicates the significance of all the variables, in the equation verifying the importance of the regression. The F statistics generated (F = 460.024) were significant at $p=0.000$ thus confirming the suitability of the model and establishing a connection between Contracting Nature and Employee Performance in public secondary schools, in Nandi county.

Table 15 Displays the β -value estimates and illustrates the predictor's contribution to the model.

Table 15 Regression Model Coefficients

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
| | B | Std. Error | Beta | | |
| (Constant) | .370 | .156 | | 2.371 | .019 |
| Nature of Contracting | .911 | .042 | .887 | 21.448 | .000 |

The study results in Table 15 revealed that there was positive linear influence of influence of recognition on employee's performance. Since ($\beta_2=0.370$, $p=0.000<0.05$), the study rejected the second null hypothesis H_{02} and concluded that the Nature of Contracting has a significant influence on employee's performance. However, this reveals that an increase in Nature of Contracting Increases Employee Performance by 0.911 units. Therefore, the coefficients generated the regression equation as expressed by;

$$Y = 0.370 + 0.911X_2 \dots\dots\dots \text{Equation 4.2}$$

4.5 Type of Contracted Job Influence on Employee Performance

The study sought to assess the type of contracted job influence on employee performance in public secondary schools in Nandi county, a case of Mosop sub county. Participants were requested to express their viewpoints using a 5-point Likert scale that spanned from 1 to 5. The scale's values denoted different levels of agreement: 1 for "strongly disagree," 2 for "disagree," 3 for "neutral," 4 for "agree," and 5 for "strongly agree." An evaluation of the average scores derived from the responses was conducted on a continuous spectrum. Ratings below 1.5 were categorized as "strongly disagree," while scores falling between 1.5 and 2.4 were classified as "disagree." Similarly, scores ranging from 2.5 to 3.4 were interpreted as "neutral," those between 3.5 and 4.5 were considered "agree," and ratings surpassing 4.5 were designated as "strongly agree." A total of five statements were utilized to assess the Type of Contracted Job influence on Employee performance in public secondary schools in Nandi county, and participants' responses were collected using a 5-point Likert scale as shown in Table 16.

Table 16 Type of Contracted Job Influence on Employee Performance

| Statement | | SA | A | N | D | SD | Mean | Sd |
|---|---|------|------|-----|------|-----|------|------|
| 1. Contracted job offers a higher salary. | F | 39 | 50 | 7 | 19 | 12 | 3.67 | 1.31 |
| | % | 30.7 | 39.4 | 5.5 | 15.0 | 9.4 | | |
| 2. Contracted job offers more flexibility in terms of hours and location. | F | 38 | 52 | 8 | 21 | 8 | 3.72 | 1.23 |
| | % | 29.9 | 40.9 | 6.3 | 16.5 | 6.3 | | |
| 3. Contracted job offers the opportunity to learn new skills and advance my career. | F | 45 | 47 | 9 | 17 | 9 | 3.80 | 1.25 |
| | % | 35.4 | 37.0 | 7.1 | 13.4 | 7.1 | | |
| 4. Contracted job that offers a good work-life balance. | F | 39 | 47 | 9 | 22 | 10 | 3.65 | 1.29 |
| | % | 30.7 | 37.0 | 7.1 | 17.3 | 7.9 | | |
| 5. Contracted job is familiar with me and have a good reputation. | F | 54 | 42 | 6 | 17 | 8 | 3.92 | 1.26 |
| | % | 42.5 | 33.1 | 4.7 | 13.4 | 6.3 | | |

According to Table 16, 89(70.1%) of respondents agreed that contracted job offers a higher salary. However, 31(24.4%) of respondents disagreed that contracted job offers a higher salary. Furthermore, the survey results revealed, in terms of mean and standard deviation, that respondents agreed that contracted job offers a higher salary (Mean=3.67, standard deviation=1.31). According to a study, by Leibbrandt and List, in 2015 it was discovered that in situations where it is not explicitly stated that wages can be negotiated men tend to negotiate for wages while women are more inclined to indicate their willingness to accept a lower wage.

Also, 90(70.8%) of the respondents agreed, and 31(22.7%) disagreed that contracted job offers more flexibility in terms of hours and location. Further, results also showed that in terms of mean and standard deviation, the respondents agreed that contracted job offers more flexibility in terms of hours and location (Mean=3.72, standard deviation=1.23). These findings agree with Spurk and Straub, (2020) discovered that levels of authenticity of commitment (AOC) and fulfillment of

competency needs remained consistent, while satisfaction with autonomy and interconnectedness needs grew, and emotional exhaustion declined. Additionally, a correlation was observed where greater inter-individual AOC corresponded to a slower growth rate of intra-individual contentment with autonomy and interconnectedness needs.

Further, 92(72.4%) participants agreed that contracted job offers the opportunity to learn new skills and advance my career. However, 26(20.5%) of the respondents disagreed contracted job offers the opportunity to learn new skills and advance my career. Further, the study results also showed mean and standard deviation; the respondents agreed contracted job offers the opportunity to learn new skills and advance my career (Mean=3.80, standard deviation=1.25). These findings agree with Duggan, Sherman, Carbery and McDonnell, (2020) introduces a three-variant classification of gig work, primarily centered on technological features, and examines app-work's nuanced dimensions, shedding light on employment relationships, human resource management, and the influence of algorithmic management in the gig economy.

The study further noted that 86(67.7%) of the participants agreed, and 32(25.2%) disagreed that contracted job that offers a good work-life balance. Further, the study results also showed, in terms of mean and standard deviation, that the respondents agreed with the statement that contracted job that offers a good work-life balance (Mean=3.65, standard deviation=1.29). According to the study done by Rodríguez-Rivero, Yáñez, Fernández-Aller and Carrasco-Gallego, (2020) indicate that the great myths of gender inequality are still alive in Spain, and that a crisis of this nature can perpetuate them.

Finally, it was noted that 96(76.6%) of the participants agreed that contracted job is familiar with them and have a good reputation. On the contrary, it was noted that 25(19.7%) disagreed that contracted job is familiar with them and have a good reputation. Further, results also showed, in terms of mean and standard deviation, that the respondents agreed with the statement that

contracted job is familiar with them and have a good reputation (Mean=3.92, standard deviation=1.26). These findings agree with Aladwani and Dwivedi, (2018) reveals that the expected quality of government social media content impacts the development of established trust, subsequently affecting the degree of accepted adjustment.

4.5.1 Linear Regression Model of Contracted Job influence on Employee Performance

The linear regression analysis examines how the employee performance, which is the dependent variable, is influenced by the independent variable Contracted Job. The subsequent sections present the outcomes of this analysis

Table 17 Model Summary

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------|-----------------|--------------------------|-----------------------------------|
| .933 ^a | .870 | .869 | .31594 |

The R squared coefficient (R^2) and correlation coefficient (R) depict the level of association, between the Nature of Contracting and employee Performance in schools located in Nandi county. According to the findings presented in Table 17 the linear regression results indicate an R^2 value of 0.870 and an R value of 0.933. The strong linear relationship suggested by the R value highlights a connection between the contracted job influence and Employee Performance within secondary schools in Nandi county. Furthermore the R^2 value indicates that 87.0% of the variation in contracted job influence, on Employee Performance can be accounted for by the regression model utilized in this study.

