

**INFLUENCE OF PERFORMANCE CONTRACTING STRATEGIES ON
EMPLOYEE PERFORMANCE OF INDEPENDENT ELECTORAL AND
BOUNDARIES COMMISSION STAFF: A CASE OF NYANZA CENTRAL
AND NYANZA SOUTH REGIONS, KENYA**

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DECLARATION AND APPROVAL

Declaration by the Candidate

This research project is my original work and has not been presented anywhere for academic or any other purposes.

Sign.....  Date...05/06/2024.....

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Approval by supervisor

This research project has been submitted for examination with my approval as university supervisor.

Signature.....  Date ...05/06/2027...

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DEDICATION

I solemnly dedicate this research project to my wife Nehema, a virtuous lady, who continually supports and inspires me patiently, silently and unconditionally. I love you so much! May the Lord God bless you and keep you. To my sons Bran and Ethan who believe in me every single day; may the Lord richly bless you with health, knowledge and wisdom.



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ABSTRACT

Performance contracting at the Independent Electoral and Boundaries commission's staff remains a challenge. Due to poor administration and supervision of the performance contracts, employees have developed negative perception and reduced morale to embrace performance contracts. This affects negatively on work performance. The purpose of this study was to establish the influence of performance contracting on the performance of Independent Electoral and Boundaries Commission staff in Nyanza Central and South Region, Kenya. Specific objectives of study were: to establish the effect of performance appraisal strategies, to investigate the effect of personal reward strategies, to examine the influence of staff training and to assess the effect of career development on employee performance in IEBC Nyanza central and South Region, Kenya. The study adopted McGregor's Theory X and Theory Y, Expectancy Theory, Understanding Theory and goal setting theory. The study was modeled on a case study design. The population of study consisted of the 100 employees working under the arrangement of performance contracting in the Independent Electoral and Boundaries Commission in Nyanza Central and South Regions. Since target population under study is small, the researcher used purposive simple random sampling to arrive at sample size of 100 respondents who were interviewed during the study. Instruments of data collection were questionnaires and interview schedule. The researcher collected primary data by use of questionnaires and interview schedule. Descriptive analysis was done to study distributions of variables in terms of means and standard deviation, while correlation analysis was used to show the direction and strength of the independent variables. Data which was collected was analyzed both descriptively and in correlation analysis. Data was presented using percentages, graphs and charts. The study anticipated that its findings would help build in the body of knowledge. The study found that performance appraisals impact employee performance in the IEBC Nyanza Central and South Region, Kenya. Personal rewards also influence employee performance in this region. Additionally, employee training and career development within the IEBC Nyanza Central and South Region, Kenya, affect performance in these institutions. The study recommends that the IEBC in Kenya, in partnership with the IRA, should revise their performance appraisal policy to better support employees. The IEBC should incorporate effective reward management into their personal rewards. Furthermore, the IEBC in Kenya should enhance their training programs to include academic support and develop a comprehensive career development policy.

TABLE OF CONTENTS

DECLARATION AND APPROVAL	II
DEDICATION	III
ACKNOWLEDGEMENT	IV
ABSTRACT	V
TABLE OF CONTENTS	VI
LIST OF TABLES	IX
LIST OF FIGURES	X
LIST OF ABBREVIATIONS	XI
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.2. Statement of the Problem	6
1.3. Purpose of the Study	8
1.4 Specific objectives of the study.....	8
1.5. Research Questions	8
1.6. Justification of the study	9
1.7. Significance of the study	9
1.8. Scope of the study	10
1.9. Limitations of the study	10
1.10. Assumptions of the Study	10
1.11. OPERATIONAL DEFINITION OF TERMS	11
CHAPTER TWO	12
LITERATURE REVIEW	12
2.1. Introduction.....	12
2.2. Theoretical Literature.....	12
2.2.1 Theory X and Theory Y	12
2.2.2 Victor Vroom's Expectancy theory	15
2.2.3 Equity theory (Adams Stacy)	19
2.2.4 Goal-Setting Theory (Edwin Locke).....	21
2.3 Empirical Literature	25
2.3.1 An Overview of Performance contracting strategy.....	26
2.3.2 Performance Appraisal.....	28

2.3.2 Personal Rewards	31
2.3.3 Staff Training	34
2.3.4 Career Development.....	38
2.4. Conceptual framework.....	40
2.5 Recap of Literature Review Research Gaps.....	41
CHAPTER THREE	43
RESEARCH METHODOLOGY	43
3.0. Introduction	43
3.1. Research design.....	43
3.2. Population of Study.....	43
3.3. Sample size and Sampling procedures	45
3.4. Instruments of Data Collection	46
3.5. Data collection procedure	46
3.6. Reliability and validity of the instruments	47
3.7. Data analysis	49
3.8. Ethical Considerations in the research	49
CHAPTER FOUR.....	50
DATA ANALYSIS AND PRESENTATION.....	50
4.1 Introduction	50
4.2 Response Rate	50
4.4 Respondents' Demographics.....	51
4.4.1 Gender of Respondents	51
4.4.2 Age of Respondents	52
4.4.3 Education Level of Respondents.....	52
4.4.4 Years Worked.....	53
4.5 Descriptive Analysis	54
4.5.1 Performance Appraisal strategies and Employee Performance	54
4.5.2 Personal Reward and Employee Performance	56
4.5.3 Training and Employee Performance.....	58
4.5.4 Career Development.....	60
4.5.5 Employee Performance	62
4.6 Inferential Analysis	64
4.6.1 Correlation Analysis	64
4.6.2 Regression Analysis	66

CHAPTER FIVE.....	69
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	69
5.1 Introduction.....	69
5.2 Summary of the Findings.....	69
5.2.1 Performance appraisal.....	70
5.2.2 Personal Reward.....	70
5.2.3 Staff Training.....	71
5.2.4 Career development.....	71
5.2.5 Employee’s Performance.....	72
5.3 Conclusion.....	72
5.4 Recommendation for Policy.....	73
5.5 Recommendations for Further Research.....	74
REFERENCES.....	76
APPENDICES.....	81
Appendix I: Informed Consent Form.....	81
Appendix II: Interview schedule for the County Election Managers.....	82
Appendix III: Questionnaire.....	83
Appendix III: ERC Certificate.....	87
Appendix IV: Introduction Letter.....	88
Appendix V: Research permit.....	89
Appendix VI: Field entry authorization.....	90
Appendix VII: Similarity Index.....	91

LIST OF TABLES

Table 1: Sample size	44
Table 2: Sample size	46
Table 3; Analysis by Response Rate	51
Table 4: Age of the Respondents	52
Table 6: Personal Rewards.....	57
Table 7: Training.....	59
Table 8: Career Development Source	61
Table 9: Analysis by employee performance levels	62
Table 10: Correlation Matrix	64
Table 11: Analysis of Variance.....	67
Table 12: Coefficient of determination	67

LIST OF FIGURES

Figure 1: Conceptual framework for performance contracting and performance.....	41
Figure 2: Respondent's gender.....	51
Figure 3: Respondents Education Level	53
Figure 4: respondents work experience.....	53
Figure 5: goal setting.....	54
Table 5: Performance Appraisal	55
Figure 6 personnel rewards	56
Figure 6; Analysis by Meeting Training Needs	Error! Bookmark not defined.
Figure 7: Structured way of Promoting Employees.....	60
Figure 8: Increased Performance as a result of Performance Contracting.....	62

LIST OF ABBREVIATIONS

AAPAM	African Association for Public Administration and Management
BOG	Board of Governors
CEM	County Elections Manager
CICTO	County Information Communication Technology Officer
CSOs	Civil Society Organizations
DFID	Department for International Development
DRO	Deputy Returning Officer
IEBC	Independent Electoral and Boundaries commission
MBOs	Management by Objectives
MBR	Management by Results
MDGs	Millennium Development Goals
MTEF	Medium Term Expenditure Framework
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Co-Operation and Development
PC	Performance contracting
PCSC	Performance Contracting Steering Committee
PSR & PC	Public Sector Reforms and Performance Contracts
RBM	Result Based Management
RA	Regional Accountant
RO	Returning Officer
ROM	Result Oriented Management
SCMA	Supply Chain Management Assistant
SP	Strategic Plan
SPSS	Statistical Package for Social Sciences

SWAP	Sector-wide Approach to Planning
USA	United States of America



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Performance contracting in both public and private sector is a control mechanism used by institutional management to control, guide, and monitor the work activities in ensuring that they contribute to the strategy of the institution. Performance Contracts were first introduced in Japan and it spread to France. This led to the publication of the famous Nora Report on the reform of state-owned enterprises in France (Patari & Sinkkonen, 2014). On the same note, studies conducted by Nganyi, Shigogodi and Owano (2014) assumed that performance contracting were introduced in the United States in 1993 as part of the Government Performance and Result Act (GPRA), in almost all Organizations for Economic Co-operation and Development (OECD).

Different Countries use some variant of Performance Contracting in managing the public sector and private sectors are not left out too (Obongo, 2009). In Asia, Performance Contracting concept has been used in Bangladesh, China, India, Korea, Pakistan and Srilanka (Ndung'u, 2009). Ndung'u further indicates that in Africa, Performance Contracting has been used in selected enterprises in Benin, Burundi, Cameroon, Cape Verde, Congo, Ghana, Guinea, Madagascar, Mali, Mauritania, Morocco, Niger, Senegal, Togo and now Kenya. In Latin America, Performance Contracting has been used in different times in Argentina, Brazil, Bolivia and Venezuela (GoK, 2010).

Employers consider performance contracting to be an effective tool for clearly defining objectives and implementing new methods for management monitoring and control. This approach allows managers to handle daily operations independently. However, performance contracting has not sailed on a smooth boat. Efficiency and transparency in management of public resources has been the desire of every citizen all over the world

(AAPAM, 2005). Governments continue to experience challenges of improving service delivery, while ensuring efficiency in the utilization of the limited resources.

Finland adopted the concept in public institutions in the late 1980s as part of the public service reforms aimed at making public institutions and agencies more accountable and responsible (Patari & Sinkkonen, 2014). USA adopted the concept in the early 1990s with the aim of making government institutions more productive thus improving public confidence in public entities (Mc Gowan, 2001).

In Africa, following the aftermath of the structural adjustment programmes (SAPS), many countries were encouraged to deregulate state enterprises and ensure that they adopted the best practices adopted by the private enterprises (Obong'o, 2009). This was meant to maintain a macro-economic stability in terms of lower inflation, cutting deficit spending and reducing the scope and cost of government supported by the implementation of New Public Management (NPM) models including performance contracting. In the model, employees would sign a contract that would spell out obligations that they would be held accountable to, and specify rewards and penalties as the consequences of performance management (Raisch, 2004).

The government of Kenya upon realization that most state corporations were performing dismally introduced Parastatal Reform Strategy in 1989 which was approved by cabinet in 1991, (Nyongesa et al, 2012). This reform strategy concentrated on liquidation of non-performing parastatals, reducing monopolies and contracting out commercial activities to private sector.

Before performance contract was introduced most state agencies were being managed without any form of result-based appraisal system and it was like a football match without a referee, (World Bank, 1995). This decline in performance was attributed to poor management style, duplication of work and wastage of resources, (RBM Guide, 2005).

Performance contract therefore was meant to bridge this gap and to empower employees to be creative so as to improve job satisfaction, employee commitment and organization performance, (Akaranga, 2008 & Ndungu, 2009).

According to Robinson, (2011); Aslam and Tariq (2011) organization that undertake performance contracting may stand to benefit in more ways through the optimum utilization of human resource as they are able to align employee's activities to strategic goals for better coordination. Omboi & Kamencu, (2011) asserts that such employees who are committed to their duties tend to exhibit certain behaviors while performing tasks. These behaviors include indirect and extra roles. They argue that extra roles also known as Organization Citizenship Behavior creates the fabrics that boost attainment of organization goals.

According to Bedeian, Arthur and Wren, (2001), Balogun (2003) the concept of performance contract system was first noted by Simon Nora in 1960s. According to Armstrong and Baron (2005), a performance contract encompasses various management tools that outline the responsibilities and expectations of the involved parties to achieve agreed-upon outcomes. Kenya Sensitization Training Manual (2004) defines it as a freely negotiated performance agreement between the government, organization and individuals on one hand and the agency on the other hand on specific mutual performance obligation. Trivedi (2004) defines performance contract as an agreement between government and public authority or officer which establishes objectives, goals or targets and provides incentives for attainment of results. This study defines it as mutual agreement between parties to deliver within a given time period using available resources.

The history of signing of performance contract between the government of Kenya and other agencies can be traced to April 1989 when Kenya Railways signed the first contract and in November 1990 National Cereals Board signed their contract, (Kobia & Mohamed,

2006). In 1990, Cabinet Memorandum No. 90 clearly set the stage for performance contracting in public institutions, (Musa, 2001, Gakure, Murui & Orwa, 2013 and Mbuthia, Ngari & Mwangi, 2012).

In 1993 the government of Kenya formulated Public Sector Reforms which focused on containment and rationalization of public service that witnessed massive retrenchment programme for employees in job group A-G and those employees whose services were no longer required, (Opiyo, 2006, Performance Contract Steering Committee, 2005 and DPM, 2005). In 2001 the government launched Strategy for Performance Improvement in Public Service. This strategy emphasized on result-oriented management approach that adjusted operations to match objectives, outputs and results, (Kiprop, Okoth-Yogo & Chiragu, 2014). This transformed the government operations from passive or closed system to pro-active or open system. In addition to this, all government agencies were required to develop strategic plans in line with the 9th National Development Plan, Poverty Reduction Strategy Paper and Medium-Term Expenditure, Sectorial Priorities and Millennium Development Goals, (Kobia & Mohamed, 2006).

In early 2003, the Economic Recovery Strategy for Wealth and Employment Creation was developed and launched. To achieve the objectives of this strategy, the Kenyan government reintroduced performance contracting as part of a public sector reform program aimed at enhancing efficiency, effectiveness, and commitment in the delivery of public services (G.O.K, 2004; Kemboi, 2015).

In August 2003 the government appointed performance contracting steering committee to oversee the reintroduction of performance contract in public institutions, (DPM, 2005, G.O.K, 2010 & Nyagol, 2012). The reasons for the reintroduction of performance contracting were to make top management accountable, eliminate over reliance on ex chequer funding for government agencies, attainment of parachuted projects, increase

revenue, link reward to performance, improve service delivery to the public and measure/ evaluate employee performance, (Kobia & Mohamed, 2006). In December 2004 a pilot group of 16 state corporations signed the contract and in April 2005 a total of 175 local authorities signed the contract. On 30/9/2005 five major municipalities signed the contract and in June 2006 other municipalities joined. In 2010, the government appointed a panel to review the whole performance contracting process since its establishment in 2003, (Gakure & Orwa, 2013).

Implementation of performance contracting in the public and private sector in Kenya has not been without challenges. According to Kemboi (2015), the challenges that undermine performance contracting implementation in the public sector include unrealistic targets in performance contract; inadequate resources and funding necessary to perform assigned tasks; lack and inconsistency of feedbacks on performance evaluation results. Others include lack of rewards systems; lack of training needs not tied to the performance contracts; failure to involve all staffs; lack of monitoring and evaluation office. This study concludes that in order to enable the implementation of performance contracting efficiently the organization should address and solve these problems that are seen to be a challenge to performance contracting implementation (Okech, 2016).

According to Njami and Nzuve (2015) employees in all organizations including the Independent Electoral and Boundaries Commission of Kenya (IEBC) must know what they need to do in order to perform their jobs successfully. Expectations for employee performance are detailed in the employee performance plans and employee accomplishments must also be recognized. Employee performance plans are the recorded performance elements that set forth the expected employee performance and the performance must be up to the organization's set standards. An important point to note is that employee accomplishments can be measured at the employee level and

organization's level. In addition, performance appraisals are done either yearly or half yearly in order for the accomplishments to be recognized (US Office of Personnel Management, 2012). Furthermore, elements in performance (both critical and non-critical) often stipulate the path the employees have to take and what they have to do while standards tell employees how well they have to do their work.

Performance contract since its inception in Kenya has tremendously contributed to effective service delivery to the citizens more so in other sectors but not in private institutions. This is because in other sectors, resources that used to be idle are effectively being utilized as documented by past scholars such as Kobia & Mohamed, (2006), Gakure & Orwa (2013) and Awino & Saoli (2014).

It is important to note that majority of these past studies have concentrated on performance contracting implementations in state corporations with few studies done on its effectiveness on service delivery in tertiary institutions (Korir, 2006; Letangule and Letting, 2012). It is therefore necessary to bridge this gap by conducting this study with samples drawn from the staff working at the Independent Electoral and Boundaries Commission in Nyanza Central and South Regions, Kenya. This study is meant also to contribute to knowledge creation and to further research as recommended by previous scholars. It is on these premise that the study sought to test whether a statistical relationship exist between performance contracting and employee performance using samples which will be drawn from the Independent Electoral and Boundaries Commission in Nyanza Central and South Regions of Kenya.

