

**INFLUENCE OF HUMAN RESOURCE PRACTICES ON EMPLOYEE  
PERFORMANCE IN NONGOVERNMENTAL ORGANIZATIONS IN KENYA:  
A CASE OF MANAGEMENT SCIENCE OF HEALTH**

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## ABSTRACT

Employee performance management continues to be one of the key factors that determine the survival of NGO's in developing countries. Performance management has been discussed widely and still continues to draw more attention. The question that is emerging now is whether organizations are prepared to mitigate factors that influence employee performance in organizations. The key objectives of the study was; to establish the influence of type of employee engagement contracts on employee performance, to establish the influence of leadership style on employee performance, and to establish the influence of employee motivation on employee performance in NGOs in Kenya. This study is grounded on the expectancy theory by Victor Vroom (1964) and the goal setting theory by Edwin Locke (1968) as . The two theories are classified as motivation theories and they underline the concept of performance management. Goal-setting theory proposed by Edwin Locke in 1968 suggests that the individual goals established by an employee play an important role in motivating the employee for superior performance. This study focused on factors that influence employee performance in international NGO's, a case of Management Sciences of Health Kenya. The study is cross- sectional and it adopted a mixed research design with both quantitative and qualitative approaches used. The qualitative approach was descriptive while the quantitative approach was used to show the relationship between the independent and the dependent variables. Questionnaires and document review were used in data collection while tables, percentages and cross tabulation techniques were used in data analysis. Performance management allows managers and supervisors to use tools and processes to enable staff do their best in their respective job roles and assignments but in an environment where several other elements that influence employee performance are in play. Researchers have investigated factors influencing employee performance management but it is evident that there cannot be a single definition or standard measure of performance since what constitutes performance varies in different sectors. Since the NGO sector plays a significant role in developing countries the study will provide more knowledge on factors that affect employee performance in the sector. The findings proved that of the three independent variables assed in the study, there are two variables which have shown significant level of association with employee performance in an organization. There has to be deliberate focus within an organization to conclusively address the three. However it is worth noting that despite the emphasis placed on organizations reward policy and type of employee employment contracts as factors influencing employee performance there was no significant association between the two variables and improved performance.