This implies that contracted job had an influence on employee performance in public secondary schools in Nandi county. These results agreed with County and Nandi County (2018) revealed that students' attitudes towards biology and career preference were significantly related to performance in the subject.

The analysis of variance was employed in the study to determine if the model's predictive capabilities surpassed those of the mean, as illustrated in Table 18

Table 18 Regression Model Fitness Results

| | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-----------------------|------------|--------------------|----------|-------------------|
| Regression | 83.645 | 1 | 85.645 | 837.982 | .000 ^b |
| Residual | 12.477 | 125 | .100 | | |
| Total | 96.122 | 126 | | | |

Based on the results presented in Table 18 the F test provides an assessment of the significance of the regression model that was established. The F value indicates the importance of all variables considered in the equation thereby confirming the significance of the regression. The calculated F statistics (F = 837.982) were found to be significant, at p=0.000 thus affirming that the model fits well. Consequently there exists a relationship between job influence and employee performance in public secondary schools, within Nandi county.

Table 19 Displays the β -value estimates and illustrates the predictor's contribution to the model.

Table 19 Regression Model Coefficients

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
| | B | Std. Error | Beta | | |
| (Constant) | .105 | .125 | | .837 | .404 |
| Contracted job influence | .978 | .034 | .933 | 28.948 | .000 |

The study results in Table 19 revealed that there was positive linear influence of influence of recognition on employee's performance. Since ($\beta_3=0.105$, $p=0.000<0.05$), the study rejected the second null hypothesis H_{03} and concluded that the contracted job has a significant influence on employee's performance. However, this reveals that an increase in contracted job influence

Increases Employee Performance by 0.978 units. Therefore, the coefficients generated the regression equation as expressed by;

$$Y = 0.105 + 0.978X_3 \dots\dots\dots \text{Equation 4.3}$$

4.6 Expected Contractual Output of performance contract on Employee's Performance

The study sought to assess the expected contractual output of performance contract on employee's performance public secondary schools in Nandi county, a case of Mosop sub county. Participants were requested to express their viewpoints using a 5-point Likert scale that spanned from 1 to 5. The scale's values denoted different levels of agreement: 1 for "strongly disagree," 2 for "disagree," 3 for "neutral," 4 for "agree," and 5 for "strongly agree." An evaluation of the average scores derived from the responses was conducted on a continuous spectrum. Ratings below 1.5 were categorized as "strongly disagree," while scores falling between 1.5 and 2.4 were classified as "disagree." Similarly, scores ranging from 2.5 to 3.4 were interpreted as "neutral," those between 3.5 and 4.5 were considered "agree," and ratings surpassing 4.5 were designated as "strongly agree." A total of six statements were utilized to assess the Expected Contractual Output of performance contract on Employee's performance in public secondary schools in Nandi county, and participants' responses were collected using a 5-point Likert scale as shown in Table 20.

Table 20 Expected Contractual Output on Performance Contract

| Statement | | SA | A | N | D | SD | Mean | Sd |
|--|---|------|------|-----|------|------|------|------|
| 1. I am satisfied with the quality of the contractual output. | F | 38 | 56 | 7 | 16 | 10 | 3.76 | 1.23 |
| | % | 29.9 | 44.1 | 5.5 | 12.6 | 7.9 | | |
| 2. The contractual output meets my expectations. | F | 37 | 56 | 10 | 15 | 9 | 3.76 | 1.20 |
| | % | 29.1 | 44.1 | 7.9 | 11.8 | 7.1 | | |
| 3. The contractual output is delivered on time and within budget. | F | 39 | 50 | 11 | 16 | 11 | 3.71 | 1.27 |
| | % | 30.7 | 39.4 | 8.7 | 12.6 | 8.7 | | |
| 4. I am confident that the contractual output will meet my needs. | F | 37 | 45 | 12 | 19 | 14 | 3.57 | 1.34 |
| | % | 39.1 | 35.4 | 9.4 | 15.0 | 11.0 | | |
| 5. I am satisfied with the level of communication from the contractor. | F | 39 | 61 | 8 | 11 | 8 | 3.88 | 1.13 |
| | % | 30.7 | 48.0 | 6.3 | 13.4 | 6.3 | | |
| 6. I am satisfied with the level of support from the contractor. | F | 27 | 61 | 12 | 18 | 9 | 3.62 | 1.17 |
| | % | 21.3 | 48.0 | 9.4 | 14.2 | 7.1 | | |

Table 20 shows that 94(74.0%) of the respondents agreed with the statement that they are satisfied with the quality of the contractual output. However, 26(20.5%) of the respondents disagreed with the statement that they are satisfied with the quality of the contractual output. Further the study findings showed in terms of means and standard deviation shows that the respondents agreed with the statement that they are satisfied with the quality of the contractual output (Mean=3.76, Standard deviation =1.23). The findings done by Simiyu, (2015) reveals that the performance contract's resource elements that were identified encompassed various aspects, such as the quality of essential declarations like vision, mission, and strategic goals; the presence of resources for delivering services; the structure and regulations of the organization; employee encouragement; the educational background of staff; the anticipations of crucial stakeholders and collaborations;

as well as investment prioritization. The research found a robust connection among readability evaluations of the vision, mission, and strategic objectives.

Further, 93(73.2%) of the respondents agreed and those who disagreed 24(18.9%) that the contractual output meets my expectations. Furthermore, the study's findings revealed that participants agreed in terms of mean and standard deviation (mean=3.76, standard deviation=1.20) that the contractual output meets my expectations. According to a research conducted by Seopa, Wöcke and Leeds (2015) being included in the talent pool has an influence, on the psychological contract and organizational commitment. However it may not necessarily result in trust or the inclination to remain with organizations.

The study further revealed that 89(70.1%) of the respondents agreed that the contractual output is delivered on time and within budget. However, 27(21.3%) of the respondents disagreed that the contractual output is delivered on time and within budget. Additionally, the study results on mean and standard deviation revealed the respondents agreed that the contractual output is delivered on time and within budget. (Mean=3.71, standard deviation=1.27). These findings concur with the study done by Bygballe, Dewulf and Levitt, (2015) demonstrate that the projects heavily depend on official agreements and frameworks to encourage cooperation among project team members and to improve the process of addressing issues. Nevertheless, informal methods also hold a significant position in this context.