1.2. Statement of the Problem

This research sought to explore the implementation process of performance contracting (how is it administered), employee perception of the process (Is it applied as a way of punishment/fixing employees or as a way of assisting IEBC to understand employee

performance in relation to set targets) and the challenges hindering the successful implementation of performance contracting among IEBC staff, in Nyanza Central and South Region, Kenya.

In both public and private sector, the issue of employee performance in relation to performance contracting remains a challenge (Gakure, Muriu and Orwa, 2013). Implementation of performance contracts in both public and private institutions has been perceived by the workforce to have negative outcome on their performance (Nduthuri, Maringa and George, 2013). Negative perceptions demotivate the workforce consequently reducing the ability to embrace change brought about by performance contracting. In nutshell resistance to change reduces motivation and employees' performance significantly (Simiyu, 2012).

According to Okech (2016) employees' performance has been immensely affected by inefficient implementation processes, poor strategies, lack of employee commitment, lack of transparent and accountable systems of implementing performance contracting, greatly frustrates employees' performance by demotivating and creating no sense to employees' integration. In addition, the implementation of performance contracting in the public and private sector remains a challenge in a sense that most of the employees see performance contracts from the negative perspective thus reducing the morale of accomplishing the set goals (Ondieki 2016). Since the initiation of performance contracts in Kenya in the year 2004, reports show that efficiency in the provision of services in the public sector has not been realized. Cases of sloppy management in the utilization and management of public resources continue to be experienced (Mosomi, Kindiki & Boit, 2014).

Studies by (Nyongesa, Sewe & Ng'ang'a, 2012; Mbuthia Ngai & Mwangi, 2012) based on performance contracting and employee performance revealed that employees need to be sensitized before initial implementation of any performance contract is initiated.

However, these studies did not establish whether or not perceptions or implementation of performance contracting process influences performance of employees.

Performance contracting being used in both private and public has weak performance incentive system. Lack of reward/sanctions in the performance contracting is toning down efforts aimed at streamlining the performance contracting process in both public and private sector. It is by linking performance measurements to rewards that organizations can improve future performance. Performance measurement is not an end in itself and unless it can direct efforts towards organizational goals and influence future performance, it would only represent a tool for measuring past activities (Simiyu, 2012).

1.3. Purpose of the Study

This study sought to explore the influence of performance contracting strategies on employee performance of Independent Electoral and Boundaries Commission (IEBC) in Nyanza central and South Region, Kenya.

1.4 Specific objectives of the study

This study was guided by the following objectives:

- i. To establish the effect of performance appraisal strategies on employee performance in IEBC Nyanza central and South Region, Kenya.
- ii. To investigate the effect of personal reward strategies on employee performance in IEBC Nyanza central and South Region, Kenya.
- iii. To examine the influence of staff training on employee performance in IEBC Nyanza central and South Region, Kenya.
- iv. To access the effect of career development on employee performance in IEBC Nyanza central and South Region, Kenya.

1.5. Research Questions

The study sought answers to the following research questions;

- i. How does performance appraisal strategies affect employee performance in IEBC Nyanza central and South Region, Kenya?
- ii. What is the effect of personal reward strategies on employee performance in IEBC Nyanza central and South Region, Kenya?
- iii. To what extent does staff training affect employee performance in IEBC Nyanza central and South Region, Kenya?
- iv. What is the effect of career development on employee performance in IEBC Nyanza central and South Region, Kenya?

1.6. Justification of the study

The study will be used by academicians when carrying out research in related fields of study. The study will be compared with other studies carried out on the influence of performance contracting in other sectors. The study will be useful to the Independent Electoral and Boundaries Commission in making policy decisions in the implementation of performance contracting. The findings will be used to draw conclusions on the influence of performance contracting in other institutions.

1.7. Significance of the study

The major significance of this study was to assess the influence of performance contracting as a strategy for enhanced productivity at the Independent Electoral and Boundaries Commission staff of Nyanza Central and South Region. The study is important because it will inform the university management, scholars and other researchers about the effectiveness of performance contracting as a strategy for enhanced productivity at the Electoral Management Body of Kenya. Consequently, the study will contribute to applicational knowledge on the effectiveness of performance contracting as a strategy for enhanced productivity

1.8. Scope of the study

This study was carried out in Nyanza Central and South Region that comprises of six counties namely: Nyamira, Kisii, Migori, Homabay, Kisumu and Siaya. The study involved County Elections Managers, Regional accountant, Supply Chain Management Assistant, County Information Communication and technology Officers, Returning Officers and Deputy Returning Officers. The scope of the study was limited to assessing the influence of performance contracting on the productivity of Independent Electoral and Boundaries Commission staff in Nyanza Central and South Region, Kenya.

1.9. Limitations of the study

The researcher anticipated to encounter the following limitations. A few respondents may shy away from giving honest and truthful information for fear of victimization but they were assured of confidentiality. In addition, it may be difficult to get some respondents to respond to questions but the researcher was patient to make several trips for purposes of being able to finally collect data from them. The study was limited to Independent Electoral and Boundaries Commission staff in Nyanza Central and South Region working under performing contract arrangement.

1.10. Assumptions of the Study

The study was based on an assumption that the respondents were available and that they would respond to the research questionnaires and interview guide. The study also presumed that the respondents would be honest and faithful while responding to questions in the research questionnaire. The study presumed that government specific laws and regulations will not change during the research period. Finally, this study was based on the assumption that performance contracting is an effective strategy for enhancing performance at the Independent Electoral and Boundaries Commission staff in Nyanza Central and South Region, Kenya.

1.11. Operational Definition of Terms

Performance contracting: This is a freely negotiated performance agreement between an organization and an individual so as to achieve mutually agreeable results/targets

Performance indicator: This is a statistic or parameter that provides information on trends in it.

Performance management: This approach aims to achieve improved outcomes from the organization, teams, and individuals by comprehending and managing performance within a structured framework of planned goals and standards.

Performance monitoring: This is the on-going process of collecting information in order to assess progress in meeting Strategic Outcomes, and if necessary, provide warning if progress is not met.

Targets: In this study targets are measures or indicators of what an institution wants to achieve in terms of improvement of performance.

Leadership: The ability of the top-level management within the organization to provide the strategic direction required to implement the performance contract effectively.

Performance appraisal: Feedback system that involves the direct evaluation of individual performance by a supervisor, manager or peers.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter covers the review of studies undertaken in related study areas with specific reference to performance contracting as a strategy for enhanced productivity. It also reviews empirical studies undertaken on the subject of performance contracting for the purposes of comparison with this study.

2.2. Theoretical Literature

This study was based on the following theories, McGregor's Theory X and Theory Y, Expectancy Theory, Understanding Theory and goal setting theory

2.2.1 Theory X and Theory Y

McGregor's Theory X and Theory Y, established in the realm of motivation theory (McGregor, 1960), delineate two divergent approaches to managing employees, each predicated on fundamentally different assumptions about human nature and motivation. Theory X operates under the premise that the average worker is inherently unambitious, eschews responsibility, and is chiefly motivated by personal goals rather than organizational success. Managers who adhere to this theory often perceive their employees as less intelligent, inherently lazy, and primarily driven by the need to secure a steady income. Consequently, these managers are inclined to employ a system of rewards and punishments to motivate their workforce, as articulated by Mohamed and Nor (2013).

Theory X posits that a hands-on, authoritative managerial style is essential for ensuring workforce efficiency. Managers subscribing to this viewpoint believe that every employee action must be traceable to the individual responsible, thereby facilitating direct rewards or reprimands based on performance outcomes. This management style is often

deemed more effective in scenarios where employees lack intrinsic motivation (Mohamed & Nor, 2013). Within Theory X, McGregor identifies two distinct methods of application: the hard approach and the soft approach. The hard approach emphasizes strict supervision, intimidation, and immediate punishment, which can foster a hostile work environment characterized by minimal cooperation and resentment toward management. Managers employing this method are constantly vigilant for employee mistakes due to a pervasive lack of trust in their workforce, thus perpetuating a "we versus they" dynamic between management and employees.

Conversely, the soft approach within Theory X is marked by leniency and less stringent rules, aimed at enhancing workplace morale and promoting cooperation. However, excessive leniency can result in an entitled workforce with low productivity levels (Carson, 2005). McGregor contends that both extremes—the hard and soft approaches—are inefficient in practical application and advocates for a balanced approach to Theory X. In environments where managers and supervisors exert near-total control over workflow, a more systematic and uniform product or work process can be achieved. This theory proves advantageous in workplaces utilizing assembly lines or manual labor, as it enables employees to specialize in specific tasks, thereby facilitating the mass production of higher quantities and better quality work (Mohamed & Nor, 2013).

In contrast, Theory Y is grounded in the belief that employees are intrinsically motivated, take pleasure in their work, and strive for self-improvement without the necessity of external rewards. Managers who endorse Theory Y perceive their employees as vital assets to the organization, contributing significantly to its operations. Under Theory Y, employees assume full responsibility for their tasks and do not require close supervision to deliver high-quality work. Nonetheless, it remains essential for employees to obtain

managerial approval before executing tasks to ensure efficiency, productivity, and alignment with organizational standards (Carson, 2005).

Theory Y managers often cultivate personal relationships with their employees, fostering a healthier and more supportive workplace atmosphere. Unlike the authoritarian approach of Theory X, Theory Y encourages a pseudo-democratic environment where employees have the autonomy to design, execute, and deliver their work according to their workload and project timelines. Despite its emphasis on creativity and dialogue, Theory Y is not without limitations. The absence of strict rules and uniform practices can lead to inconsistencies and potential quality issues. Thus, understanding the nature of the employees within a firm is crucial for managers when deciding on the appropriate management style. This understanding facilitates the effective implementation of performance contracting, enabling employees to plan, hypothesize, and distribute their work efficiently in alignment with the performance contracting method employed.

McGregor's distinction between Theory X and Theory Y provides a framework for understanding different managerial philosophies and their impact on employee motivation and productivity. Theory X, with its assumption of employee laziness and need for control, reflects a more traditional, authoritarian style of management. This approach, however, can lead to a highly controlled but potentially hostile work environment. The soft approach within Theory X, while aimed at improving morale, risks creating a complacent and underproductive workforce if not balanced properly. On the other hand, Theory Y's perspective on employees as self-motivated and capable of self-direction encourages a more participative and trust-based managerial style. This approach can result in a more engaged and innovative workforce, though it requires careful management to avoid inconsistencies and ensure high standards are maintained.

In practical application, managers often need to blend elements from both theories to address the diverse motivations and behaviors of their employees. For instance, in a manufacturing setting where tasks are repetitive and require high precision, elements of Theory X might be more applicable to maintain productivity and quality. However, incorporating aspects of Theory Y could help in fostering innovation and continuous improvement by empowering employees to suggest and implement enhancements to the production process.

Moreover, the context in which these theories are applied also plays a crucial role in their effectiveness. In dynamic and creative industries such as technology and advertising, Theory Y's emphasis on autonomy and self-motivation aligns well with the need for innovation and creative problem-solving. Conversely, in highly regulated industries such as finance and healthcare, where adherence to procedures is critical, Theory X's structured approach may be necessary to ensure compliance and mitigate risks.

Ultimately, McGregor's theories highlight the importance of managerial flexibility and the need to tailor management styles to the specific needs and characteristics of the workforce. By understanding and applying the appropriate elements of Theory X and Theory Y, managers can create an environment that not only maximizes productivity but also promotes employee satisfaction and growth. This balanced approach is particularly relevant in today's diverse and rapidly changing business landscape, where the ability to adapt and respond to different motivational drivers is key to organizational success.

2.2.2 Victor Vroom's Expectancy theory

Expectancy has been defined as the subjective probability, recognizing that individuals differ in their estimations of the relationship between behavior and outcomes, for the

individual's expectation that behavior would lead to a particular outcome (Vroom, 1964). Vroom's Expectancy Theory is grounded in the idea that people are motivated to act in ways that they believe will lead to valued and desired outcomes. This theory is elucidated by Kreitner et al. (2007) and is based on the assumption that motivation is driven by a goal-oriented mindset. According to Vroom, people tend to act hedonistically, choosing actions that they perceive will bring the highest subjective utility (Vroom, 1964). Essentially, Expectancy Theory suggests that people are motivated to behave in ways that produce desired combinations of expected outcomes (Kreitner et al., 2007).

The fundamental premise of Expectancy Theory is that individuals modify their behavior based on their anticipated satisfaction in reaching specific goals (Vroom, 1964). The inclination to act in a particular manner is influenced by the strength of the expectation that the action will lead to a desired outcome and by the appeal of that outcome to the individual. Vroom posits that the choices made by a person among alternative courses of action are legitimately related to psychological events occurring alongside the behavior (Vroom, 1964). Expectancy, in this context, refers to the strength of a person's belief about whether a particular outcome is possible. An individual will be more willing to engage in work if he believes that his effort will help him reach performance. Expectancy is crucial because it assumes that behavior depends on a self-estimation of being able to achieve the valued goals.

In Vroom's model, motivation is influenced by three key elements: expectancy, instrumentality, and valence. Expectancy is the belief that one's effort will lead to the desired performance. This belief is contingent upon self-confidence, the availability of necessary resources, and the presence of the right skills for the task. For instance, an employee might believe that working extra hours will lead to better performance if they

have access to the necessary tools and support from their colleagues. The stronger this belief, the higher the motivation to exert effort towards achieving the goal (Vroom, 1964). Instrumentality, the second component, refers to the belief that performing well will lead to the desired outcome. This is the perceived link between performance and outcome. If an employee believes that good performance will result in a promotion or a bonus, their motivation to perform well increases. However, this link needs to be credible; if employees perceive that rewards are not fairly distributed, their motivation might decrease (Kreitner et al., 2007). For example, if promotions are based on favoritism rather than merit, the perceived instrumentality of performance will be low, undermining motivation.

Valence is the value that an individual places on the rewards of an outcome. It is the importance that the individual assigns to the expected outcome, which can vary greatly among different individuals. For one employee, a monetary bonus might be highly motivating, while for another, recognition or career advancement might be more valuable. The overall motivational force in Vroom's model is determined by the combination of expectancy, instrumentality, and valence. If any of these components is zero or negative, the motivation to engage in the behavior will be low or nonexistent (Vroom, 1964).

Expectancy Theory also underscores the role of managerial practices in shaping employee motivation. Managers need to ensure that employees perceive a clear link between effort, performance, and rewards. This involves setting achievable goals, providing necessary resources and support, and implementing fair and transparent reward systems. For instance, regular feedback and recognition can strengthen employees' expectancy and instrumentality beliefs, thereby enhancing their motivation. Furthermore, understanding individual differences in valence allows managers to tailor rewards to meet the diverse needs and preferences of their workforce (Kreitner et al., 2007).

The application of Expectancy Theory extends beyond the workplace to various aspects of life where goal-oriented behavior is involved. For instance, students are motivated to study if they believe that their effort will lead to good grades (expectancy), that good grades will lead to academic recognition or scholarships (instrumentality), and that these outcomes are personally valuable (valence). Similarly, in sports, athletes are motivated to train if they believe that their effort will improve their performance, that improved performance will lead to winning competitions, and that these victories hold significant personal or professional value.

However, the practical implementation of Expectancy Theory is not without challenges. One major challenge is accurately assessing and enhancing employees' expectancy, instrumentality, and valence perceptions. Misalignment between perceived effort and actual rewards can lead to demotivation and dissatisfaction. For example, if employees consistently see that their hard work does not result in the promised rewards, their motivation will diminish. Additionally, individual differences in values and expectations necessitate a personalized approach to motivation, which can be complex and resource-intensive for managers (Vroom, 1964).

Despite these challenges, Expectancy Theory provides a robust framework for understanding and enhancing motivation. By focusing on the cognitive processes that underlie motivation, it offers valuable insights into how individuals make decisions about their behavior. Managers who effectively apply this theory can create a work environment that fosters high motivation and performance by aligning individual goals with organizational objectives and ensuring that employees see a clear and attainable path from effort to reward (Kreitner et al., 2007).

Moreover, Expectancy Theory's emphasis on subjective probability highlights the importance of individual perceptions in the motivational process. This perspective

acknowledges that motivation is not solely driven by objective reality but by how individuals perceive their ability to achieve desired outcomes. This underscores the need for effective communication and feedback mechanisms in the workplace to align employee perceptions with organizational realities.

