

**FACTORS PERCEIVED TO INFLUENCE EMPLOYEES'
PERFORMANCE AT INDEPENDENT ELECTORAL AND BOUNDARIES
COMMISSION**

MWANGI PAULINE NJAMBI

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DECLARATION

This research project is my original work and has not been presented for the award of a degree or any other quantification in any other university or institution.

Signature

Date

Mwangi Pauline Njambi

D61/ 63306/2010

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

Signature

Date

Dr. S. N. M. Nzuve

School of Business

University of Nairobi

DEDICATION

I dedicate this work to my dear mum, Ms Mary Wangari; for being there for me, both morally and financially, for her motivation to fully exploit my potential and to ensure that I completed this programme. Thank you, mum.

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Apart from the efforts of myself, the success of any project depends largely on the encouragement and guidelines of many others. I take this opportunity to express my gratitude to the people who have been instrumental in the successful completion of this project.

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ABSTRACT

In an organization, committed employees are regarded as being willing to build and maintain long-lasting relationships with their employer. Effective management teams need to recognize that positive employee attitudes are often vital to achieving organizational goals and this will be achieved when the employees are satisfied. When employees believe that they have the ability to participate in decisions and their interest is catered for, there will be a positive impact on the work environment. A highly motivated person will work hard towards the achievement of organizational goal, given the ability and adequate understanding of the job. Therefore, the challenge for today's management is to administer motivational programmes which will encourage employees to improve their work performance and productivity. The objective of the study was to determine the factors perceived to influence employees' performance at Independent Electoral and Boundaries Commission. The research design adopted was descriptive research design. The population of the study comprised of all the 175 employees in the commission head office. The study used primary data that was collected through self-administered questionnaires. The data was analyzed using the Statistical Package for Social Sciences (SPSS) software and presented using tables and figures. The study found out that the employees of the commission perceived their performance to be influenced by rewards, job design and training and development opportunity. Management style was found to have hindered performance of employees. The employees were satisfied with wages and salaries paid, retirement benefit scheme, job security, performance appraisals were satisfactory hence encouraging the employees to work in the commission and improve their performance. Job design in the commission was found to have ensured that there is variety of job responsibilities, challenging tasks and significance of employee job influence the performance of employees in the commission. Training and development opportunities were being implemented by releasing employees to attend training and this enables the employees to do their job well. It was further established that the commission allocates sufficient money and time for training through a well organized training program. The management style in the commission were not allowed to take part in decisions that influence their jobs, supervisors do not go out of their way to make employees' work- life easier and that managers do not ensure that their actions are not only fair but also perceived as fair by the employees.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

An acknowledged position in the human resource field is that one of the most critical human resource problems in any organization is how to influence employee performance. Indeed Argyris,(1998) opined that, no vision nor strategy can be achieved without able and committed employees and that employees performance is basically the outcomes achieved and accomplished at work. In an organization, committed employees are regarded as being willing to build and maintain long-lasting relationships with their employer. Osterman (2000) posit that employees may be highly skeptical of the management initiatives and both actively and passively resist to the changes, resulting in unsuccessful change efforts, decrease in morale or productivity, and increases in turnover or subsequent organizational failures. Effective management teams need to recognize that positive employee attitudes are often vital to achieving organizational goals and this will be achieved when the employees are satisfied (Lawler, 1994).

The expectancy theory, suggests that employees are more likely to be motivated to perform when they perceive that there is a strong link between their performance and the reward they receive (Mendonca, 2002). According to Robbins (2003), expectancy theory refers to the strength and attractiveness of individual's expectation of the outcome produced by performance. The attractiveness of expected reward for given input will determine one's motivational soundness according to this theory and whether that reward responds to individual's personal goals. Robbins (2003) explained that there are three relationships; effort – performance, performance – reward and rewards – personal goals which will direct one's behavior. Expectancy Theory predicts one's level of motivation depends on the attractiveness of the rewards sought and the probability of obtaining those rewards (Bohlander & Snell, 2004). In an organizational context employees are often evaluated by their performance. If an employee believes that the effort given will lead to performance which is acknowledged by the management they will try to put their best efforts into practice. This leads to the expectancy that great effort will lead to performance which is noticed and rewarded.