On top of the above findings, other findings indicated 82(74.5%) of the participants agreed that they are confident that the contractual output will meet their needs. However, 33(26.0%) of the respondents disagreed that they are confident that the contractual output will meet their needs. Further, the study findings also indicated, in terms of mean and standard deviation the respondents agreed that they are confident that the contractual output will meet their needs (Mean=3.57, standard deviation=1.34). These findings concur with the study done by Sjödin, Parida, Jovanovic

and Visnjic, (2020) Discover that the success of business model innovation relies on three sequential stages of interaction with customers: defining value propositions, designing ways to deliver value, and ensuring value utilization upon delivery.

However, majority of the respondents 100(78.7%) agreed and 19(15.0%) disagreed that they are satisfied with the level of communication from the contractor. The study results showed in terms of mean and standard deviations that agreed that they are satisfied with the level of communication from the contractor (mean=3.88, standard deviation=1.13). These findings are consistent with the study done by Liao, Xia, Wu, Zhang and Yeh, (2017) reveals that communicating and disclosing corporate social responsibility (CSR) proves to be an efficient method for showcasing their CSR endeavors to the public. This helps fulfill societal anticipations and build a favorable reputation.

Finally, 88(69.3%) of the respondents agreed with the statement that they are satisfied with the level of support from the contractor. However, 27(21.3%) of the respondents disagreed with the statement that they are satisfied with the level of support from the contractor. Further, the study findings showed in terms of means and standard deviation that the respondents agreed with the statement they are satisfied with the level of support from the contractor (Mean=3.62, Standard deviation=1.17). According to the study done by Tymvios and Gambatese, (2016) Indicated that architects exhibited the lowest level of openness to the concept, while the remaining groups were more inclined to offer support, albeit with certain reservations.

4.6.1 Linear Regression Model of Expected Contractual Output on Employee Performance

The linear regression analysis examines how the employee performance, which is the dependent variable, is influenced by the independent variable Expected Contractual Output. The subsequent sections present the outcomes of this analysis

Table 21 Model Summary

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------|-----------------|--------------------------|-----------------------------------|
| .827 ^a | .684 | .681 | .493518 |

The correlation coefficient (R). Coefficient of determination (R^2) indicate the level of association, between employee performance and expected output in public secondary schools within Nandi County. The results from Table 21 demonstrate a linear relationship with $R^2 = 0.684$ and $R = 0.827$. This reveals that there is a connection between expected output and employee performance in these schools. The explanatory power of the variables is 0.684 meaning that 68.1% of the variation in employee performance can be explained by the regression model within Nandi County's public secondary schools. These findings support Cappelli and Conyons (2018) argument that the appraisal process aligns with an approach, to employment than solely relying on contractual obligations based on economic perspectives. The analysis of variance was employed in the study to determine if the model's predictive capabilities surpassed those of the mean, as illustrated in Table 22.

Table 22 Regression Model Fitness Results

| | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-----------------------|------------|--------------------|----------|-------------------|
| Regression | 65.718 | 1 | 65.718 | 270.189 | .000 ^b |
| Residual | 30.404 | 125 | .243 | | |
| Total | 96.122 | 126 | | | |

From Table 22 the F-test offers a comprehensive evaluation of the significance of the established regression model. The F value indicates the significance of all variables, in the equation validating the importance of the regression. The F statistics obtained ($F = 270.189$) were found to be significant at $p=0.000$ confirming the suitability of the model. Thus there is a

connection between expected contractual output and employee performance in public secondary schools, in Nandi county.

Table 23 Displays the β -value estimates and illustrates the predictor's contribution to the model.

Table 23 Regression Model Coefficients

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .582 | .190 | | 3.054 | .003 |
| Expected Contractual Output | .856 | .052 | .827 | 16.437 | .000 |

The study results in Table 23 revealed that there was positive linear influence of influence of recognition on employee’s performance. Since ($\beta_4=0.582$, $p=0.000<0.05$), the study rejected the second null hypothesis H_{04} and concluded that the expected contractual output has a significant influence on employee’s performance. However, this reveals that an increase in expected contractual output increases employee performance by 0.856 units. Therefore, the coefficients generated the regression equation as expressed by;

$$Y = 0.582 + 0.856X_4 \dots\dots\dots \text{Equation 4.4}$$

4.7 Employee’s Performance in Public Secondary Schools in Nandi County.

The study sought to assess the Employee’s performance in public secondary schools in Nandi county, a case of Mosop sub county. Participants were requested to express their viewpoints using a 5-point Likert scale that spanned from 1 to 5. The scale's values denoted different levels of agreement: 1 for "strongly disagree," 2 for "disagree," 3 for "neutral," 4 for "agree," and 5 for "strongly agree." An evaluation of the average scores derived from the responses was conducted on a continuous spectrum. Ratings below 1.5 were categorized as "strongly disagree," while scores falling between 1.5 and 2.4 were classified as "disagree." Similarly, scores ranging from 2.5 to 3.4 were interpreted as "neutral," those between 3.5 and 4.5 were

considered "agree," and ratings surpassing 4.5 were designated as "strongly agree." A total of six statements were utilized to assess the Employee's performance in public secondary schools in Nandi county, and participants' responses were collected using a 5-point Likert scale as shown in Table 24

Table 24 Employee's performance

| Statement | | SA | A | N | D | SD | Mean | Sd |
|---|---|------|------|-----|------|------|------|------|
| 1. The teacher has a deep understanding of the subject matter they teach. | F | 35 | 48 | 6 | 25 | 13 | 3.53 | 1.35 |
| | % | 27.6 | 47.8 | 4.7 | 19.7 | 10.2 | | |
| 2. The teacher is able to clearly and concisely communicate with students, parents, and colleagues. | F | 34 | 56 | 8 | 24 | 5 | 3.71 | 1.17 |
| | % | 26.8 | 44.1 | 6.3 | 18.9 | 3.9 | | |
| 3. The teacher is able to motivate and inspire students to learn. | F | 36 | 46 | 9 | 23 | 13 | 3.54 | 1.34 |
| | % | 28.3 | 36.2 | 7.1 | 18.1 | 10.2 | | |
| 4. The teacher creates a positive and supportive learning environment for students. | F | 37 | 53 | 9 | 19 | 9 | 3.71 | 1.24 |
| | % | 29.1 | 41.7 | 7.1 | 15.0 | 7.1 | | |
| 5. The teacher is willing to go the extra mile to help students succeed. | F | 40 | 49 | 9 | 13 | 6 | 3.66 | 1.35 |
| | % | 31.5 | 38.6 | 7.1 | 10.2 | 12.6 | | |
| 6. The teacher consistently meets or exceeds expectations in all areas of their job performance. | F | 38 | 48 | 10 | 17 | 14 | 3.62 | 1.33 |
| | % | 29.9 | 37.8 | 7.9 | 13.4 | 11.0 | | |

According to the findings presented in Table 24, 83 respondents (65.4%) expressed agreement with the notion that teachers possess a profound comprehension of the subjects they teach. In contrast, 38 respondents (29.9%) expressed disagreement regarding the teachers' profound comprehension of the subject matter they teach. In addition, the study findings indicated that the respondents concurred with the assertion that the teacher possesses a profound comprehension of

the subject matter they instruct, as evidenced by the mean score of 3.53 and a standard deviation of 1.35. The study findings corroborate the research conducted by van Kiamba, Mutua, and Mulwa (2017), which demonstrates that a teacher's depth of knowledge in a subject has a substantial impact on students' performance in the Kiswahili language.