In summary, Vroom's Expectancy Theory provides a comprehensive framework for understanding motivation as a goal-oriented process influenced by individual expectations and the perceived likelihood of achieving desired outcomes. It emphasizes the importance of belief in the relationship between effort, performance, and rewards and highlights the role of individual values in shaping motivational drives. By recognizing and addressing these factors, managers can enhance motivation and performance within their organizations. This theory's applicability extends beyond the workplace, offering insights into motivational dynamics in various contexts where goal-directed behavior is paramount. Through its focus on cognitive processes, Expectancy Theory continues to be a valuable tool for understanding and fostering motivation in diverse settings (Vroom, 1964; Kreitner et al., 2007).

2.2.3 Equity theory (Adams Stacy)

In the 1960s, John Stacey Adams, a behavioral psychologist, developed the equity theory. This theory describes the relationship between the perception of fairness and worker motivation. People typically value fair treatment. Successful entrepreneurs recognize this and structure their small-business workplace to reward people according to their contributions (Adams, 1965). They also recognize that people have needs. Other theories help explain how to understand these needs. Psychologist Abraham Maslow's need-hierarchy theory, developed in the 1940s, states five levels of personal needs: physiological, safety, belonging, esteem and self-actualization. Business school professor

Victor Vroom developed the expectancy theory in the 1960s, demonstrating that motivated employees produce more. Behaviorist B. F. Skinner also worked in the 1960s to understand how reinforcement works. He concluded that negative reinforcement leads to negative outcomes (Skinner, 1969). Effective small-business managers can apply these observations to managing performance by motivating their employees through positive reinforcement and appraising them fairly on at least an annual basis (Arslan & Staub, 2012).

According to equity theory, an employee's perception of the fairness of his work's input and outcome influences his motivation. Effective performance management systems enable a small-business manager to clarify job responsibilities and expectations, develop an employee's capabilities, and align an employee's behavior to the company's strategic goals and values. An employee typically feels satisfied with the outcome of his effort, including his pay, when the compensation matches what he feels he puts into the job. If an employee perceives that others get more for doing less, he typically becomes less motivated to work hard. Managers create a productive work environment by communicating job requirements clearly and establishing fair and consistent performance objectives for all employees.

Effective small-business managers avoid underpaying and overpaying employees. They monitor performance and compensation regularly to achieve a productive balance. If cuts need to be made due to economic conditions, they distribute the decreases throughout the company. To remain motivated, employees typically need to be able to provide input to their performance plan, modify their goals if conditions change, and seek career development opportunities (Arslan & Staub, 2012).

It's not easy to make equitable decisions while supporting performance improvement. Managers typically evaluate their employees, calibrate ratings and decide on rewards.

These rewards include pay increases, promotions, flexible work schedules or stock options. Justifying these decisions becomes the focus, rather than relaying constructive feedback that can enhance performance and foster career development. Successful small-business managers clearly communicate company goals and make sure employees understand their role in achieving business objectives (Arslan & Staub, 2012). By recognizing the effort, loyalty, commitment, skill and enthusiasm that an exemplary employee displays, an effective manager acknowledges accomplishments, establishes trust and builds a productive workforce. A worker's sense of achievement tends to build loyalty and enables him to feel secure about his future with the company.

Equity theory is centered on an individual's perception of fairness. When applying this theory in a company's performance contracting, it involves equitably balancing the evaluation of an employee's contributions to their job with the compensation and other rewards they receive for their success. Typically, employees who are well-paid and rewarded are more motivated to maintain high performance levels.

2.2.4 Goal-Setting Theory (Edwin Locke)

The prime axiom of goal-setting theory is that specific, difficult goals lead to higher performance than when individuals strive to simply do their best (Locke & Bryan, 1966). The performance benefits of setting challenging, specific goals are multifaceted, impacting not only individual performance but also the performance of organizational units and entire organizations. By providing clear direction and a standard against which progress can be measured, challenging goals enable individuals to guide and refine their performance, thus enhancing overall productivity.

Specific goals are particularly effective in boosting motivation and performance as they direct attention to specific objectives, increase the effort devoted to achieving these objectives, and foster persistence in the face of setbacks (Wood & Locke, 1987). When

people are focused on achieving a clearly defined goal, they are more likely to exert the necessary effort to overcome obstacles and develop new strategies to address complex challenges that may arise during the process of goal attainment. This focus not only improves individual performance but can also lead to valuable rewards such as recognition, promotions, and increases in income from one's work (Locke & Latham, 2002). The pursuit of valued goals can infuse work with a greater sense of purpose, thereby alleviating boredom and enhancing overall job satisfaction.

Although setting high goals raises the bar for self-satisfaction, the attainment of such goals generates a heightened sense of personal efficacy, self-satisfaction, positive affect, and overall well-being (Wiese & Freund, 2005). Achieving specific and challenging goals can increase an individual's desire to perform even better, fostering a cycle of continuous improvement and higher performance. Difficult goals, when accepted, result in higher performance than easy goals because they require greater effort and persistence, leading to more significant personal and professional development.

The main strands of goal-setting theory are that goals must present an optimal level of challenge, have clarity, and include feedback (Locke & Latham, 2002). Optimal challenge refers to setting goals that are difficult yet achievable. Such goals push individuals to stretch their capabilities and expand their skill sets, without causing undue frustration or discouragement. This balance ensures that the goals remain motivating and attainable, leading to sustained effort and higher performance. Clear goals are essential because they provide a concrete target for individuals to aim for, reducing ambiguity and focusing efforts on specific outcomes. Feedback, on the other hand, plays a crucial role in maintaining motivation and guiding behavior. It allows individuals to assess their progress, make necessary adjustments, and stay on track to achieve their goals.

Specific, challenging goals have a profound impact on various aspects of performance. They encourage individuals to adopt a more proactive approach to their work, seeking out opportunities to improve and innovate. This proactive behavior is crucial for personal development and organizational success, as it fosters a culture of continuous improvement and adaptability. Moreover, the pursuit of challenging goals often necessitates collaboration and teamwork, further enhancing organizational cohesion and effectiveness.

The motivational impact of specific, challenging goals can be understood through the lens of self-efficacy, which refers to an individual's belief in their ability to achieve a particular goal. High self-efficacy is associated with greater motivation and resilience, as individuals who believe in their capabilities are more likely to persist in the face of difficulties and setbacks. Setting and achieving challenging goals can boost self-efficacy, creating a positive feedback loop that enhances future performance and motivation (Bandura, 1997).

In addition to their motivational benefits, specific, challenging goals can also enhance cognitive performance. When individuals are focused on achieving a specific goal, they are more likely to engage in deliberate planning and strategic thinking, which can improve problem-solving and decision-making skills. This cognitive engagement is particularly important in complex and dynamic work environments, where the ability to adapt and respond to changing conditions is critical for success.

Moreover, the goal-setting process itself can have significant psychological benefits. Setting and pursuing goals provides a sense of purpose and direction, which can enhance overall well-being and life satisfaction. This sense of purpose is particularly important in the context of work, where individuals often seek meaning and fulfillment through their

professional activities. By aligning personal and professional goals, individuals can create a more integrated and satisfying life experience.

The importance of goal clarity cannot be overstated. Clear goals provide a concrete benchmark for individuals to measure their progress, reducing ambiguity and focusing efforts on specific outcomes. This clarity is essential for maintaining motivation and ensuring that individuals remain aligned with organizational objectives. In the absence of clear goals, individuals may struggle to prioritize their efforts and may become disengaged from their work.

Feedback is another critical component of effective goal setting. Regular feedback allows individuals to assess their progress, identify areas for improvement, and make necessary adjustments to their strategies. This ongoing process of evaluation and adjustment is essential for maintaining motivation and ensuring that individuals stay on track to achieve their goals. Moreover, feedback provides an opportunity for recognition and reinforcement, which can further enhance motivation and commitment to the goal.

The role of goal setting in organizational performance is well documented. Organizations that implement effective goal-setting practices often experience higher levels of employee engagement, productivity, and overall performance. By aligning individual goals with organizational objectives, companies can create a more cohesive and motivated workforce, driving collective success. This alignment also fosters a sense of shared purpose and collaboration, which is essential for achieving complex and ambitious organizational goals.

In practice, effective goal setting requires careful planning and execution. Managers must ensure that goals are challenging yet achievable, providing the right level of motivation without causing undue stress or frustration. Additionally, goals should be specific and

measurable, allowing for clear assessment and feedback. This specificity helps to reduce ambiguity and ensures that individuals understand exactly what is expected of them.

Furthermore, it is important to involve employees in the goal-setting process. When individuals have a say in setting their own goals, they are more likely to feel committed to achieving them. This involvement can enhance motivation and ownership, as individuals are more likely to take responsibility for their performance when they have been actively involved in the goal-setting process. Managers should also provide regular feedback and support, helping employees to stay on track and address any challenges that may arise.

In conclusion, the prime axiom of goal-setting theory—that specific, difficult goals lead to higher performance—is supported by extensive research and practical evidence. The performance benefits of challenging, specific goals are manifold, impacting individual, team, and organizational performance. By providing clear direction, increasing motivation, and fostering persistence and strategic thinking, specific goals can drive significant improvements in performance and well-being. The key strands of goal-setting theory—optimal challenge, goal clarity, and feedback—provide a robust framework for effective goal setting, helping individuals and organizations to achieve their objectives and realize their full potential (Locke & Bryan, 1966; Wood & Locke, 1987; Locke & Latham, 2002; Wiese & Freund, 2005).

2.3 Empirical Literature

This section presents a review of empirical literature in regard to performance contracting and how they affect employee performance.

2.3.1 An Overview of Performance contracting strategy

According to Okech (2016) a strategy is the determination of the basic long-term goals and objectives of an enterprise and the adoption of action and the allocation of resources necessary for carrying out these goals. This means that strategy is about managing new opportunities. The strategy that is chosen should be one that optimizes the resources available in order to achieve organizational goals and objectives.

Muhoho, Kihara and Kinyanjui (2017) connote that understanding of how the strategy should be implemented, difficulties and obstacles not acknowledged, recognized or acted upon and customers and staff not fully appreciating the strategy. In addition, implementation of strategy emanates either from the process of winning the commitment of a group through coalition decision making or from coalition implementation staff involvement through corporate culture. The rules, values, beliefs, assumptions, and attitudes that, while not always expressed, influence how individuals act and carry out tasks inside an organization make up its organizational culture. According to Gole (2005), strategic management is a process that is overseen by upper management to identify the core objectives of the company and guarantee a range of choices that will enable the attainment of those objectives over the long run while enabling flexible responses in the near run. the three main components of business strategy, which are strategy formulation, strategy execution, and strategy analysis. Examining the environment in which the company functions is the focus of strategic analysis.

When implementing a strategy, the most important thing is the commitment of the top management to the strategic direction itself. Without any doubt, this is a prerequisite for the implementation of the strategy. It is therefore important for the top managers to show how willing they are in giving energy and loyalty to the process of implementation. For

all affected organizational members, this demonstrable commitment becomes a positive signal (Mbua & Sarisar, 2013).

According to Mahamed (2010) Performance contracting is concerned with the process required to achieve these results, competences and the inputs in terms of capabilities expected from the teams and individuals involved. Performance management has been viewed as a sequence into the organization and the activities carried out at each stage are interlinked from the top management to the lower cadre of employees.

The concept of PC has been effectively adopted in Bangladesh, China, India, Korea, Pakistan and Sri Lanka; also, in Argentina, Brazil, Bolivia, Chile, Colombia, Mexico, Uruguay and Venezuela. Other countries such as UK, USA, Canada, Denmark, Finland, Malaysia and others have successfully incorporated PC in their management systems. In Africa, PC has been used in Benin, Ghana, Morocco and Senegal (Trivedi, 1990; Kemboi, 2015). Increasing performance to provide citizens with timely and high-quality services; increasing productivity to boost wealth; decreasing or doing away with dependency on the exchequer; fostering accountability and transparency in resource utilization and service delivery; and granting independent commissions autonomy without being bound by bureaucracies and pointless procedures are some of the issues being addressed in the PC implementation (Nganyi, Shigogodi & Owano, 2014).

The first country in Africa to adopt performance contract scheme was Senegal, where improved performance was noted in the Ministry of Finance as seen in the reduction of the operational costs. In Morocco, performance contracting was adopted at a time when the public enterprises committed over 12% of the country's gross domestic product (GDP) in form of subsidies and other support programs. Once performance contract was initiated and signed, the public enterprises recorded improvement in service delivery, cost reduction and greater autonomy for management (SCSTM, 2005).

The delegated management style, which emphasizes management by result rather than management by procedures, is the core tenet of performance contracting. It therefore provides a framework for changing behaviours in the context of devolved management structures (Kenya, Sensitization Training Manual, 2004). The system was adopted in developing countries in Africa, such as Nigeria, Gambia, Ghana and Kenya, as a way of responding to taxpayer needs. Certainly, a number of countries have successfully improved performance in their public sector by carefully examining and adapting PC to their needs from the lessons learnt from international experiences.

2.3.2 Performance Appraisal

Wanyama (2013) examined whether performance management methods have an impact on performance in Kenyan public sector institutions in a research on performance contracting as a means of improving public service performance. The research benchmarked hybrid methods to performance management, applications that may be implemented in the public sector, emerging issues and restrictions, and lessons learned. The goal of the research was to determine if performance contracts have completely redesigned Kenyan government institutions and, from their development, whether they have improved efficiency, effectiveness, openness, and accountability to support the allocation of resources in the future and make them more appealing. In order to provide efficient, ethical service delivery to taxpayers, these detailed the evolution of Kenya's public sector and provided justification for and execution of various reform interventions across Ministries, State Corporations, Public Universities, Local Authorities, and Tertiary Institutions.

In their study on performance contracting Mbuu and Sarisar (2013) explored the challenges faced in the implementation of the concept of performance contracting (PC) in the public sector in Kenya. The study reviewed past literature on performance

contracting initiatives, and their implementation and applications across diverse settings in Kenya. The study established that there are a number of challenges facing PC and that sustaining performance gains derived from the PC is central to improving public sector service delivery in Kenya and concerted efforts must be made to inculcate sustainability, while continuously improving public offerings and at the same time addressing the challenges. In examining the role of performance contracting in enhancing effectiveness of performance in the civil service in Kenya Muriu et al., (2013) divided the Department of focus into five heterogeneous divisions (stratum). Then a sample of 108 out of 1072 was obtained through proportionate stratified sampling method. Statistical Package for Social Scientists (SPSS) was used in the descriptive and inferential data analyses to establish meanings and relationships. Correlations revealed a strong relationship between performance contracting and effectiveness of performance. Analysis of variance (ANOVA) established that performance contracting is significant on performance while regression model established that a unit increase in performance contracting resulted to an increase in effectiveness of performance. These results revealed an important aspect bearing the effort and cost the government is putting in the performance contracting tool. It is concluded from the findings that performance contracting leads to effectiveness of performance.

Within the scope of their research, Letangule and Letting (2012) investigated the impact that performance contracts have on the overall performance of organizations. In light of the fact that performance contracting has an influence on the functioning and efficiency of public sectors in Kenya, it is of the utmost importance that all workers be involved in the signing of the performance contract. An approach known as descriptive research was used for the investigation. The study of the data consisted of descriptive statistics and regression analysis, which was used to determine the connection between the variables.

Based on the results, it was discovered that performance contracting has a significant impact on the quality of service, efficiency, and consistency, as well as the inventiveness of employees working for the Ministry of Education. Gathai et al. (2012) used a descriptive study approach in their investigation of the variables that influence the adoption of performance contracting in state companies in Kenya, with a particular focus on the Kenya Civil Aviation Authority. All of the workers of the Kenya Civil Aviation Authority who had signed Performance Contracts during the years 2008/09 and 2011/12 were the target audience for this initiative. In conclusion, the study found that targets are mutually agreed upon and that those targets are in line with the objectives of the organization; performance measurements are used to evaluate, control, and improve operations process in order to ensure that the organization achieves its goals and objectives; the organization provides the necessary resources necessary for the implementation of strategy; and finally, the study found that the implementation of strategy evolves either as a result of a process of winning group commitment through a coalitional form of decision-making or as a result of complete coalitional involvement of implementation staff through a robust corporate culture.

In a study carried out by Akaranga (2008), it was revealed that all government ministries and state corporations in Kenya had formally implemented performance contracts. According to the study, there was clear evidence of improvement in income over expenditure as well as service delivery in the state corporations and government ministries. This is evidenced by results for financial year 2005/6 where majority of state corporations posted excesses of revenue over expenditure. Ketelaar, (2007) identified the following as the challenges of performance contracts; Focusing only on targets can be detrimental to public sector effectiveness if the targets or indicators are not relevant to the desired outcomes. To understand the successes and challenges of implementing

performance contracting in Kenya, scholars such Kobia and Mohammed (2006) carried out a survey among the civil servants. They developed a questionnaire from performance contracting literature and administered it to a sample of 280 senior public service course participants at the Kenya Institute of Administration. Data was collected from the course participants who were central in the implementation of performance contract in the government ministries and agencies. To investigate if the participants knew the goal of performance contracting, they asked them to state the goal of performance contracting in their ministries. The responses indicated that majority of the participants were conversant with performance contracting.

Pilbeam and Corbridge (2006) identified the following as challenges of the process of appraisal. They are viz. increased bureaucracy; lack of commitment; tension about identifying development needs and allocation of rewards; and bias in judgment. Lack of commitment on the side of the government to the promised incentives was ranked highest by respondents. Similarly, Shirley and Xu (2001) ranked lack of commitment as the highest challenge in China. Bias in judgment was ranked second with a significant difference of 5% level of significance between high management and subordinates.

2.3.2 Personal Rewards

Gesare et al. (2016) conducted an insightful study on the impact of reward and recognition programs on performance contracting in state corporations in Kenya. Their research revealed that such programs have a significantly positive effect on performance contracting. Specifically, they found that performance contracting in these corporations could be effectively explained by the presence of reward and recognition programs. This relationship was statistically significant, as evidenced by ANOVA results that indicated a p-value of 0.000 and an F statistic of 19.058. These findings corroborate the earlier work of Parijat and Bagga (2014), who noted that when employee performance is recognized

and there is a focus on performance-based rewards, employees are more likely to exert efforts towards achieving organizational objectives. This is because rewards signal to employees that their behaviors are appropriate and deserving of reinforcement. Achieving rewards that are highly valued motivates individuals to exert greater effort, thus enhancing overall performance.

Further reinforcing these conclusions, Mbuthia et al. (2014) investigated the effectiveness of performance contracting (P.C.) within government institutions. Their study confirmed that performance contracts are indeed critical for improving service delivery in the public sector. The effectiveness of these contracts largely depends on the understanding that employees and managers have of the content of the performance contracts and the extent to which work is done in relation to these contracts. The researchers recommended that the government and leadership of various government institutions should embark on capacity-building initiatives to enlighten employees about the origins and implications of performance contracting. This understanding is crucial for ensuring that performance contracts are effectively implemented. Additionally, they suggested that well-performing employees should be rewarded, while those who are uncooperative should face strict penalties. This approach aligns with the findings of Gesare et al. (2016), further highlighting the importance of rewards and recognition in enhancing employee performance.

Maina (2015) conducted a study analyzing the impact of performance management systems on employee performance at the Food and Agriculture Organization (FAO). Utilizing a descriptive research design, Maina found that employees perceived a significant need for a performance management system that effectively rewards high performers and addresses the performance of low performers. This finding underscores the necessity of implementing systems that not only recognize and reward high-

performing staff but also provide mechanisms to correct the performance of those who are underperforming. Such systems are critical for maintaining high levels of motivation and ensuring that organizational goals are met efficiently.

The collective insights from these studies underscore the critical role that reward and recognition programs play in performance management. They highlight that when employees feel their efforts are acknowledged and rewarded, they are more likely to be motivated to achieve higher performance levels. This motivation is driven by the recognition that their behavior aligns with organizational goals and is worthy of reinforcement through rewards. In turn, this leads to a more engaged and productive workforce, capable of meeting and exceeding organizational objectives.

Furthermore, the findings from Mbutia et al. (2014) emphasize the importance of knowledge and understanding in the effective implementation of performance contracts. It is not enough to simply have performance contracts in place; employees and managers must fully comprehend their content and significance. This understanding can be facilitated through targeted capacity-building programs, which can help to ensure that everyone involved is fully aware of the expectations and requirements associated with performance contracts. Such initiatives can lead to more effective implementation and, consequently, improved service delivery within government institutions.

In addition to the need for understanding and capacity building, the studies also highlight the necessity of a balanced approach to performance management. This includes not only rewarding high performers but also addressing the performance of those who are not meeting expectations. By providing clear consequences for underperformance, organizations can maintain high standards and encourage all employees to strive for excellence. This approach ensures that the overall performance of the organization is optimized, and that all employees are motivated to contribute to their fullest potential.

The research by Maina (2015) at the FAO further supports the notion that effective performance management systems are essential for organizational success. By rewarding high performers and addressing the performance of low performers, organizations can create a culture of excellence where employees are motivated to perform at their best. This approach not only enhances individual performance but also contributes to the overall success of the organization.

In conclusion, the studies by Gesare et al. (2016), Mbutia et al. (2014), and Maina (2015) collectively underscore the critical importance of reward and recognition programs in performance management. They highlight that when employees are recognized and rewarded for their performance, they are more likely to be motivated and committed to achieving organizational goals. This motivation is further enhanced when employees have a clear understanding of performance contracts and the expectations associated with them. By implementing effective performance management systems that reward high performers and address the performance of low performers, organizations can create a motivated and productive workforce capable of meeting and exceeding their objectives. These insights are invaluable for organizations looking to enhance their performance management practices and achieve sustained success.

2.3.3 Staff Training

Training has become increasingly significant for organizations that seek to develop the capabilities of their employees and gain a competitive advantage through a competent workforce. Globally, extensive literature exists on employee training and development; however, there is a notable gap in research concerning the specific effects of training on the career development of employees within organizations. In Kenya, while various studies have explored diverse aspects of training and development, none have

comprehensively analyzed the relationship between training and career development of employees. Training is not merely a method of equipping workers with the necessary skills to perform their jobs; it is also often perceived as a reflection of an employer's commitment to its personnel.

In his research on sugar firms in Kakamega County, Kenya, Shiamwama et al. (2014) examined the impact of career training on employee productivity. He highlighted that, according to Waweru and Porporato (2008), new employees typically require some form of training before assuming their roles, while existing employees need ongoing training to stay updated with technological advancements and ethical standards. The Federation of Kenya Employers supports this view, advocating for productivity training, which it defines as a comprehensive program focused on improving labor efficiency, work methods, cost-income ratios, and asset utilization, among other areas (Federation of Kenya Employers, 2010).

The significance of training is further emphasized by Otuko et al. (2013), who concluded that simply providing training to employees and expecting optimal results is insufficient. They observed that much of the training provided is often disconnected from the organizational objectives, conducted in a vacuum without addressing the current challenges faced by businesses. This disconnect implies that the outcomes of training are perceived as less important than the activity itself, as organizations are often content as long as their staff continue to participate in training sessions. These researchers expressed concerns about the relevance of the training offered to employees within organizations, noting that the impact of such training on the career growth of employees is often overlooked.

A critical analysis of training and its impact on career development reveals several key dimensions. Training enhances the skills and knowledge of employees, making them

more competent and confident in their roles. This, in turn, can lead to improved job performance and productivity. Furthermore, training can prepare employees for higher responsibilities and leadership roles, thereby facilitating their career advancement. However, the effectiveness of training programs depends on how well they are aligned with both the employees' career aspirations and the strategic goals of the organization.

Organizations that invest in well-structured training programs demonstrate a commitment to their employees' professional growth and development. This commitment can significantly boost employee morale and job satisfaction, as employees feel valued and supported in their career journeys. Moreover, such programs can help in identifying and nurturing talent within the organization, creating a pipeline of skilled individuals ready to take on future challenges and leadership positions.

In the context of Kenya, the need for relevant and impactful training programs is paramount. The country's dynamic economic landscape and rapid technological advancements necessitate a workforce that is adaptable and continuously learning. However, many training programs in Kenyan organizations are criticized for being generic and not tailored to the specific needs of the industry or the employees. This generic approach often leads to a mismatch between the training provided and the actual skills required, thus limiting the potential benefits of such programs.

Shiamwama et al. (2014) emphasized that for training to be truly effective, it must be integrated with the overall strategic objectives of the organization. This integration ensures that the training programs are relevant and that the skills acquired are directly applicable to the employees' roles and responsibilities. Additionally, continuous evaluation and feedback mechanisms should be in place to assess the effectiveness of the training and to make necessary adjustments. This approach not only enhances the

relevance and impact of training but also ensures that employees are continuously developing in alignment with the evolving needs of the organization.

The research by Otuko et al. (2013) further suggests that organizations need to move beyond the traditional training models and adopt more innovative and interactive approaches. This includes leveraging technology to provide e-learning opportunities, interactive workshops, and real-time problem-solving sessions. Such methods can enhance engagement and retention of knowledge, making training more effective and enjoyable for employees.

Moreover, organizations should consider personalized training plans that cater to the individual career aspirations and development needs of each employee. Personalized training can help in addressing specific skill gaps and providing targeted learning opportunities, thus facilitating more meaningful career growth. This personalized approach can also help in retaining top talent, as employees are more likely to stay with an organization that invests in their personal and professional development.

In addition to formal training programs, organizations should also encourage a culture of continuous learning and development. This can be achieved through mentoring and coaching programs, where experienced employees share their knowledge and expertise with newer or less experienced colleagues. Such informal learning opportunities can complement formal training programs and provide employees with practical insights and guidance that can be directly applied to their work.

The role of management in fostering a supportive learning environment is crucial. Managers should actively participate in identifying the training needs of their teams, providing opportunities for development, and supporting employees in their learning journeys. By doing so, managers can help in creating a culture where continuous learning and development are valued and encouraged.

Furthermore, the impact of training on career development should be systematically measured and analyzed. Organizations should track the progress of employees who have undergone training and assess the long-term benefits in terms of career advancement, job performance, and overall satisfaction. This data can provide valuable insights into the effectiveness of training programs and help in making informed decisions about future training investments.

In conclusion, while there is ample literature on training and development globally, there is a need for more focused research on the impact of training on career development, particularly in the context of Kenya. Training is not just about equipping employees with the necessary skills for their current roles but also about supporting their long-term career growth and development. Organizations that invest in relevant, well-structured, and personalized training programs can significantly enhance the competence and motivation of their workforce, leading to improved performance and career advancement. By aligning training programs with organizational objectives and continuously evaluating their effectiveness, organizations can ensure that their employees are well-prepared to meet current and future challenges, thereby achieving sustained success.

2.3.4 Career Development

It is observed that training of employees is vital in enhancing their knowledge and skills for effective development (Jun et al., 2006). Martensen and Grønholdt (2001) established that training programs aid in the development of employee's competencies. In their study on total quality management practice in maquiladora, Jun et al. (2006) ascertained that employee training programs are essential in self-assurance and more so in evolution of employee careers in an organization. In another study, Aktar et al., (2012) established that career advancement opportunities for employees were effective in motivating workers

and enhancing performance when they assessed the impact of rewards on employee on performance in commercial banks in Bangladesh.

It is argued that career development affects motivation and performance of employees in an organization (Mwanje, 2010). The author delved into career development and staff motivation focusing on the bank of Uganda. The study used case study research design where the data was collected using self-administered questionnaires. The study found that career advancement significantly influenced staff motivation. There was lack of opportunities concerning career paths despite the existence of career advancement training. The irrelevant training of employees resulted to lack of career advancement. The study recommended that there should be clear and transparent policies that minimize constraints to career advancement and that enhance fair promotion in the bank. Nwokocha and Iheriohanma (2012) on the other hand established that lack of job security was one of the major factors that contributed to employee job dissatisfaction and turnover in Nigeria.

A study on the determinants of compensation system among commercial banks in Kenya was conducted by Ombasa (2013). In the study it was noted that constructing an employee development plan that promises employees career track opportunities with the company is one of the most effective ways of compensation that reduces employee turnover. The author further noted that an upward career track should accompany corresponding salary and merit increases. In their study of the determinants of employee engagement in the Kenyan banking sector, Mokaya and Kipyegon (2014) noted that the cooperative bank of Kenya provided relevant training opportunities for its employees that aided them in career development and contributed to employee engagement in the bank. Previously, Cherotich et al., (2015) evaluated the effects of total reward on job satisfaction among bank employees in Nakuru, Kenya. The bank employees were targeted and a sample of 108

employees was obtained through stratified random sampling method. Data was obtained through use of questionnaires. It was noted that banks provided training, career development and promotion and this led to employee satisfaction. In his study on commercial banks in Kenya, Khalumba (2012) noted that indeed lack of effective training and development and career development programs negatively affected financial performance of commercial banks. The author underlined the importance of career advance programs, training and development in enhancing improve performance of commercial bank.

2.4. Conceptual framework

According to Mugenda & Mugenda (2003), a conceptual framework is a diagrammatic representation that serves to illustrate the link between the variables that are used in an investigation. As can be seen in figure 1, the researcher made use of the conceptual framework in order to explain the interrelationships between the variables.

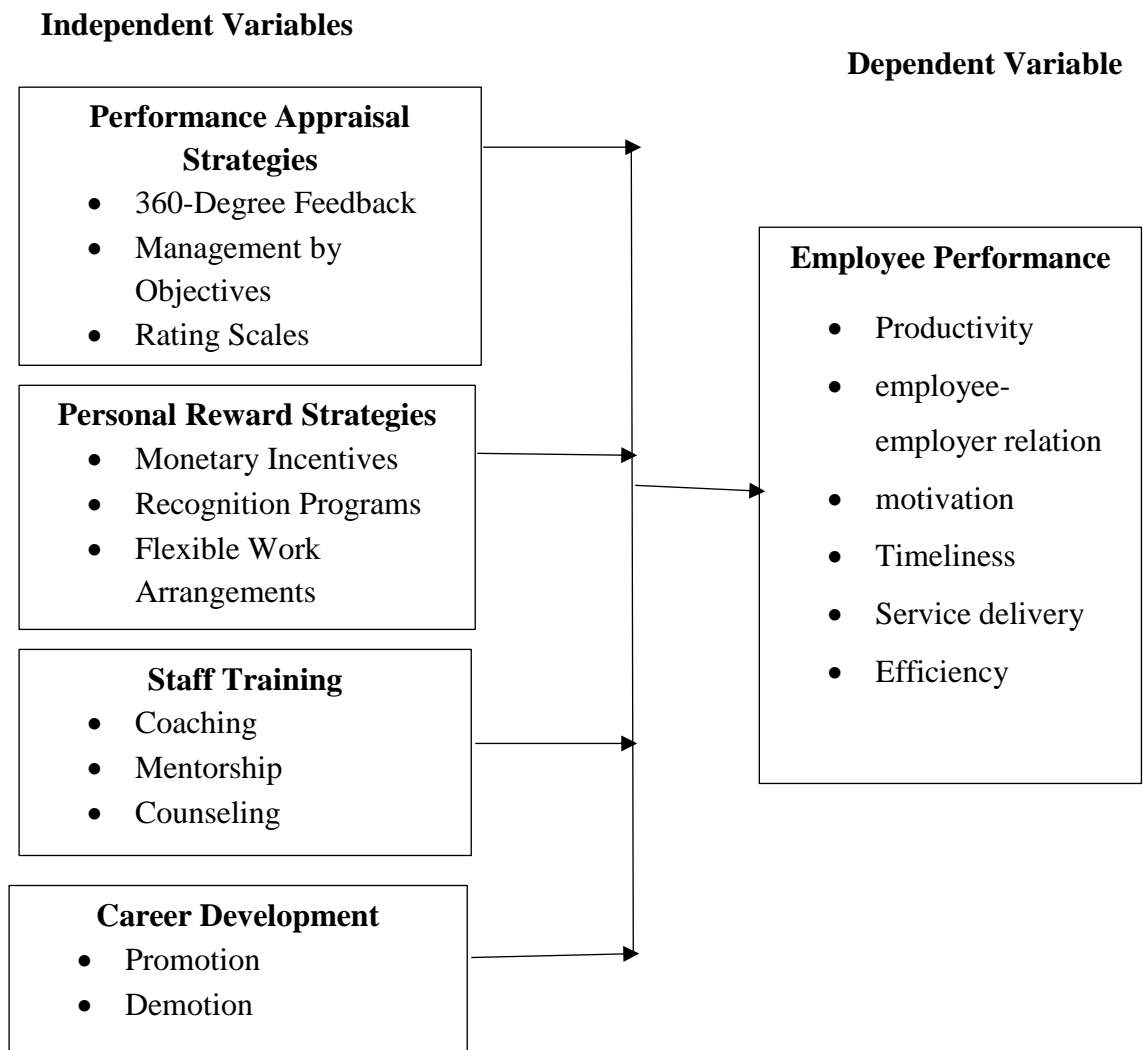


Figure 1: Conceptual framework for performance contracting and performance
Source: Reacher (2024)

2.5 Recap of Literature Review Research Gaps

The research looked at a number of different hypotheses, all of which were deemed to be helpful in establishing the overall notion of the study. The McGregor's Theory X and Theory Y, the Expectancy theory developed by Victor Vroom, the Equity theory, the Equity theory, and the Goal-Setting Theory are some examples of these theories. Both of McGregor's theories, Theory X and Theory Y, have their origins in the field of motivation theory. Theory X holds the belief that workers' work is solely motivated by their own self-interest, while Theory Y holds the belief that employees' work is motivated by their

own self-interest. In the Expectancy hypothesis developed by Victor Vroom, it is hypothesized that individuals are driven to act in a manner that results in the desirable combinations of anticipated outcomes.