The study revealed that 70.9% of the respondents agreed, while 22.8% disagreed, with the 6 statements assessing employees' performances. These statements focused on the ability of teachers to effectively communicate with students, parents, and colleagues. In addition, the study findings indicated that, based on the mean and standard deviation, the participants expressed consensus regarding the ability of teachers to effectively and succinctly communicate with students, parents, and colleagues (Mean=3.71, standard deviation=1.17). The study results corroborated the findings of Kim and Asbury (2020), indicating that teachers' accounts imply that, following an initial phase of ambiguity, they adapted to the circumstances and discovered a path ahead, bolstered by robust interpersonal connections.

According to the study, 82 participants, which represents 64.5% of the total, expressed agreement with the notion that teachers possess the ability to motivate and inspire students to engage in learning. In contrast, 36 respondents (28.3%) expressed disagreement regarding the ability of teachers to motivate and inspire students to learn. In addition, the study findings indicated that, based on the mean and standard deviation, the participants expressed agreement with the assertion that teachers possess the ability to motivate and inspire students to acquire knowledge (Mean=3.54, standard deviation=1.34). Nevertheless, these findings are consistent with the results of Cakrawati (2017), which indicated that the majority of participants held the belief that utilizing Edmodo or Quipper for English instruction and learning yielded positive outcomes and saved time. Although participants faced difficulties due to sluggish internet speeds, most agreed

that online learning platforms helped them improve their language skills, acquire new vocabulary, and enhance their understanding of lesson materials.

Similarly, 90 respondents, accounting for 70.8% of the total, expressed agreement regarding the ability of teachers to establish a positive and supportive learning environment for students. In contrast, 28 respondents (23.1%) expressed their disagreement regarding teachers' ability to establish a positive and supportive learning environment for students. In addition, the study findings indicated that, based on the mean and standard deviation, the participants expressed agreement with the assertion that teachers establish a favorable and encouraging educational atmosphere for students (Mean=3.71, standard deviation=1.24). The study's results corroborate the findings of Aldridge and Fraser (2016), offering practical insights for enhancing the school climate. These findings suggest that school principals should carefully consider the various factors that contribute to the school climate and explore ways to improve them.

The study findings indicated that 89 respondents, accounting for 70.1% of the total, agreed with the notion that teachers demonstrate a willingness to exert additional effort in order to facilitate students' success. Conversely, 29 respondents, representing 22.7% of the total, expressed disagreement with this notion. In addition, the study findings indicated that, based on the mean and standard deviation, the participants expressed consensus that teachers demonstrate a willingness to exert additional effort in order to facilitate students' achievement (Mean=3.66, standard deviation=1.35). The study results aligned with the findings of Goodboy, Booth-Butterfield, Bolkan, and Griffin (2015), which showed that even after accounting for the influence of students' learning and grade orientations, the use of humor by instructors continued to be a significant predictor of students' cognitive learning, increased effort, active participation, and communication outside of class.

The study additionally found that 86 (67.7%) of the participants concurred that the teacher consistently fulfills or surpasses expectations in all aspects of their job performance. In contrast, 31 respondents (24.4%) expressed disagreement regarding the teacher's consistent fulfillment or surpassing of expectations in all aspects of their job performance. In addition, the study findings indicated that, based on the average and variability measures, the participants unanimously acknowledged that the teacher consistently fulfills or surpasses expectations in every aspect of their job performance (Mean=3.62, standard deviation=1.33). The study findings concurred with Thibodeaux, Labat, Lee and Labat, (2015) Teachers departing from the profession mentioned various factors, including inadequate administrative backing, heavy teacher workload, and issues with student behavior management. Teachers also pointed out extra factors causing problems, such as excessive paperwork and the stress of state-mandated testing.

4.8 Overall Regression Analysis

Multiple regression analysis for the four specific objectives and service delivery were performed and the results are as presented in Tables below.

Table 25 Model Summary

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------|-----------------|--------------------------|-----------------------------------|
| .956 ^a | .914 | .911 | .25988 |

The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between expected contractual output, condition of contracting, nature of contracting and the type of contracted job and employee performance in public secondary schools in Nandi county. The results of the linear regression in Table 25 indicate that $R^2 = 0.914$ and $R = 0.956$. R value indicates that there is a strong linear relationship between the Expected Contractual Output, Condition of Contracting, Nature of Contracting and the type of Contracted Job and Employee

Performance in public secondary schools in Nandi county. The R^2 indicates that explanatory power of the independent variables is 0.914. This means that about 91.4% of the variation of expected contractual output, condition of contracting, nature of contracting and the type of contracted job on employee performance in public secondary schools in Nandi county is explained by the regression model.

This implies that expected contractual output, condition of contracting, nature of contracting and the type of contracted job had an influence on employee performance in public secondary schools in Nandi county. These findings corroborate the findings of Agarwal and Gupta (2018), indicating that psychological contracts have varying effects on work outcomes. Long-term affective work outcomes, such as prosocial work behaviors, psychological ownership, and engagement, are influenced by relational psychological contracts. The impact of transactional psychological contracts on turnover intentions and attitude towards work was more pronounced.

The analysis of variance was employed in the study to determine if the model's predictive capabilities surpassed those of the mean, as illustrated in Table 26.

Table 26 Regression Model Fitness Results

| | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-----------------------|------------|--------------------|----------|-------------------|
| Regression | 87.882 | 4 | 21.970 | 325.297 | .000 ^b |
| Residual | 8.240 | 122 | .068 | | |
| Total | 96.122 | 126 | | | |

From Table 26 the F-test offers a comprehensive evaluation of the significance of the established regression model. The F-value signifies the importance of all the variables in the equation, confirming the overall significance of the regression. The F-statistics produced ($F = 325.297$) was significant at $p = 0.000$ thus confirming the fitness of the model and therefore, there is statistically significant relationship between the expected contractual output, condition of contracting, nature

of contracting and the type of contracted job and employee performance in public secondary schools in Nandi county.

Table 27 Displays the β -value estimates and illustrates the predictor's contribution to the model.

Table 27 Regression Model Coefficients

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------------------|-----------------------------|------------|---------------------------|--------|------|
| | Beta | Std. Error | | | |
| (Constant) | -.169 | .107 | | -1.552 | .123 |
| Condition of Contracting | .155 | .051 | .155 | 3.027 | .003 |
| Nature of Contracting | .206 | .061 | .200 | 3.391 | .001 |
| Type of Contracted | .503 | .067 | .480 | 7.462 | .000 |
| Expected Contractual Output | .196 | .046 | .189 | 4.271 | .000 |

The study results in Table 27 revealed that there was a positive linear influence of Condition of Contracting on Employee Performance in public secondary schools in Nandi county ($\beta_1=0.155$, $p=0.003$). This reveals that an increase in condition of contracting leads to increase in employee performance in public secondary schools in Nandi county by 0.155 units. It was further established that nature of contracting has a positive and significant influence on Employee Performance in public secondary schools in Nandi county ($\beta_2=0.206$, $p=0.001$). This implies that an increase in nature of contracting leads to an increase in employee performance in public secondary schools in Nandi county by 0.206 units.

It was further established that type of contracted has a positive and significant influence on employee performance in public secondary schools in Nandi county ($\beta_3=0.503$, $p=0.000$). This

implies that an increase in type of Contracted leads to increase in Employee Performance in public secondary schools in Nandi county by 0.503 units. Finally, Expected Contractual Output was found to have a positive and significant influence on Employee Performance in public secondary schools ($\beta_4=0.196$, $p=0.000$). This gives an implication that an increase in expected contractual output leads to an increase in employee performance in public secondary schools in Nandi county by 0.196 units. Thus, the regression equation becomes;

$$Y = -0.169 + 0.155X_1 + 0.206X_2 + 0.503X_3 + 0.196X_4 \dots \text{Equation 4.5}$$



CHAPTER FIVE:

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This section gives an overview of the findings from the study, makes deductions based on those findings, and presents suggestions. Additionally, it suggests possible directions for further research in the following sections.

5.1 Summary of the Study Findings

In this segment, the study's outcomes are outlined in relation to the research objectives.

5.1.1 Condition of Contracting influence on Employee Performance

The respondents were asked to give their view on the condition of contracting influence on employees' performance. They were asked about confidentiality in their ability to meet their performance goals under the current contracting conditions, they feel that the current contracting conditions provide me with the resources and support they need to be successful, they are satisfied with the level of communication they receive from their manager and other stakeholders under the current contracting conditions, they believe that the current contracting conditions are fair and equitable and finally they are motivated to perform their job well under the current contracting conditions.

However, the respondents agree with the statement that they are confident in their ability to meet their performance goals under the current contracting conditions and also agreed that they feel that the current contracting conditions provide me with the resources and support they need to be successful. Similarly, they also agreed that they are satisfied with the level of communication they receive from their manager and other stakeholders under the current contracting conditions and also agreed that they believe that the current contracting conditions

are fair and equitable and finally agreed with the statement that they are motivated to perform their job well under the current contracting conditions.

The findings of the survey reveal a consistent pattern of agreement among the respondents regarding various aspects of their working conditions. First and foremost, a notable consensus is observed in their confidence regarding their performance goals under the existing contracting conditions. The respondents' express belief in their ability to meet these goals, indicating a positive self-assessment of their competencies and skills.

Furthermore, it is evident that the current contracting conditions are perceived as conducive to their success. The respondents concur that the resources and support available to them are adequate, fostering an environment in which they can effectively execute their tasks and responsibilities. This perception aligns with their reported satisfaction with the level of communication received from both their manager and other stakeholders. The mutual understanding and effective exchange of information contribute to a collaborative atmosphere that enhances their work experience.

Equally important, the respondents perceive the current contracting conditions as fair and equitable. This perception of fairness is crucial in maintaining their commitment and motivation. The belief that the conditions are just and impartial ensures a sense of security and respect, which in turn can positively influence their dedication to their roles.

Lastly, the respondents' agreement regarding their motivation to perform well under the current contracting conditions is a significant indicator of their engagement and commitment. Their alignment with this statement suggests a strong internal drive to excel in their roles, potentially contributing to higher productivity and job satisfaction.

In essence, the respondents' consistent agreement across these various statements reflects their positive evaluation of the current contracting conditions. This collective sentiment of confidence, satisfaction, equity, and motivation underscores the overall effectiveness of the existing work environment in enabling their success and fostering their dedication to their roles.

5.1.2 Nature of Contracting on Employee performance

The respondents were asked on the Nature of Contracting on Employee performance. However, they were asked to give their view on, long term or short-term employees' contract does not influence their performance, Written contract is more secure than unwritten contract, they are clear about their roles and responsibilities, they feel that their work are meaningful and contributes to the organization's goals, they trust their manager to be fair and supportive, they feel that they have a voice in the decision-making process and finally they are satisfied with their compensation and benefits.

Furthermore, the respondents agreed that they were asked to give their view on and also agree that long term or short-term employees' contract does not influence their performance. However, they agreed that written contract is more secure than unwritten contract and that they agreed with the statement that they are clear about their roles and responsibilities in the school. Similarly, the respondent however agreed that they feel that their work are meaningful and contributes to the organization's goals and also agreed that they trust their manager to be fair and supportive. Moreover, they also agreed with the statement they feel that they have a voice in the decision-making process and finally agreed that they are satisfied with their compensation and benefits.

The responses provided by the participants in the survey highlight several significant perspectives regarding their work environment and conditions. Firstly, it's noteworthy that the respondents were given the opportunity to express their viewpoints, indicating a proactive

approach by the organization to gather employee input. This engagement with employees' opinions can foster a sense of inclusivity and value.

Importantly, the agreement that the type of employment contract, whether long-term or short-term, does not influence their performance suggests a level of professionalism and dedication among the respondents. This signifies that their commitment to their roles remains consistent regardless of the contractual terms, emphasizing their focus on delivering quality work.

Another significant observation is the consensus on the perceived security of written contracts versus unwritten ones. The respondents' agreement in favor of written contracts indicates a desire for clear terms and conditions that safeguard their rights and expectations. This preference for written agreements reflects a need for transparency and protection in their professional relationships.

Furthermore, the agreement that they have a clear understanding of their roles and responsibilities within the school highlights the importance of role clarity. This shared perception is essential for maintaining an efficient and effective work environment, where each employee knows their contributions and responsibilities, reducing confusion and improving overall performance.

The acknowledgment that their work is meaningful and contributes to the organization's goals underscores their sense of purpose and alignment with the company's mission. This sentiment can have a positive impact on their job satisfaction and motivation, driving them to excel and make valuable contributions.

Moreover, the agreement that they trust their manager to be fair and supportive signifies a healthy working relationship between employees and their superiors. Trust in leadership is

pivotal for a positive workplace culture, as it fosters open communication, cooperation, and mutual respect.

Equally significant is the agreement that employees feel they have a voice in the decision-making process. This reflects an inclusive approach to management, where employee input is valued, leading to more well-rounded and effective organizational decisions.