Equity theory. Effective performance management systems enable a small-business manager to clarify job responsibilities and expectations, develop an employee's capabilities, and align an employee's behavior to the company's strategic goals and values (Vroom, 1964). Goal-Setting Theory by Locke and Bryan, (1966) explain that by providing direction and a standard against which progress can be monitored, challenging goals can enable people to guide and refine their performance.

The study also reviewed related empirical studies which explained employee performance in terms of performance contracting and showed the manner in which performance contracting influences the employee performance which was later extended to the insurance firms in Kenya. These studies particularly covered the relationship between each of performance appraisal, personal reward, staff training and career development with employee performance.

While reviewing the empirical studies, this study revealed research gaps associated with these studies. This established that as the studies showed that there was relationship between performance contracting and employee performance, they did not significantly show how this applies to insurance companies in Kenya. That is the there is scanty information on the influence of performance contracting on employee performance in IEBC particularly Nyanza Central and south region Kenya, which demands for immediate studying on the influence of performance contracting on employee performance in IEBC particularly Nyanza Central and south region Kenya, to help the institution mitigate the prevailing poor employee performance that is highly threatening the survival of state commissions in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

For the purpose of providing answers to the research questions, this chapter provides a description of the methodology that was used in the process of carrying out this research endeavor. This chapter discusses the research design, the sampling procedure, the methods of data collection, the validity and reliability of research instruments, the methods of data analysis, and the ethical issues that are associated with the effect of performance contracting on the performance of staff members working for the Independent Electoral and Boundaries Commission in the Nyanza South Region of Kenya.

3.1. Research design

The study was modeled on a case study design. A case study lead to in-depth information regarding the implementation process and the challenges encountered during the implementation by the top management who were involved in the process. This design was used to determine the process and employees' perceptions on the implementation process of performance contracting and its effect on service delivery. The study therefore intended to allow for across analysis of all categories of all staff in the working for Independent Electoral and Boundaries Commission's staff with particular focus on staff who are on performance contract so as to obtain general information on the performance contract implementation.

3.2. Population of Study

The study targeted IEBC Staff working at Nyanza Central and South Regions that covers Nyamira, Kisii, Migori, Homabay, Kisumu and Siaya Counties. It involved the following officers; 6 County Election Managers (CEMs), 42 Returning Officers (ROs), 42 Deputy

Returning Officers (DROs), 2 Regional Accountant (RA), 6 County Information Technology Officers (CICTOs) and 2 Supply Chain Management Assistant (SCMA). The population of study consists of 100 staff working under the arrangement of performance contracting. The study was carried out at the Independent Electoral and Boundaries Commission in Nyanza Central and South Regions. These staff were chosen because they were easily accessible by the researcher for the purposes of data collection. According to IEBC (2019), there are 100 officers working under performance contracting in Nyanza Central and South regions as provided in table 1 below;

Table 1: Sample size

Region	County	Designation	No. of Staff (N)
	Nyamira	County Elections Managers CEM)	1
		Returning Officers (RO)	4
		Deputy Returning Officers (DRO)	4
		County Information Communication Technology Officers (CICTO)	1
Nyanza South Region & Nyanza Central Region	Kisii	County Elections Managers (CEM)	1
		Returning Officers (RO)	9
		Deputy Returning Officers (DRO)	9
		County Information Communication Technology Officers (CICTO)	1
		Regional Accountant (RA)	1
		Supply Chain Management Assistant (SCMA)	1
	Migori	County Elections Managers (CEM)	1
		Returning Officers (RO)	8
		Deputy Returning Officers (DRO)	8
		County Information Communication Technology Officers (CICTO)	1
	Homabay	County Elections Managers (CEM)	1
		Returning Officers (RO)	8
		Deputy Returning Officers (DRO)	8

	County Information Communication Technology Officers (CICTO)	1
Kisumu	County Elections Managers (CEM)	1
	Returning Officers (RO)	7
	Deputy Returning Officers (DRO)	7
	County Information Communication Technology Officers (CICTO)	1
Siaya	County Elections Managers (CEM)	1
	Returning Officers (RO)	6
	Deputy Returning Officers (DRO)	6
	County Information Communication Technology Officers (CICTO)	1
	Regional Accountant (RA)	1
	Supply Chain Management Assistant (SCMA)	1
Total		100

IEBC (2019)

3.3. Sample size and Sampling procedures

Purposive sampling technique was applied to select the senior staff who participated in the study. There are 100 employees in IEBC Nyanza Central and South Regions who are on performance contracting (IEBC, 2019). The researcher considered the entire population who were under performance contracting in Independent Electoral and Boundaries Commission staff in Nyanza Central and South Region to be a manageable number to participate in the study. This population was categorized into two groups; the senior management staff, and middle management staff from different departments in the Independent Electoral and Boundaries Commission in Nyanza Central and South Region, Kenya. The study population included 6 County Election Managers (CEMs), 42 Returning Officers (ROs), 42 Deputy Returning Officers (DROs), 2 Regional Accountant (RA), 6 County Information Technology Officers (CICTOs) and 2 Supply Chain Management Assistant (SCMA). The researcher therefore carefully selected all the 100

employees who were on performance contract to participate in the study thus forming a sample size of 100 respondents as illustrated in table 2 below.

Table 2: Sample size

Designation	No. of Staff (N)	Sample size (n)
County Elections Managers	6	6
Returning Officers	42	42
Deputy Returning Officers	42	42
County Information Communication Technology Officers	6	6
Regional Accountant	2	2
Supply Chain Management Assistant	2	2
Total	100	100

Researcher (2024)

3.4. Instruments of Data Collection

Primary data was collected by use of questionnaires. The research used interview schedule tool and questionnaire tool to enable the researcher obtain primary data. Kombo and Tromp (2009) define an interview schedule as a set of questions asked orally and avails information which would otherwise not be availed by other data collection instruments. Semi- structured interview questions were administered to all staff. The questions in the schedule were suitable to the researcher as he got precise information given by the interviewees.

3.5. Data collection procedure

The study obtained primary data which was collected using interview schedule and questionnaires. A structured questionnaire was issued to the respondents who were drawn from all departments. Each respondent was required to fill in the questionnaire in accordance to the provided questions. An interview guide with a set of questions was read

by the researcher himself to the top management staff with a view of getting their response in regard to the subject matter.

For the purposes of this study the data collection procedure involved seeking authorization from National Commission for Science, Technology and Innovations (NACOSTI) upon production of an introduction letter from Mount Kenya University Kisii Campus.

The researcher gave out self- introductory letters to each of the heads of sampled department explaining the purpose of the research and request for permission and participation in the research. The researcher took up the responsibility of identifying respondents, introduce himself and thereafter request to drop the questionnaire and collect answered instruments later.

3.6. Reliability and validity of the instruments

‘Reliability has to do with the quality of measurement. It is the degree of consistence over time and whether the study results are an accurate representation of the total population being studied’ (Gakuu, 2016). ‘It is possible for the researcher to detect ambiguities and elements in the study instrument that are insufficient when reliability is present. In order to improve the dependability of the data, the research method strives to reduce the amount of random mistake that occurs.

With regard to the validity element, the researcher is responsible for determining if the study measures what it was meant to measure or the degree to which the findings of the study are an accurate representation of reality. (2016) According to Gakuu. The strength of our findings, deductions, and assertions is what we mean when we talk about validity. For the purpose of determining whether or not a measure looks to measure the notion that it is meant to measure, face validity is an evaluation of the measure's appearance. Internal validity, also known as content validity, is a measurement that determines the extent to

which data obtained via a certain instrument accurately reflects the substance of a specific idea. The researcher is required to identify the domain of indicators that are pertinent to the idea that is being measured in order to construct an instrument that will provide data that is appropriate for the content being assessed. (2016) According to Gakuu. The use of professionals or specialists in a certain sector is the standard approach that is followed while evaluating the veracity of material. Two different groups of specialists are provided with the instrument, and one of the groups is tasked with evaluating the notion that the instrument is attempting to measure. It is the responsibility of the other group to decide if the checklist or the collection of items adequately reflects the notion that is being investigated. (2006) Mugenda (2003)

Testing of the research instruments on a pilot sample was conducted in Nyanza Central region of I.E.B.C staff involving 12 respondents being 30% of the sample size as provided by Mugenda and Mugenda (2009) that 10% to 30% pilot sample is an adequate representative pilot sample. The researcher discussed the questions contained in both the questionnaire and the interview schedule in order to confirm whether they were valid and reliable for the study. Piloting allowed the researcher to identify whether respondents understand the interview schedule questions and instructions, and whether the meanings of questions were the same for all respondents. The tools were modified in terms of content, wording, layout, length, format and instructions that might not have been clear. Data reliability was measured using Cronbach's alpha coefficient with the lowest values being 0.7 showing reliability of the documents. This guaranteed that the interview schedule questions contained in the questionnaire would yield information that was reliable and acceptable.

3.7. Data analysis

The data was collected, processed and analyzed in three activities namely; Data editing whereby the researcher used this method to select the most relevant and reliable information from the rest. Data coding; the researcher used computers to process the data of the study and tabulate it. The researcher used this to deliver required information of the study. The data was edited and corrected from any errors based on the responses, omissions and other inconsistencies. The data analysis consisted of the tabulation frequency and calculation of percentages.

Similarly, qualitative data was analyzed using; statistical package for social science computer program (SPSS) for easy analysis and interpretation. Responses to each item in the questionnaire presented in a table showing the frequency responses that was re-computed into percentages.

3.8. Ethical Considerations in the research

The researcher obtained authorization letter from IEBC Nyanza Central and South region giving the researcher consent to conduct a study in their organization. Consent was also obtained from individual participants before commencing interviews. The purpose of the study was thoroughly described to the participants, and after a number of questions about anonymity and confidentiality were asked, the participants were reassured that their names, as well as any information that was revealed, would be kept secret. Because the respondents could be hesitant to provide some details, the researcher gave them assurances that their responses would be kept anonymous. In order to demonstrate that the data being sorted was only for scholarly reasons, the researcher brought a letter of introduction from the institution.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter details the results from analyzing data gathered via a questionnaire, which assessed the impact of performance contracting strategies on the performance of employees at the Independent Electoral and Boundaries Commission (IEBC) in Nyanza Central and South Region, Kenya. The chapter includes analysis of the survey response rate, findings on the demographics of the respondents, examination of the study objectives, and inferential analysis. Quantitative methods were utilized to analyze the characteristics of the study variables and explain the study objectives, generating descriptive statistics. Additionally, correlation and multiple regression analyses were conducted to produce inferential statistics.

4.2 Response Rate

The questionnaire was administered to 100 respondents (County Elections Managers, Returning Officers, Deputy Returning Officers, County Information Communication Technology Officers, Regional Accountant and Supply Chain Management Assistant) obtained from the IEBC Nyanza Central and South Region. However, the study was able to receive 83 fully filled questionnaires, implying a response rate of 83% of the sample size. Despite failure of 17% respond, a response rate of 83% was very good and good enough to yield accurate results from analysis as indicated by Mugenda and Mugenda (2003) who suggest that a 50% response rate is considered to be adequate, 60% to be good, while a 70% and above rate is considered to be very good. The response rate analysis is shown in Table 3.

Table 3; Analysis by Response Rate

		Frequency	Percent
Valid	Response	83	83.0
	Non response	17	17.0
	Sample size	100	100.0

Source: Researcher (2024)

4.4 Respondents' Demographics

4.4.1 Gender of Respondents

Researcher sought to determine respondent's gender and their responses were as shown in figure 2:

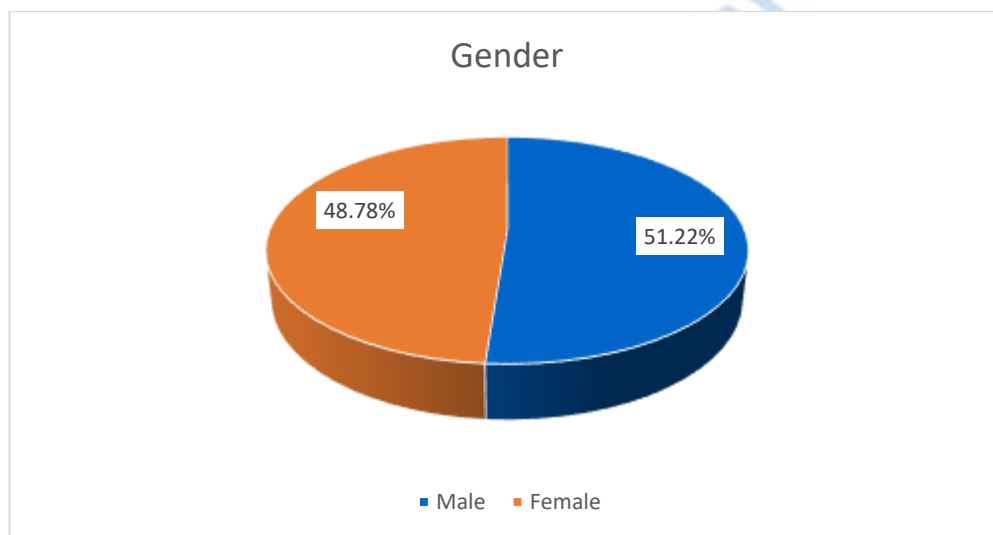


Figure 2: Respondent's gender

Source: Researcher (2024)

According to the results on gender, 51.22% of the respondents were Male while 48.78% of the respondents were Female. This shows that Majority of the employees in IEBC were male, however there was acceptable gender balance hence the study was not gender biased.

4.4.2 Age of Respondents

The researcher sought to determine the age distribution of the respondents and the responses were as shown in Table 4:

Table 4: Age of the Respondents

		Frequency	Percent
Valid	30 years and below	14	16.87
	31 – 40 years	28	33.74
	41 – 50 years	24	28.91
	Above 51 years	17	20.48
Total		93	100.0

Source: Researcher (2024)

The study found that 28 (33.74%) of the respondents were between 31 – 40 years as 24(28.91%) of the respondents were between 41 and 50 years, 17 (20.48%) of the respondents were above 51 years while 14(16.87%) were 30 years and below.

4.4.3 Education Level of Respondents

Figure 3 shows the respondents highest academic achievement.

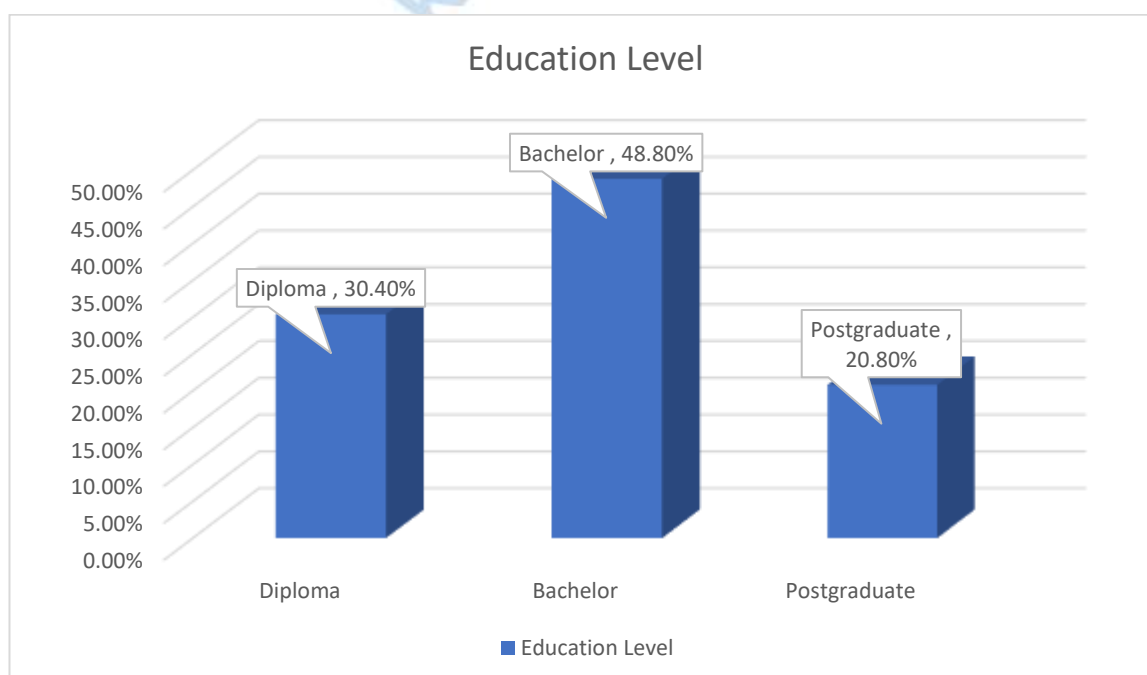


Figure 3: Respondents Education Level

Source: Researcher (2024)

According to the data in the figure, most respondents 48.8% held a bachelor's degree, 20.8% had attained postgraduate qualifications, and 30.2% had completed a diploma as their highest level of education. This indicates that every respondent had received some form of tertiary education, suggesting they were well-equipped to fulfill their responsibilities and effectively address the topics covered in the questionnaire.

4.4.4 Years Worked

The respondents were asked to indicate the duration in years that they had worked in IEBC. The data findings are as presented on Figure 4.

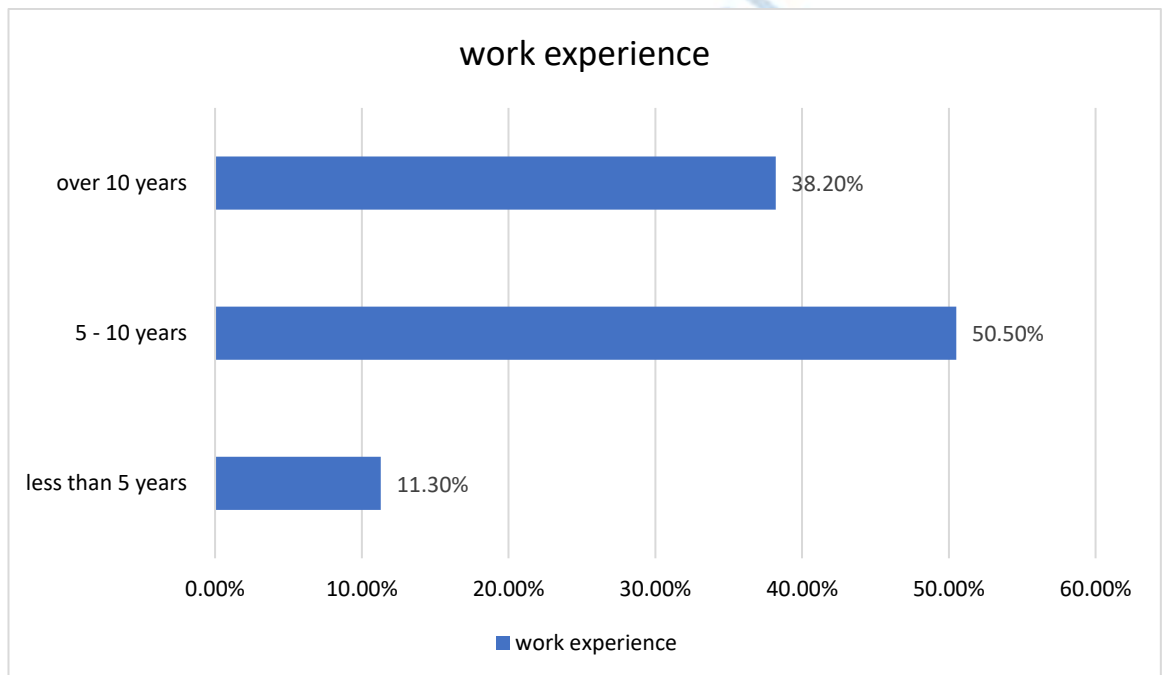


Figure 4: respondents work experience

Source: Researcher (2024)

The findings reveal that 50.5% of the respondents had been with the institution for 5 to 10 years, 38.2% had worked there for over 10 years, and 11.2% had been employed for less than 5 years. These results suggest that most respondents have had sufficient tenure to witness changes in employee performance over time, especially since the

implementation of performance contracting, and can therefore provide a reliable evaluation of its impact.

4.5 Descriptive Analysis

Through quantitative analysis, the study produced descriptive statistics that outlined the characteristics of the study variables. This analysis assessed the study objective and examined the interactions between the variables, particularly focusing on the independent and dependent variables. The results directly addressed the questions posed in the research tool and were expressed using means, and standard deviations.

4.5.1 Performance Appraisal strategies and Employee Performance

The study assessed the first objective to establish the effect of performance appraisal strategies on employee performance in IEBC Nyanza central and South Region, Kenya by first seeking to establish the level of goal setting at every performance appraisal.

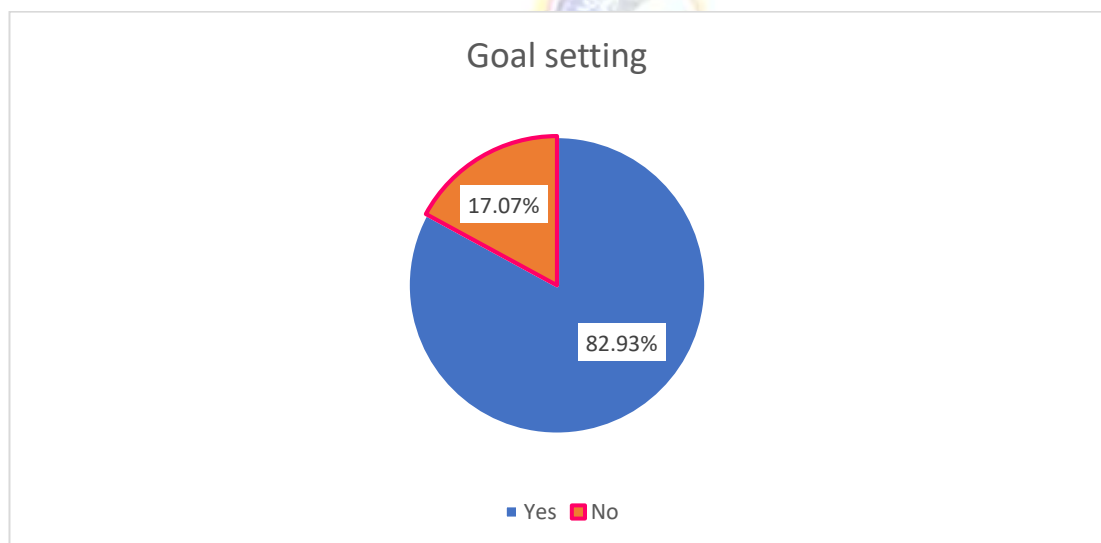


Figure 5: goal setting

Source: Researcher (2024)

The results indicated that 82.93% of respondents confirmed they set goals during each performance appraisal, while 17.07% disagreed, stating they did not set goals at every performance appraisal, as depicted in Figure 5.

Performance appraisal strategies were used as one of the factors that affect employee performance of IEBC in Kenya. The respondents were therefore required to rate their responses on a 5-point Likert scale of 1-5; 5= Strongly Agree;4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree as shown on Table 5.

Table 5: Performance Appraisal

	N	Min	Max	Mean	Std. Deviation
My appraiser assists me in comprehending the methods used to assess and rate my performance	83	1	5	3.91	1.021
The performance appraisal review is the sole occasion when I receive feedback on my performance.	83	1	5	3.87	0.907
Employees receive feedback to aid in enhancing their performance.	83	1	5	3.76	1.006
Valid N (listwise)	83				
Average Mean and Std Deviation				3.85	0.996

Source: Researcher (2024)

Finding from table indicated that on average respondents agreed that the performance appraisal was high (M = 3.85; SD=0.996). The results show that respondents agreed that the appraisers helped the employees to understand the process used to evaluate and rate their performance (M=3.91; SD=1.021), also respondents agreed that performance review discussion is the only time they get feedback about their performance (M=3.87; SD=0.907). Furthermore, the study revealed that respondents agreed that they were provided with feedback to help them improve their performance. The results showed that the they set goals at every performance appraisal (M=3.76; SD=1.006). These findings indicate a strong endorsement of performance appraisal within the IEBC, where appraisers assisted employees in comprehending the evaluation process and rating criteria. Feedback on employee performance was predominantly provided during

performance review discussions. This study underscores how the performance appraisal process facilitated feedback provision, enhancing employee performance. Numerous empirical studies have linked performance appraisal with improved employee performance, a correlation supported by this research. Muriu et al. (2013) highlighted the significant impact of performance contracting on performance, while Letangule and Letting (2012) demonstrated its influence on service quality, efficiency, consistency, and employee creativity within the Ministry of Education.

4.5.2 Personal Reward and Employee Performance

The study assessed the second objective to investigate the effect of personal reward strategies on employee performance in IEBC Nyanza central and South Region, Kenya by first seeking to establish whether the institution offers incentives to individual/teams and the results shown in Figure 6.



Figure 6 personnel rewards

Source: Researcher (2024)

Findings in figure indicate that 97.56% of the respondents agreed that the institution offers incentives to individuals/teams while 2.44% of the respondents disagreed that the institution offered incentives to individuals/teams.

Then study assed the response of personal reward on employee performance in IEBC Nyanza central and South Region, Kenya to obtain results in Table 6.

Table 6: Personal Rewards

	N	Min	Max	Mean	Std. Deviation
Paid time off as a reward our salary is determined based on performance	83	1	5	4.11	0.921
Creative suggestions that enhance performance should be acknowledged	83	1	5	4.04	1.002
Award a certificate for outstanding performance	83	1	5	3.92	0.918
Valid N (listwise)	83				
Average Mean and Std Deviation				4.02	0.947

Source: Researcher (2024)

As shown in Table 6, it was established that respondents agreed that were rewarded time off with pay (M=4.11; SD=0.921). The study further indicates that respondents agreed that salaries were fixed on the basis of their performance (M=4.04; SD=1.002). Additionally, respondents agreed rewards that were given with a certificate on exceptional performance (M=3.92; SD=0.918). These findings are in line with Parijat and Bagga (2014) who found that when employees' performance is significantly recognized and adequate attention in terms of rewards such employees are most likely to exert their efforts towards improving their performance. Personal rewards serve as a validation of appropriate employee behavior, emphasizing the importance of recognition and appreciation, especially when tied to tangible achievements. A higher value associated with rewards tends to incentivize individuals to exert greater effort. These results align

with Gesare et al.'s (2016) research, which demonstrated the positive impact of reward and recognition programs on service delivery within Kenyan state corporations, indicating that employee performance can be influenced by such programs. Similarly, the observation that salaries were linked to performance echoes findings from Maina (2015) and supports the notion proposed by Parijat and Bagga (2014) that a performance management system should incentivize high performers while addressing issues with low performers. These conclusions are consistent with Mbuthia et al.'s (2014) study, which advocated for rewarding well-performing employees and imposing strict penalties on uncooperative ones.

4.5.3 Training and Employee Performance

The study sought to examine the influence of staff training on employee performance in IEBC Nyanza central and South Region, Kenya and produced the results in figure 6.

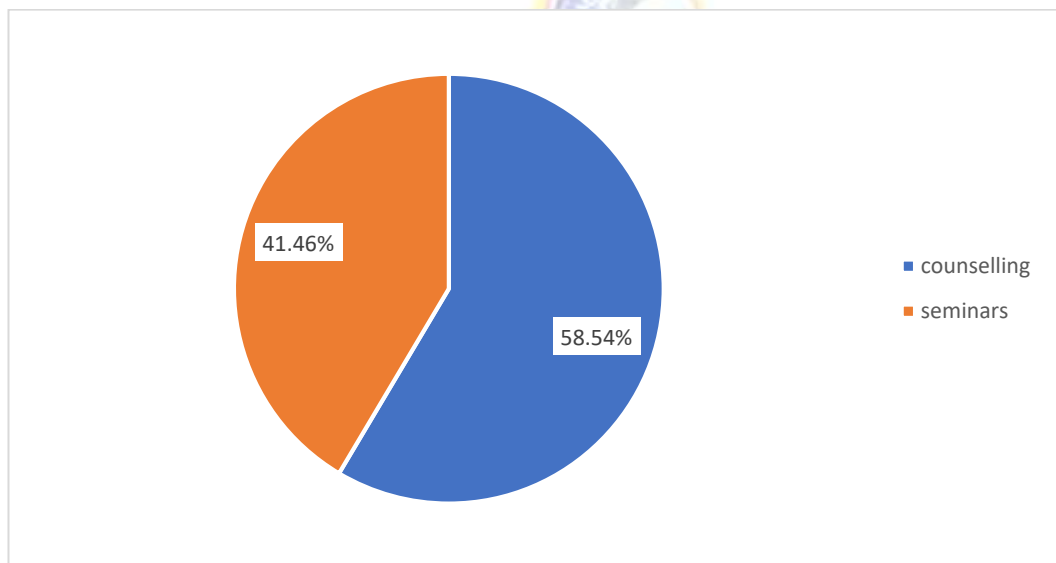


Figure 6; Analysis by Meeting Training Needs

Source: Researcher (2024)

These results show that 41.46% of the respondents agreed that employee training needs were met through seminars while 58.54% respondents agreed that employee training needs were met through counseling.

Table 7: Training

	N	Min	Max	Mean	Std. Deviation
Training programs benefit both individuals and the organization performance.	83	1	5	4.70	0.918
Training needs analysis is carried out within the organization	83	1	5	4.48	0.886
The mentoring you are currently receiving from senior peers	83	1	5	3.99	1.003
The backing from management as I strive to enhance my areas of weakness	83	1	5	4.03	1.003
Management offers counseling to employees for subpar performance.	83	1	5	3.87	0.968
Valid N (listwise)	83				
Average Mean and Std Deviation				4.21	0.956

Source: Researcher (2024)

According to table 7, respondents strongly alluded to the fact that training programs were effective for individual and organizational performance (M=4.70; SD=0.918), also respondents strongly agreed that training need analysis was conducted in the organization (M=4.48; SD=0.886) and agreed that they received mentoring from senior peers (M=3.99; SD=1.003). further respondents were in agreement that Management supported their efforts to improve their weaknesses (M=4.03; SD=1.003) and that that management provided employee with counseling for poor performance (M=3.87; SD=0.968). Based on these findings, employee training levels were reported to be exceptionally high, with respondents strongly affirming the effectiveness and efficiency of the training programs. This emphasis on training aligns with Daniels (2017), who posited that effective training drives desired actions by providing employees with the necessary skills and resources to contribute to organizational improvement. Greenwald (2018) further supports this notion,

suggesting that both new and experienced employees benefit from training to adapt to evolving technology and maintain ethical standards.

However, Laing (2021) concluded that much of the training lacks alignment with the organization's goals. This suggests that the outcomes of training are often overshadowed by the mere act of participation, with organizations content as long as employees attend training sessions. These researchers raised concerns about the relevance of training provided to employees, emphasizing the importance of considering the impact of such training on employees' career advancement within the organization.

4.5.4 Career Development

The study analyzed the fourth objective to assess the effect of career development on employee performance in IEBC Nyanza central and South Region, Kenya by first seeking to establish the nature of career development amongst these firms. The results were captured in Figure 7.

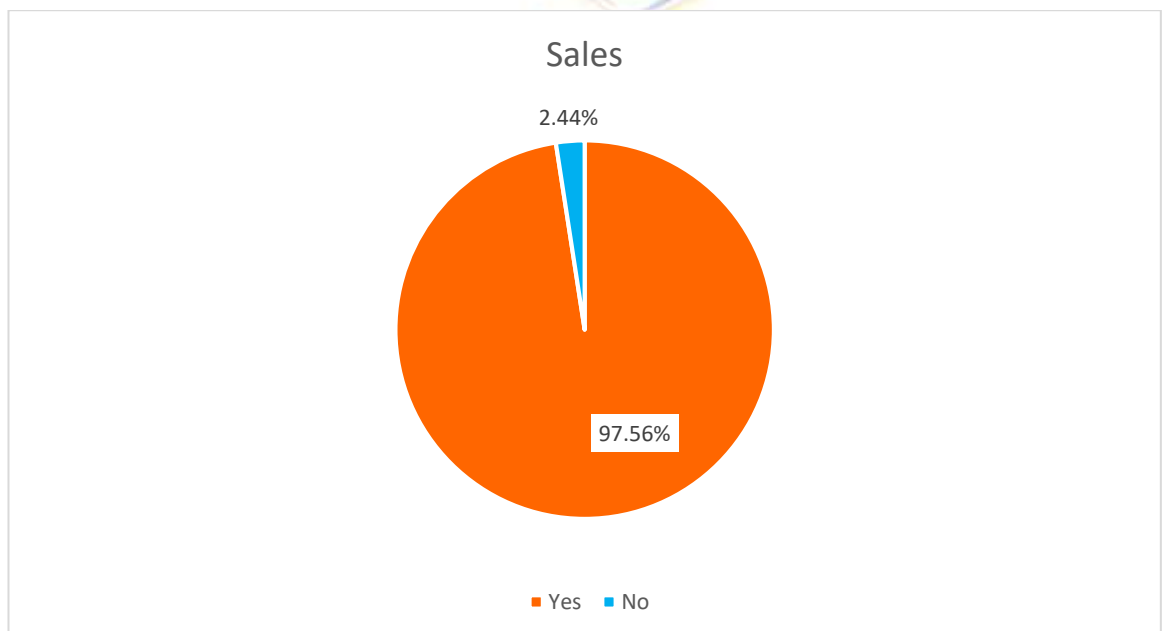


Figure 7: Structured way of Promoting Employees

Source: Researcher (2024)

As illustrated in Figure 7, 97.56% of the respondents agreed that their institution has a structured way of promoting her employees while 2.44% of the respondents disagreed that their institutions have a structured way of promoting her employees.