Lastly, the agreement with their satisfaction regarding compensation and benefits is crucial for overall employee morale and retention. A contented workforce, in terms of compensation, is more likely to remain engaged and loyal to the organization.

5.1.3 Type of Contracted Job influence on Employee performance

The respondents were asked to give their view on Type of Contracted Job influence on Employee performance. However, they were asked about contracted job offers a higher salary, contracted job offers more flexibility in terms of hours and location, contracted job offers the opportunity to learn new skills and advance my career, Contracted job that offers a good work-life balance and finally Contracted job is familiar with me and have a good reputation.

The respondents however agreed that contracted job offers a higher salary and that also they agreed that contracted job offers more flexibility in terms of hours and location, on the same note they also agreed that contracted job offers the opportunity to learn new skills and advance my career. Similarly, the respondents also agree that contracted job that offers a good work-life balance and finally they also agreed that contracted job is familiar with me and have a good reputation.

The significant of the respondents' consensus on several aspects of contracted jobs underscores their recognition of the benefits and advantages associated with this type of employment. Firstly, the agreement that contracted jobs offer a higher salary signifies a perceived financial

incentive that draws individuals towards such positions. This suggests that respondents are attuned to the potential monetary gains and are inclined to value compensation as a significant factor in their career choices.

Moreover, the acknowledgment that contracted jobs provide more flexibility in terms of hours and location highlights a key advantage of this employment arrangement. This flexibility can lead to improved work-life integration, enabling individuals to tailor their schedules to suit personal commitments and preferences. This alignment with respondents' desires for a more adaptable work structure is indicative of the importance they place on achieving a harmonious balance between work and personal life.

The agreement that contracted jobs offer opportunities for skill development and career advancement reflects a forward-thinking perspective among the respondents. Their aspiration to learn new skills and progress professionally suggests a proactive approach to career growth, aligning with the contemporary job market's emphasis on continuous learning and adaptability.

Similarly, the recognition that contracted jobs can provide a good work-life balance showcases the respondents' emphasis on maintaining their well-being and quality of life. This sentiment indicates that they value a job that accommodates their personal needs while fulfilling their professional aspirations.

Lastly, the agreement that contracted jobs are familiar and hold a good reputation underlines the respondents' consideration of the overall job environment and organizational culture. This awareness of reputation suggests that respondents are not only concerned with monetary compensation but also with the overall quality of their work experience, further emphasizing their discernment when evaluating job opportunities.

5.1.4 Expected contractual Output on performance contract.

The respondents were asked about expected contractual Output on performance contract. They were asked to give their view on they are satisfied with the quality of the contractual output, the contractual output meets their expectations, the contractual output is delivered on time and within budget, they confident that the contractual output will meet their needs and finally they are satisfied with the level of support from the contractor. Majority of the respondents agreed that they are satisfied with the level of support from the contractor, and that also they agreed that they are satisfied with the quality of the contractual output. However, they also agreed that the contractual output meets their expectations and on the other hand they agreed that the contractual output is delivered on time and within budget and finally they agreed that they confident that the contractual output will meet their needs.

The consensus among the majority of respondents on several aspects related to the contractor's performance and the quality of the contractual output provides valuable insights into their satisfaction and confidence in the contracted services. Firstly, the agreement that they are satisfied with the level of support from the contractor underscores a positive working relationship between the respondents and the contractor. This indicates effective communication, cooperation, and assistance, all of which contribute to a smooth collaboration and productive outcomes. Furthermore, the respondents' agreement that they are satisfied with the quality of the contractual output signifies the contractor's successful delivery of work that meets the expected standards. This alignment between expectations and results suggests that the contractor is proficient in understanding and fulfilling the respondents' needs and requirements.

Interestingly, the respondents' agreement that the contractual output meets their expectations provides a valuable measure of the contractor's ability to accurately interpret and address their

specific demands. This suggests a high level of competence in tailoring their work to align with the respondents' envisioned outcomes.

Additionally, the respondents' agreement that the contractual output is delivered on time and within budget speaks to the contractor's reliability and professionalism. Meeting deadlines and budget constraints reflects a disciplined approach to project management, contributing to a sense of dependability and efficiency.

Lastly, the respondents' confidence that the contractual output will meet their needs further solidifies the positive perception they hold of the contractor's capabilities. This confidence indicates that the respondents not only appreciate the current performance but also trust in the contractor's ongoing ability to cater to their evolving requirements.

5.2 Conclusions of the Study

The study concludes that the comprehensive analysis of the survey responses sheds light on several pivotal aspects that significantly influence employee performance within varying contracting conditions. Across the dimensions explored, a consistent pattern of agreement emerges, demonstrating a shared sentiment among the respondents.

In the realm of "Condition of Contracting," employees display a remarkable level of confidence in their ability to meet performance goals, emphasizing their self-assurance and competence. Moreover, the perception of current contracting conditions as supportive, fair, and equitable contributes to their satisfaction and commitment. Effective communication, coupled with the belief that their work contributes meaningfully to organizational goals, fosters a collaborative and motivated workforce.

The "Nature of Contracting" dimension underscores the importance of role clarity, trust in leadership, and active involvement in decision-making. The respondents' alignment in valuing

written contracts for their security showcases a desire for transparency and stability, further underlining the significance of fair and just employment agreements.

In terms of "Type of Contracted Job," the consensus on higher salaries, flexibility, skill development, and work-life balance highlights a strong recognition of the advantages inherent in such arrangements. The agreement that contracted jobs align with personal needs and aspirations reveals a workforce attuned to holistic job satisfaction.

Lastly, in relation to "Expected Contractual Output," the respondents' satisfaction with quality and support, along with their confidence in meeting their needs, signifies a constructive partnership with contractors. Their acknowledgment of timely and within-budget delivery reflects the contractor's professionalism and reliability.

Collectively, these findings depict a workforce that values transparency, fairness, support, and flexibility. The employees' positive evaluations across these dimensions affirm the effectiveness of the existing contracting environment in promoting their dedication, performance, and satisfaction. This comprehensive understanding of employees' perspectives serves as a valuable guide for organizations aiming to enhance employee engagement, optimize contracting conditions, and ultimately foster a productive and harmonious work environment.

5.3 Recommendations of the Study

The study recommended that;

- a) **Enhance Communication and Supportive Atmosphere:** The positive correlation between employees' satisfaction with communication and their performance suggests the importance of fostering clear and effective channels of interaction. Organizations should continue to prioritize open communication and provide adequate support to employees, enabling them to excel in their roles. Regular feedback sessions, one-on-one

discussions, and transparent communication platforms can contribute to a collaborative and motivated workforce.

- b) **Promote Role Clarity and Trust in Leadership:** The respondents' agreement on their understanding of roles and responsibilities, as well as their trust in managers, highlight the significance of effective leadership. Organizations should invest in clarifying job expectations, providing comprehensive job descriptions, and facilitating continuous training to ensure employees feel confident and empowered in their roles. Building trust through transparent decision-making and fair treatment can further enhance employee morale and performance.
- c) **Emphasize Career Development and Skill Enhancement:** The respondents' recognition of contracted jobs as avenues for skill development and career advancement underscores the need for organizations to offer opportunities for learning and growth. Companies should invest in training programs, mentorship initiatives, and skill-building workshops that align with employees' aspirations. This approach not only enhances individual capabilities but also contributes to higher job satisfaction and loyalty.
- d) **Prioritize Flexibility and Work-Life Balance:** The consensus on the importance of flexibility and work-life balance suggests organizations should consider adopting flexible work arrangements and policies. Enabling employees to manage their work hours and locations while ensuring a healthy work-life balance can contribute to increased motivation, reduced burnout, and improved performance.

5.4 Recommendations for Further Research

The main purpose of this study was to investigate the influence of performance contracting on employee performance in public secondary schools in Nandi County, A Case of Mosop Sub County.

The study recommends that:

- a) **Contracting Conditions and Retention:** Examine how different contracting conditions impact employee retention rates. Analyze whether the alignment of contracting conditions with employee preferences and values contributes to longer tenures within organizations.
- b) **Influence of Contracting Conditions on Remote Work Performance:** Given the rise of remote work, explore how contracting conditions impact employee performance in virtual work environments. Investigate whether different conditions are required to optimize performance in remote settings compared to traditional office environments.
- c) **Contracting Conditions and Gender Disparities:** Investigate whether contracting conditions affect men and women differently, potentially contributing to gender disparities in performance evaluations, opportunities for advancement, and overall career trajectories.
- d) **Organizational Strategies for Optimizing Contracting Conditions:** Conduct case studies on organizations that have successfully optimized their contracting conditions to enhance employee performance. Identify best practices and strategies that can be adopted by other companies seeking to improve their work environments.

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APPENDICES

APPENDIX I: INFORMED CONSENT FORM

Study Title: Influence of Performance Contracting on Employee Performance in Public Secondary Schools in Nandi County, a Case of Mosop Sub County

Principal Investigator: Eliud Kiplimo Sang

Introduction:

You are invited to participate in a research study on the influence of performance contracting on employee performance in public secondary schools in Nandi County, a case of Mosop Sub County. The purpose of this study is for academic purpose only and the information to be given was used for academic only.

Procedures:

If you agree to participate, you would be asked to complete a survey that asks about your experiences with performance contracting. The survey would take approximately 30 minutes to complete.

Risks:

There are no known risks associated with participating in this study.

Benefits:

There are no direct benefits to participating in this study. However, the results of this study may help to improve the performance of employees in public secondary schools.

Confidentiality:

Your responses would be kept confidential. Your name would not be used in any reports or publications about the study.

Withdrawal:

You can withdraw from this study at any time without penalty. If you decide to withdraw, please contact the researcher at [Eliud Kiplimo Sang, +254 720 553722, ekiplimo87@gmail.com].

Consent:

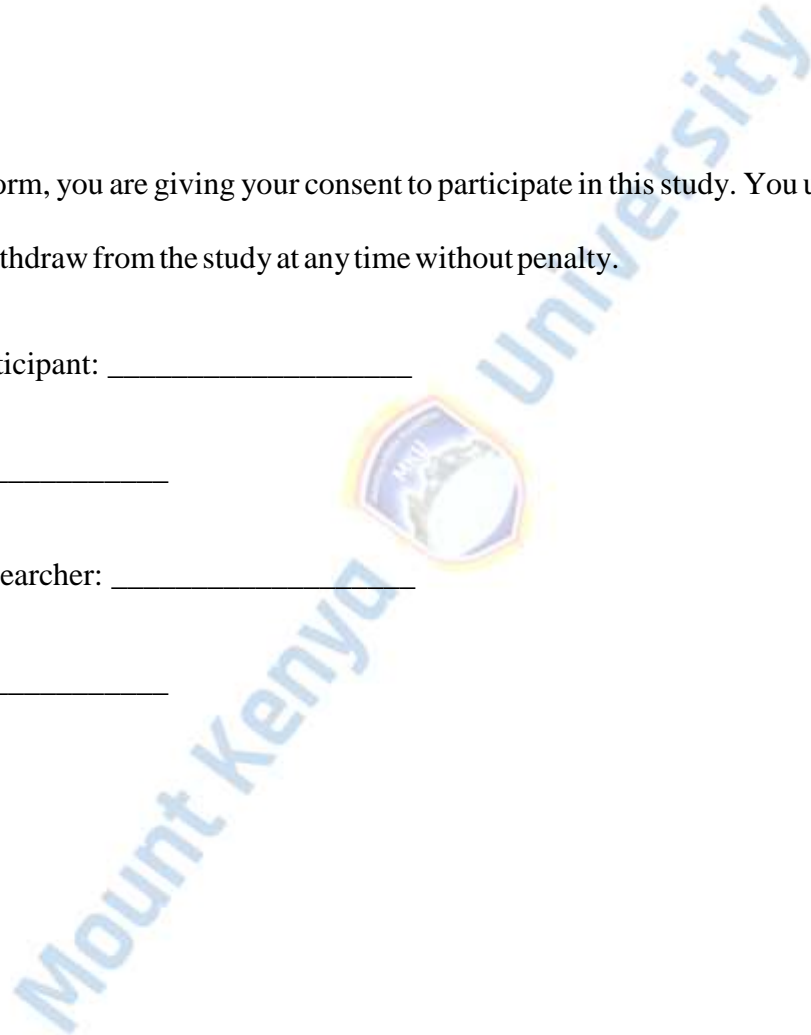
By signing this form, you are giving your consent to participate in this study. You understand that you are free to withdraw from the study at any time without penalty.

Signature of Participant: _____

Date: _____

Signature of Researcher: _____

Date: _____



APPENDIX II: LETTER OF INTRODUCTION

Eliud Kiplimo Sang'

PO BOX 673-30300

Kapsabet

To: Whom it May Concern

Dear Sir/Madam,

RE: REQUEST TO FILL ACADEMIC SURVEY QUESTIONAIRES

I am currently pursuing my Master of Arts, in Public Administration and Management at Mount Kenya University. As part of my research I am conducting a study titled "The Impact of Performance Contracting on Employee Performance in Public Secondary Schools." I kindly request your assistance in completing the questionnaire attached.

Your participation, in this research survey is highly. I assure you that your privacy and anonymity will be fully protected. The information collected through this survey will only be used for data analysis purposes ensuring that your individual identity remains confidential. All the data collected will be. Analyzed as a group.

Thank you for considering to contribute to this research project. Your input is greatly appreciated.