The study assessed the role of career development on employee performance in IEBC Nyanza central and South Region, Kenya to obtain results in Table 8.

Table 8: Career Development Source

	N	Min	Max	Mean	Std. Deviation
Employees are certain of the next position up the ladder	83	1	5	4.58	1.018
Promotion is purely based performance	83	1	5	3.98	0.986
The firm has a systematic program that identifies and develop employee skills.	83	1	5	3.73	0.868
Valid N (listwise)	83				

Researcher (2024)

As demonstrated on Table 8, respondents strongly agreed that to a very larger extent employee were certain of the next position up the ladder (M=4.58; SD=1.018) and agreed that promotion was purely based on performance (M=3.98; SD=0.986). respondents further agreed that the institution had a systematic program that identified and developed employee skill. This conforms with Nasution, Mariatin and Zahreni (2018) who found out that career development of employees is the responsibility of organizations, to address the ambitions of employees and to create such job positions where they can accommodate their growing ambitions.

The results regarding career progression align with Asaari, Desa, and Subramaniam's (2019) study, which concluded that providing effective career advancement opportunities motivates employees and improves performance, particularly when assessing the

influence of rewards on employee performance. Additionally, Barlow's (2023) research discovered that formulating an employee development plan offering clear career trajectory option within the company is a highly effective compensation strategy for reducing employee turnover. Such upward career paths should be accompanied by corresponding salary increases and merit recognition.

4.5.5 Employee Performance

The study sought to establish whether employee performance increased as a result of performance contracting as shown on figure 8.

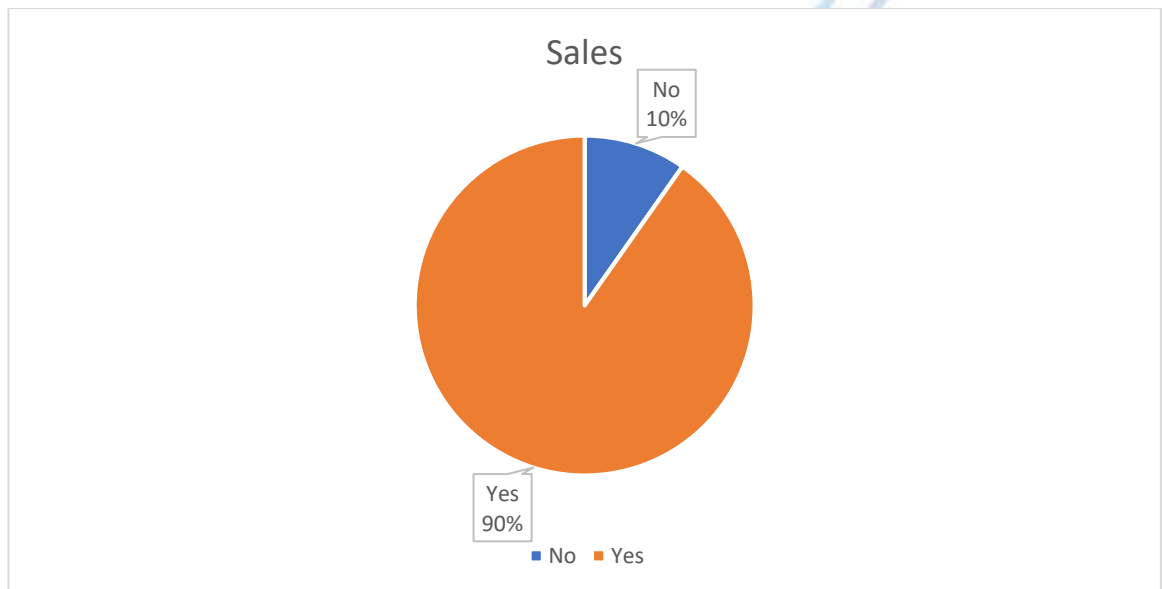


Figure 8: Increased Performance as a result of Performance Contracting

Source: Researcher (2024)

From the findings in figure 8 90% of the respondents agreed that performance increased as a result of performance contracting, 10% showed that that performance did not increase as a result of performance contracting.

Then the study assessed the status of employee performance to obtain results in Table 9.

Table 9: Analysis by employee performance levels

N	Min	Max	Mean	Std. Deviation
---	-----	-----	------	----------------

There is high level of Service delivery in our firm due to provision of performance contracting	83	1	5	3.41	0.845
The employees are always motivated to delivery their service effectively	83	1	5	2.99	1.103
Our customers are always satisfied by serviced delivery from our employees	83	1	5	3.72	0.906
Employee are fully commitment to their jobs due to the performance contracting	83	1	5	3.35	1.006
Our employees are regularly promoted due to their high-level performance	83	1	5	3.94	0.899
Performance contracting highly influences the employee satisfaction in our institutions.	83	1	5	3.76	0.912
Valid N (listwise)	83				

Source: Researcher (2024)

According to the Table 9 results respondents were neutral on assertion that there was high level of Service delivery in their institution due to provision of performance contracting (M=3.41; SD=0.845), also respondents were neutral on assertion they were always motivated to delivery their service effectively (M=2.99; SD=1.103). Respondents agreed on the assertion that their customers were always satisfied by serviced delivery from their employees (M=3.72; SD=0.906). Further results indicate that respondents remained neutral on assertions that employee were fully commitment to their jobs due to the performance contracting (M=3.35; SD=1.006). Additionally, respondents agreed to the following assertions that employees were regularly promoted due to their high-level performance (M=3.94; SD=0.899) and that performance contracting highly influences the employee satisfaction in the institution (M=3.76; SD=0.912).

These findings reveal that employee performance within the IEBC Nyanza Central and South Region was assessed as moderate. Most indicators of employee performance fell within this moderate range. Specifically, service delivery levels were moderate, and employees displayed a moderate level of motivation in delivering their services effectively. They ensured customer satisfaction to a satisfactory degree. Employees demonstrated a strong commitment to their roles, although regular promotions for high-performing individuals were not consistently provided, resulting in moderate levels of employee satisfaction. These observations support Chebet's (2015) research, which underscores the significant correlation between compensation, leadership style, employee training and development, working conditions, and enhanced employee performance. The study suggests a need for the organization to focus on improving training programs and leadership approaches to facilitate continuous improvement.

4.6 Inferential Analysis

4.6.1 Correlation Analysis

Pearson's product-moment correlation analysis was employed to evaluate the relationship between the independent variables (Performance Appraisal, Personal Reward, Staff Training, and Career Development) and the dependent variable (employee performance). The data for each factor—Performance Appraisal, Personal Reward, Staff Training, and Career Development—were aggregated into single variables by calculating the averages for each factor. Pearson's correlation analysis was subsequently performed with a 95% confidence interval and a 5% confidence level (two-tailed). Table 10 presents the correlation matrix between the independent variables and the dependent variable.

Table 10: Correlation Matrix

	Performanc e Appraisal	Personne l Reward	Staff Trainin g	Career Developmen t	employee performanc e
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Performance Appraisal	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	83				
Personnel Reward	Pearson Correlation	0.724	1			
	Sig. (2-tailed)	0.006				
	N	83	83			
Staff Training	Pearson Correlation	0.633	0.127	1	-	
	Sig. (2-tailed)	0.006	0.005			
	N	83	83	83		
Career Development	Pearson Correlation	0.182	0.128	0.199	1	
	Sig. (2-tailed)	0.008	0.001	0.005		
	N	83	83	83	83	
Employee Performance	Pearson Correlation	0.715	0.491	0.692	0.587	1
	Sig. (2-tailed)	0.031	0.000	0.018	0.003	
	N	83	83	83	83	83

Source: Researcher (2024)

According to the table 10, there is a positive relationship between employee performance and Performance Appraisal, Personnel Reward, Staff Training, and Career Development exhibited correlation coefficients of 0.715, 0.491, 0.692, and 0.587, respectively. The positive correlations suggest a relationship between these factors and employee performance, with Performance Appraisal showing the highest correlation and Personnel Reward displaying the lowest.

However, despite the differences in correlation strength, all factors yielded significant p-values ($p < 0.05$) at a 95% confidence level. The significance values for the relationships between employee performance and Performance Appraisal, Personnel Reward, Staff

Training, and Career Development were 0.031, 0.000, 0.018, and 0.003, respectively. This indicates that Personnel Reward emerged as the most significant factor, followed by Staff Training, while Performance Appraisal exhibited the least significance.

4.6.2 Regression Analysis

Additionally, the researcher performed a multiple regression analysis to assess the impact of the independent variables on employee performance. The statistical package for social sciences (SPSS V 27) was utilized to code, enter, and calculate the multiple regression measurements for the study. The coefficient of determination indicates the extent to which variations in the dependent variable can be attributed to changes in the independent variables. In this context, it represents the percentage of variation in employee performance explained by the four independent variables: Performance Appraisal, Personal Reward, Staff Training, and Career Development.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.919 ^a	0.845	0.789	0.710

a. Predictors: (Constant), Performance Appraisal, Personal Reward, Staff Training, Career Development

Source: Researcher (2024)

The four independent variables examined accounted for 84.5% of the variation in employee performance within the IEBC Nyanza Central and South Region, Kenya, as indicated by the R² value. This implies that 15.5% of the variance in employees' performance is attributable to factors not addressed in this study. Hence, additional research is warranted to explore the remaining 15.5% and elucidate the other factors influencing employee performance within the IEBC Nyanza Central and South Region, Kenya.

Table 11: Analysis of Variance.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.772	4	1.193	23.366	.0159 ^b
Residual	42.352	78	0.504		
Total	47.124	82			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Performance Appraisal, Personal Reward, Staff Training and Career Development

Source: Researcher (2024)

The significance value, at 0.0159, falls below the threshold of 0.05, indicating that the model holds statistical significance in predicting the impact of Performance Appraisal, Personal Reward, Staff Training, and Career Development on employee performance within the IEBC Nyanza Central and South Region, Kenya. Additionally, the critical F-value at the 5% level of significance was 3.23. With the calculated F-value surpassing the critical F-value (calculated value = 23.366), it underscores the significance of the overall model.

Table 12: Coefficient of determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.125	0.439		2.790	0.107
Performance Appraisal	0.778	0.062	-0.131	1.256	0.013
Personal Reward	0.653	0.058	0.094	0.905	0.028
Staff Training	0.842	0.062	0.070	0.671	0.004

Career	0.851	0.057	0.275	2.642	0.010
Development					

a. Dependent Variable: Employee Performance

Source: Researcher (2024)

Multiple regression analysis was conducted as to determine the relationship between employees' performance and the four variables. As per the SPSS generated table above, the equation $Y = 1.125 + 0.778X_1 + 0.653X_2 + 0.842X_3 + 0.851X_4$

According to the regression equation, with all factors (Performance Appraisal, Personal Reward, Staff Training, and Career Development) held constant at zero, employees' performance is estimated to be 1.125. Further analysis of the data reveals that when all other independent variables are at zero, a unit increase in Performance Appraisal corresponds to a 0.7778 increase in employees' performance, a unit increase in Personal Reward leads to a 0.653 increase, a unit increase in Staff Training results in a 0.842 increase, and a unit increase in Career Development leads to a 0.851 increase in employees' performance.

These findings suggest that Career Development contributes the most to employee performance, followed by Staff Training. At a 5% level of significance and 95% confidence level, the significance levels for Performance Appraisal, Personal Reward, Staff Training, and Career Development were 0.013, 0.028, 0.004, and 0.010, respectively. Consequently, Staff Training emerges as the most significant factor influencing employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this chapter was to present summary, draw conclusions and recommendations on the findings of the purpose of the study which was to explore the influence of performance contracting strategies on employee performance of Independent Electoral and Boundaries Commission (IEBC) in Nyanza central and South Region, Kenya. In particular the study sought to answer the following research question:

- i. How does performance appraisal strategies affect employee performance in IEBC Nyanza central and South Region, Kenya?
- ii. What is the effect of personal reward strategies on employee performance in IEBC Nyanza central and South Region, Kenya?
- iii. To what extent does staff training affect employee performance in IEBC Nyanza central and South Region, Kenya?
- iv. What is the effect of career development on employee performance in IEBC Nyanza central and South Region, Kenya?

5.2 Summary of the Findings

This section contains summary research finding as guided by the specific objective of the study that is to;

- i. To establish the effect of performance appraisal strategies on employee performance in IEBC Nyanza central and South Region, Kenya.
- ii. To investigate the effect of personal reward strategies on employee performance in IEBC Nyanza central and South Region, Kenya.
- iii. To examine the influence of staff training on employee performance in IEBC Nyanza central and South Region, Kenya.

- iv. To assess the effect of career development on employee performance in IEBC Nyanza central and South Region, Kenya.

The findings explain the manner in which the IVs; performance appraisal, personal reward, training and career development relate to the DV; employee performance.

5.2.1 Performance appraisal

The study identified a correlation between performance appraisal and employee performance within the IEBC Nyanza Central and South Region, Kenya. Additionally, it was observed that a very high level of goal setting occurs during every performance appraisal within these regions, with companies consistently establishing goals during these evaluations. Appraisers play a key role in assisting employees in understanding the evaluation process and performance rating criteria, while performance review discussions serve as the primary opportunity for receiving feedback on employee performance. Moreover, the study revealed that employees receive feedback aimed at enhancing their performance, contributing to the overall high level of performance appraisal observed within the IEBC Nyanza Central and South Region, Kenya, which in turn positively impacts the performance of these institutions.

5.2.2 Personal Reward

The findings indicate that personal rewards play a significant role in influencing employee performance within the IEBC Nyanza Central and South Region, Kenya. The study revealed that these organizations implement strategies to provide incentives to individuals or teams, thereby fostering high levels of personal rewards. To ensure the availability of adequate personal rewards aimed at enhancing employee performance in these regions, practices such as rewarding employees with paid time off and basing employee salaries on performance were identified. Moreover, the study highlighted the recognition by the IEBC in Kenya of employees' creative suggestions for improving

performance, along with the practice of encouraging employees through rewards accompanied by certificates for exceptional performance.

5.2.3 Staff Training

The study uncovered that employee training in the IEBC Nyanza Central and South Region, Kenya positively impacts the performance of these institutions. Companies consistently fulfill their employees' training needs, often through counseling sessions and seminars. The findings indicate the presence of highly effective and efficient employee training programs in this region, which have significantly contributed to the companies' performance. Moreover, the study revealed that the IEBC in Kenya implements effective training initiatives tailored to individual and organizational needs. These programs are enhanced through practices such as conducting training needs analysis and providing mentoring opportunities with senior peers. Additionally, it was found that the IEBC in Kenya actively supports employees in addressing their weaknesses and improving their skills.

5.2.4 Career development

The study revealed that career development has a notable impact on the performance of employees within the IEBC in the Nyanza Central and South Region, Kenya. The organization has a well-defined process for promoting its employees, emphasizing the significance of career development in influencing employee performance. Consequently, employees at the IEBC in Kenya possess a high level of confidence regarding their future career progression, as promotions are primarily merit-based. Moreover, the IEBC in Kenya has implemented systematic programs aimed at identifying and nurturing employee skills to further support career advancement.

5.2.5 Employee's Performance

The research discovered that employee performance within the IEBC Nyanza Central and South Region, Kenya, has been on the rise attributable to performance contracting. Consequently, the IEBC in Kenya has been recording improved effectiveness and efficiency in employee performance owing to the implementation of performance contracting. It was identified that the performance contracting process has been instrumental for the IEBC in Kenya in establishing employee performance levels, soliciting feedback on employee performance, and pinpointing both strengths and weaknesses among employees.

5.3 Conclusion

Based on the study's findings, the researcher derived conclusions regarding the relationship between performance contracting and employee performance within the IEBC Nyanza Central and South Region, Kenya, in alignment with the study's objectives. These objectives aimed to establish the significance of performance appraisal, examine the impact of personal rewards, assess the influence of staff training, and evaluate the role of career development on employee performance within IEBC Kenya.

The study concludes that performance appraisal indeed affects employee performance in the IEBC Nyanza Central and South Region, Kenya. Performance appraisal serves as a crucial tool for aiding employees in comprehending the evaluation process, enabling the organization to obtain valuable feedback on employee performance, and providing employees with constructive feedback to enhance their performance.

It is further deduced that personal rewards play a significant role in influencing employee performance within the IEBC Nyanza Central and South Region, Kenya. This conclusion is drawn from the companies' practice of offering substantial incentives to individuals or teams, ensuring the provision of ample personal rewards to enhance employee

performance. The IEBC enhances the level of personal rewards through various measures, such as granting employees paid time off, linking salaries to employee performance, acknowledging employees' innovative suggestions, and recognizing exceptional performance through rewards accompanied by certificates.

The study's findings also lead to the conclusion that employee training within the IEBC Nyanza Central and South Region, Kenya, has a notable impact on the performance of these institutions. Companies within this region devise comprehensive training programs to ensure that employees' training needs are consistently met, utilizing methods such as counseling and seminars. Additionally, they actively support employees in addressing their weaknesses. The effectiveness and efficiency of employee training significantly contribute to individual employee performance and, consequently, organizational performance.

The study concludes that there is effect on employee performance of career development significantly on employee performance pegged on structuring way of promoting her employees. Career development programs assure employees certainty of their next position up the ladder since promotion is purely based on performance and IEBC has systematic program for identifying and developing employee skills.

The study reveals that ss regards performance appraisal and employee performance in IEBC Nyanza central and South Region, the study revealed that appraiser helping understand the process used to evaluate and rate performance was significant to customers satisfaction

5.4 Recommendation for Policy

The study offered pertinent policy recommendations based on its findings. Firstly, it suggests that the IEBC in Kenya, in collaboration with other constitutional corporations, should revise and structure their performance appraisal policy. This revision should entail

the inclusion of support for low-level staff by incorporating their representatives into the performance contracting team. These representatives play a crucial role in informing the performance contracting team about the challenges faced by employees, facilitating a better understanding of the evaluation process among employees. Moreover, the involvement of employees' representatives can help alleviate tension that may arise between different levels of employees within the organization, thereby fostering a more conducive performance appraisal process.

Secondly, the IEBC is advised to integrate effective reward management into their personal rewards system. This entails ensuring fairness and effectiveness in the reward distribution process. Such a system should meticulously consider various job roles and treat all employees equitably. Whether they are workers, cleaners, gardeners, or senior financial managers, all should be recognized and rewarded fairly.

Thirdly, IEBC should improve their training include provision of academic (educational) training support for their employees. The company should provide for their employee to also acquire academic as well as professional training through getting adequate tie for training and even funding. Thus, training should as well be associated with personal growth and development.

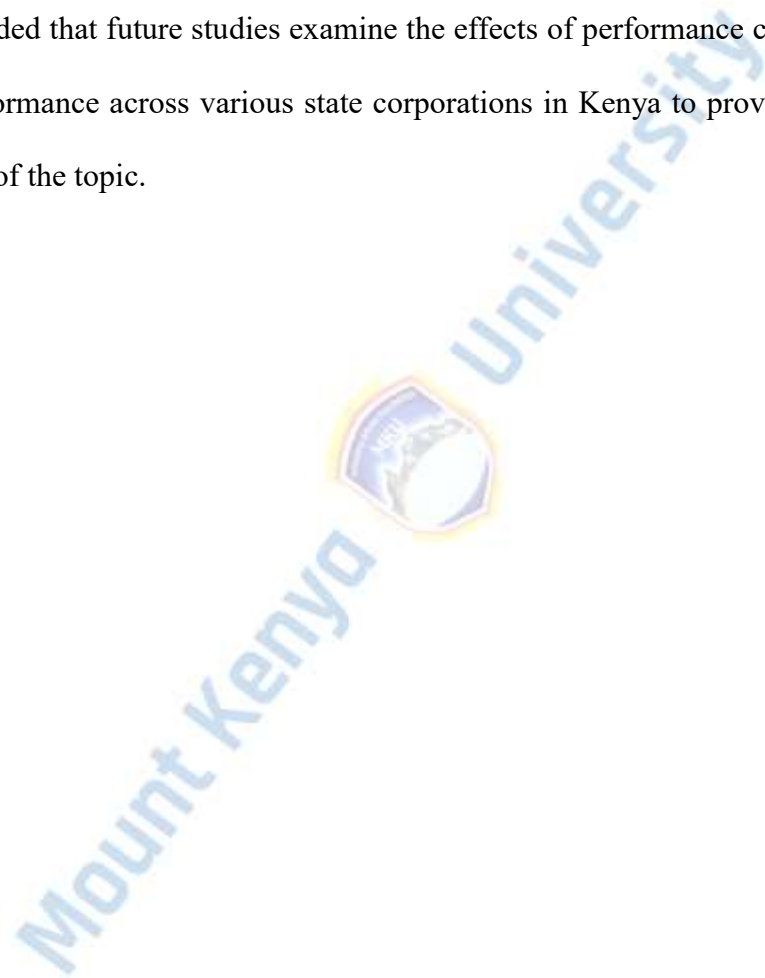
Lastly, the study recommends in career development, the IEBC should design and develop a career development policy that touches all areas employment including those who seem to have reached a dead end such as the primary school drop outs. There should be equal chances of developing and building each and every employee career.

5.5 Recommendations for Further Research

The study relied on primary data primarily consisting of respondents' opinions. Therefore, it is suggested that further research be conducted using secondary data to assess the

impact of performance contracting on employee performance within the IEBC Nyanza Central and South Region, Kenya.

Additionally, the scope of this study was confined to investigating the influence of performance contracting on employee performance solely within the IEBC Nyanza Central and South Region, Kenya. Consequently, the generalizability of the findings is limited to the IEBC, overlooking other constitutional state corporations in Kenya. Hence, it is recommended that future studies examine the effects of performance contracting on employee performance across various state corporations in Kenya to provide a broader understanding of the topic.



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APPENDICES

Appendix I: Informed Consent Form

Dear Madam/Sir,

RE: REQUEST FOR YOUR CONSENT TO PARTICIPATE IN A RESEARCH

I request your participation in a research project titled "Influence of Performance Contracting Strategies on Employee Performance of Independent Electoral and Boundaries Commission Staff: A Case of Nyanza Central and Nyanza South Regions, Kenya." The study aims to explore the influence of performance contracting strategies on employee performance of Independent Electoral and Boundaries Commission (IEBC) in Nyanza central and South Region, Kenya. The study presents minimal risks and discomforts, as your participation is limited to completing a questionnaire. To maintain confidentiality, all participants will be reminded to keep the shared information private. Although there are no direct personal benefits for you, your voluntary participation and insights are crucial to the research.

Please note that there is no payment for your participation, and all information you provide will be confidential and used solely for this study. After the publication of the findings, your information will be properly discarded.

Participation in this study is completely voluntary, and you have the right to refuse or withdraw at any time. If you choose to participate, please sign below:

Signature of participant: Date:

If you have any questions or concerns, please feel free to contact us via the following:

Mobile phone: Email:

Thank you for considering this request.

Sincerely,

Isaiah Nyaega Misonge – Principal Investigator

Appendix II: Interview schedule for the County Election Managers

1. How is the implementation process of the Performance contracting at Independent Electoral and Boundaries Commission (IEBC) in Nyanza Central and South Region, Kenya done?
2. What is the employees' perception over the process of implementation of Performance Contract by the Independent electoral and Boundaries Commission?
3. What are the challenges faced by the IEBC in implementing performance contracting?
4. To what extent does performance contracting influence the staff's productivity?
5. What are some of the performance contracting implementation processes that are adopted in your organization?
6. How does organizational resources and capacity influence staff productivity?

Appendix III: Questionnaire

Data Collection Questionnaire for the RO's, DRO's, CICTO's, SCMA and Regional Accountant

This purpose of this questionnaire is to gather research information on “*Influence of Performance Contracting on the Performance of Independent Electoral and Boundaries Commission’s Staff; A case of Nyanza South Region, Kenya.*” The questionnaire has Two Parts. For each Part, kindly respond to all items using a tick. Tick only one response per question.

PART I: DEMOGRAPHIC CHARACTERISTICS

1 .Gender of respondent

Male [] Female []

2. Age of respondent

Less than 30 [] Between 31-40 [] Between 41-50 [] Above 50 []

3. How many years have you worked in the Insurance industry?

Less than 5 years [] 5 to 10 years []

More than 10 years []

4. Please indicate your highest level of education

Diploma [] bachelor [] postgraduate []

PART II: PERFORMANCE APPAISAL

1. Are the results of your performance appraisal communicated back to employees?

Yes [] No []

2. Does your organization have individual performance level projection?

Yes [] No []

3. Did you set goals during your last performance appraisal?

Yes [] No []

4. In your opinion, kindly indicate the level of agreement or disagreement with the following statements in regards to performance appraisal in your firm, by ticking (√) the space corresponding to the correct answer?

Scale: Strongly Agree = 5: Agree= 4: Neutral = 3: Disagree = 2: Strongly disagree = 1

statements	5	4	3	2	1
My appraiser helps me to understand the process used to evaluate and rate my Performance					

The performance appraisal review discussion is the only time I get feedback about my performance					
Employees are provided with feedbacks to help improve their performance					

PART III: PERSONAL REWARD

5. Does your company offer incentives to individuals/teams?

Yes [] No []

2. If yes in [1] above, please indicate the type of Reward

i. Salary []

ii. Bonus []

iii. Allowances []

iv. Others specify

6. In your opinion, kindly indicate the level of agreement or disagreement with the following statements in regards to personal reward in your firm, by ticking (√) the space corresponding to the correct answer?

Scale: Strongly Agree = 5: Agree= 4: Neutral = 3: Disagree = 2: Strongly disagree = 1

Statements	5	4	3	2	1
Reward with time off with pay					
Our salary is fixed on the basis of performance					
Recognition should be given for creative suggestions that improve performance					
Reward with a certificate on exceptional performance					

PART IV: STAFF TRAINING

7. Indicate how your training needs are met in your organization

i. By advice

ii. Counseling

iii. Seminars

iv. Conferences

v. Symposiums

vi. Any other specify

9. Does the organization invest in training of employees?

Yes [] No []

9. In your opinion, kindly indicate the level of agreement or disagreement with the following statements in regards to staff training in your firm, by ticking (√) the space corresponding to the correct answer?

Scale: Strongly Agree = 5: Agree= 4: Neutral = 3: Disagree = 2: Strongly disagree = 1

Statements	5	4	3	2	1
Training programs are effective for individual and organizational performance					
Training needs analysis is conducted in the organization					
The mentoring you are currently receiving from senior peers					
Management's support for my efforts to improve my weaknesses					
The management provide employee with counseling for poor performance					

PART V: CAREER DEVELOPMENT

10. Does your company have a structured system of promoting employees?

Yes [] No []

11. In each of the following, indicate whether you agree or disagree with the statement.

12. Does your company provide opportunities to better your personal career?

Yes [] No []

If yes explain how-----

13. In your opinion, kindly indicate the level of agreement or disagreement with the following statements in regards to career development in your firm, by ticking (√) the space corresponding to the correct answer?

Scale: Strongly Agree = 5: Agree= 4: Neutral = 3: Disagree = 2: Strongly disagree = 1

Statements	5	4	3	2	1
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Employees are certain of the next position up the ladder					
Promotion is purely based performance.					
The firm has a systematic program that identifies and develop employee skills.					

PART VI: EMPLOYEE PERFORMANCE

14. Do you meet your organizational/personal goals?

Yes [] No []

15. In your opinion, kindly indicate the level of agreement or disagreement with the following statements in regards to employee performance in your firm, by ticking (√) the space corresponding to the correct answer? Scale: Strongly Agree = 5: Agree= 4: Neutral= 3: Disagree = 2: Strongly disagree = 1


Statements	5	4	3	2	1
There is high level of Service delivery in our firm due to provision of performance contracting					
The employees are always motivated to delivery their service effectively					
Our customers are always satisfied by serviced delivery from our employees					
Employee are fully commitment to their jobs due to the performance contracting					
Our employees are regularly promoted due to their high-level performance					
performance contracting highly influences the Employee Satisfaction in this commission.					

16. Have you achieved the projected performance level as a result of implementation of performance Contracting?

Yes [] No []

Thank you for your Participation

Appendix III: ERC Certificate


Mount Kenya University

REF: MKU/ISERC/ 4289
TO: ISALAH NYAEGA MISONGE
Date: 28 April 2024
REG: MBA/2019/49788

Dear Sir/Madam,

RE: INFLUENCE OF PERFORMANCE CONTRACTING STRATEGIES ON EMPLOYEE PERFORMANCE OF INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION STAFF: A CASE OF NYANZA CENTRAL AND NYANZA SOUTH REGIONS, KENYA.


This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **4492**. The approval period is 28/04/2024 - 27/04/2025.

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.

The Chairman
Mount Kenya University
Ethics Review Committee,
P. O. Box 342-01000 Thika

Yours sincerely,

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

Main Campus, General Kagoo Road, P.O. Box 342-01000 Thika.
Call: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix IV: Introduction Letter



Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2019/49788
25th April, 2024

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

Dear Sir/Madam,

RE: ISALAH NYAEGA MISONGE REGISTRATION NO:MBA/2019/49788.

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

The title of the research is "INFLUENCE OF PERFORMANCE CONTRACTING STRATEGIES ON EMPLOYEE PERFORMANCE OF INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION STAFF: A CASE OF NYANZA CENTRAL AND NYANZA SOUTH REGIONS KENYA" it has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed in the field to collect data between May, 2024 and July 2024.

Any assistance accorded to the student will be highly appreciated.

Thank you,








Mount Kenya University
P.O. Box 342-01000 THIKA
Office of the Director,
Graduate Studies

Dr. Samuel M. Karanja, PhD
Director, Graduate Studies
Enc.

Main Campus, General Kioko Road, P.O. Box 342-01000 Thika.
Tel: +254 709 153 000 | +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix V: Research permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 285231	Date of Issue: 4/May/2024
RESEARCH LICENSE	
	
<p>This is to Certify that Mrs. Itaiyah Nysaga Mitonge 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 Kisii on the topic: INFLUENCE OF PERFORMANCE CONTRACTING STRATEGIES ON EMPLOYEE PERFORMANCE OF INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION STAFF: A CASE OF NYANZA CENTRAL AND NYANZA SOUTH REGIONS, KENYA</p> <p style="text-align: center;">For the period ending: 4/May/2024</p> <p style="text-align: center;">License No: NACOSTI/P/24/89145</p>	
285231 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
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Appendix VI: Field entry authorization

INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION(IEBC)



ISAIAH MISONGE	COUNTY ELECTIONS MANAGER
MOUNT KENYA UNIVERSITY	IEBC-MIGORI COUNTY
MBA/2019/49788	P.O BOX 1197-40400
5 th MAY 2024	SUNA-MIGORI

RE: RESEARCH APPROVAL

The above matter refers

The IEBC-Migori County has approved your request to collect data for your research on the topic, "The influence of performance contracting strategies on employee performance of Independent Electoral And Boundaries Commission(IEBC) in Nyanza Central and South region, Kenya" for the period ending 4th May 2025.

Wish u well as you embark on your busy schedule.

Kind regards


Ben Misafi
P.O. BOX 1197
CEM-MIGORI COUNTY
IEBC


Appendix VII: Similarity Index

**INFLUENCE OF PERFORMANCE
CONTRACTING STRATEGIES ON
EMPLOYEE PERFORMANCE OF
INDEPENDENT ELECTORAL
AND BOUNDARIES
COMMISSION STAFF: A CASE OF
NYANZA CENTRAL AND
NYANZA SOUTH REGIONS,**

Submission date: 27-May-2024 01:50PM (UTC+0300)

Submission ID: 2366926509

File name: Isalah_Misonge_projectl_Final_1.1.docx (1.16M)

Word count: 22199

Character count: 131787

KENYA

by ISAIAH NYAEGA

Moun

INFLUENCE OF PERFORMANCE CONTRACTING STRATEGIES ON EMPLOYEE PERFORMANCE OF INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION STAFF: A CASE OF NYANZA CENTRAL AND NYANZA SOUTH REGIONS, KENYA

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Current Psychology, 2024 <1 %
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