Regards,

Eliud Kiplimo Sang'

APPENDIX III: QUESTIONNAIRE

SECTION A: Demographic Information

1. What is your gender?

Male [] Female []

2. What is your highest level of education?

Certificate/Diploma [] Undergraduate degree [] Masters [] PhD []

3. What is your age bracket?

Below 25 []

25-34 []

35-44 []

45-50 []

Above 51 []

4. For how long have you worked in this school?

Below 5 Years []

5-10 Years []

11-20 Years []

21-30 Years []

Above 31 Years []

Section B: Condition of Contracting influence on Employee Performance

To what extent do you agree or disagree with the following statement on **Condition of Contracting influence on Employee Performance?** Please indicate how strongly you agree or disagree with the following statements (Tick appropriate: strongly agree=5, Agree=4 Neutral=3, Disagree=2 and strongly Disagree=1)

| Statement for performance | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
| 1. I am confident in my ability to meet my performance goals under the current contracting conditions. | | | | | |
| 2. I feel that the current contracting conditions provide me with the resources and support I need to be successful. | | | | | |
| 3. I am satisfied with the level of communication I receive from my manager and other stakeholders under the current contracting conditions. | | | | | |
| 4. I believe that the current contracting conditions are fair and equitable. | | | | | |
| 5. I am motivated to perform my job well under the current contracting conditions. | | | | | |

Section C: Nature of Contracting on Employee performance

To what extent do you agree or disagree with the following statement on **Nature of Contracting on Employee performance?** Please indicate how strongly you agree or disagree with the following statements (Tick appropriate: strongly agree=5, Agree=4 Neutral=3, Disagree=2 and strongly Disagree=1)

| Statement for performance | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| 6. Long term or short-term employees' contract does not influence their performance | | | | | |
| 7. Written contract is more secure than unwritten contract | | | | | |
| 8. I am clear about my roles and responsibilities. | | | | | |
| 9. I feel that my work is meaningful and contributes to the organization's goals. | | | | | |
| 10. I trust my manager to be fair and supportive. | | | | | |
| 11. I feel that I have a voice in the decision-making process. | | | | | |
| 12. I am satisfied with my compensation and benefits. | | | | | |

Section D: Type of Contracted Job influence on Employee performance

To what extent do you agree or disagree with the following statement on **Type of Contracted Job influence on Employee performance?** Please indicate how strongly you agree or disagree with the following statements (Tick appropriate: strongly agree=5, Agree=4 Neutral=3, Disagree=2 and strongly Disagree=1)

| Statement for performance | 5 | 4 | 3 | 2 | 1 |
|--|----------|----------|----------|----------|----------|
| 13. Contracted job offers a higher salary. | | | | | |
| 14. Contracted job offers more flexibility in terms of hours and location. | | | | | |
| 15. Contracted job offers the opportunity to learn new skills and advance my career. | | | | | |
| 16. Contracted job that offers a good work-life balance. | | | | | |
| 17. Contracted job is familiar with me and have a good reputation. | | | | | |

Section E: Expected contractual Output on performance contract

To what extent do you agree or disagree with the following statement on **Expected contractual Output on performance contract**? Please indicate how strongly you agree or disagree with the following statements (Tick appropriate: strongly agree=5, Agree=4 Neutral=3, Disagree=2 and strongly Disagree=1)

| Statement for performance | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| 18. I am satisfied with the quality of the contractual output. | | | | | |
| 19. The contractual output meets my expectations. | | | | | |
| 20. The contractual output is delivered on time and within budget. | | | | | |
| 21. I am confident that the contractual output will meet my needs. | | | | | |
| 22. I am satisfied with the level of communication from the contractor. | | | | | |
| 23. I am satisfied with the level of support from the contractor. | | | | | |

Section F: Employee's performance

To what extent do you agree or disagree with the following statement on **Employee's performance**? Please indicate how strongly you agree or disagree with the following statements (Tick appropriate: strongly agree=5, Agree=4 Neutral=3, Disagree=2 and strongly Disagree=1)

| Statement for performance | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
| 24. The teacher has a deep understanding of the subject matter they teach. | | | | | |
| 25. The teacher is able to clearly and concisely communicate with students, parents, and colleagues. | | | | | |
| 26. The teacher is able to motivate and inspire students to learn. | | | | | |
| 27. The teacher creates a positive and supportive learning environment for students. | | | | | |
| 28. The teacher is willing to go the extra mile to help students succeed. | | | | | |
| 29. The teacher consistently meets or exceeds expectations in all areas of their job performance. | | | | | |

APPENDIX IV: UNIVERSITY LETTER



MPAM/2018/28363

12th July, 2023

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: ELIUD KIPLIMO SANG – REGISTRATION NO. MPAM/2018/28363

The purpose of this letter is to introduce the above named student who is pursuing **Master of Public Administration and Management** in the department of **Management** in the school of **Business and Economics**

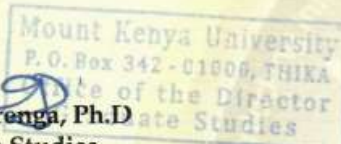
The title of the research is **“Effects of Performance Contracting on Employee Performance in Public Secondary Schools in Nandi County, A Case of Mosop Sub-County.”** It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **July, 2023 and September, 2023.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies

Enc.



APPENDIX V: ETHICS REVIEW COMMITTEE



REF: MKU/ISERC/2955
TO: ELIUD KIPLIMO SANG

Date: 12 July 2023

REG: MPAM/2018/28363

Dear Sir/Madam,

RE: EFFECTS OF PERFORMANCE CONTRACTING ON EMPLOYEE PERFORMANCE IN PUBLIC SECONDARY SCHOOLS IN NANDI COUNTY, A CASE OF MOSOP SUB COUNTY

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **1999**. The approval period is **12/07/2023 - 11/07/2024**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**


Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

< The Chairman
Mount Kenya University
Ethics Review Committee
MKU, Box 342-01000, Thika

APPENDIX VI: RESEARCH PERMIT



REPUBLIC OF KENYA



**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **510948** Date of Issue: **25/July/2023**

RESEARCH LICENSE




This is to Certify that Mr. ELIUD KIPLIMO SANG of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nandi on the topic: EFFECTS OF PERFORMANCE CONTRACTING ON EMPLOYEE PERFORMANCE IN PUBLIC SECONDARY SCHOOLS IN NANDI COUNTY, A CASE OF MOSOP SUB COUNTY for the period ending : 25/July/2024.

License No: **NACOSTI/P/23/27943**

Applicant Identification Number: **510948**

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**NATIONAL COMMISSION FOR
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See overleaf for conditions

ML

APPENDIX VI: PLAGIARISM REPORT

EFFECTS OF PERFORMANCE CONTRACTING ON EMPLOYEE PERFORMANCE IN PUBLIC SECONDARY SCHOOLS IN NANDI COUNTY, A CASE OF MOSOP SUB COUNTY

ORIGINALITY REPORT

19%

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| 3 | Submitted to Kenyatta University Student Paper | 1% |
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| 5 | www.ijbmm.com Internet Source | 1% |
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