Employee performance refers to keeping up plans while aiming for the results and although performance evaluation is the heart of performance management, Cardy (2004) point out that the performance of an individual or an organization depends heavily on all organizational policies, practices, and design features of an organization. This integrative perspective represents a configuration approach to strategic human resources management which argues that patterns of HR activities, as opposed to single activities, are necessary to achieve organizational objectives (Delery & Doty, 2006). Organizations should understand that an organization cannot move forward without employee engagement. Employee engagement is one of the key determinants fostering high levels of employee performance, as is constantly shown in a number of studies (Macey et al., 2009; Mone & London, 2010).

1.1.1 Employee Perceptions and Attitudes

Employee perception is the attitude employees have towards policies concerned with pay, recognition, promotion and quality of working life, and the influence of the group with whom they identify (Armstrong, 2006). As Arnold *et al* (1991) comment, research evidence has shown that people's avowed feelings and beliefs about someone or something seemed only loosely related to how they behaved towards it and thus the study of employees' perception is critical toward formulation and management of policies in an organization. Dash et al. (2008) report that the factors of recognition for performing well, chances of promotion, professional growth, compensation and incentive schemes, are perceived as motivating factors by many employees. They point out that the development of systems of rewards, recognition and career opportunities one of several critical tasks of management in the information-based companies and in their research, employees named respectful treatment and recognition as one of the six less costly and perhaps more effective 'management levers' to be exercised by management in their efforts to attract, motivate and retain workers since employees consider such factors to be important.

Self perception is a process by which people develop a view of themselves and self perception has three parts: self-concept, self-esteem, self presentation. Attitudes on the other and are overall evaluations that express how much an employee likes or dislikes his or her job. According to Hogg and Vaughan, (2005), an attitude is "a relatively enduring organization of beliefs, feelings,

and behavioral tendencies towards socially significant objects, groups, events or symbols". The strength with which an attitude is held is often a good predictor of behavior. Employees more often than not form attitudes that are held over a long period of time and this affects employee performance. The stronger the attitude the more likely it should affect behaviour. Also, personal relevance goes hand in hand with attitudes and shows how significant the attitude is for the person and relates to self-interest, social identification and value and knowledge aspect of attitude strength covers how much a person knows about the attitude object (McLeod, 2014). Also attitudes are formed and learned and tend to persist over time. Employees form attitudes towards work which determine their behaviour and performance. This can be related to the impact of attitudes towards employee performance at work. On some occasions, work attitudes are a consequence of external influence and is both hedonic (transfer of affective feelings) and utilitarian based on employee perceptions.

1.1.2 Employee performance

Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organisation, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment (Armstrong & Murlis 2004). Employees in all organizations including 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 (USA Office of Personnel Management, 2011). Furthermore, elements in performance (both critical and non critical) often stipulates 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.

According to Mathis and Jackson (2009, Pg 324), “Performance is associated with quantity of output, quality of output, timeliness of output, presence or attendance on the job, efficiency of the work completed and effectiveness of work completed”.

1.1.3 Independent Electoral and Boundaries Commission

Independent Electoral and Boundaries Commission of Kenya is an independent regulatory agency that was founded in 2011 by the Constitution of Kenya. The Commission is responsible for conducting or supervising referenda and elections to any elective body or office established by the Constitution, and any other elections as prescribed by an Act of Parliament. It was created in a provision of the 2010 constitution and the Independent Electoral and Boundaries Commission Act. Its mandate includes; the continuous registration of voters and revision of the voter’s roll, the delimitation of constituencies and wards, the regulation of political parties process, the settlement of electoral disputes, the registration of candidates for elections, voter education, the facilitation of the observation, monitoring and evaluation of elections, the regulation of money spent by a candidate or party in respect of any election, the development of a code of conduct for candidates and parties, the monitoring of compliance with legislation on nomination of candidates by parties (www.iebc.or.ke).

The Commission has been partnering with different stakeholders which includes: Institute for Education in Democracy (IED), International Foundation for Electoral Systems (IFES), ACE Electoral Knowledge Network , Centre for Electoral Reform (CETRO), International IDEA among others with an aim of promoting democratic elections in Kenya and the Africa region through monitoring and observation of all aspects of the electoral and democratic processes; provision of civic/voter education; technical support to key institutions of governance; and research and advocacy. This nongovernmental organization provides trainings and funding to the Commission employees to equip them with the necessary knowledge required to conduct free and fair elections (www.iebc.or.ke).

1.2 Research Problem

Organizations consider their employees as a critical asset towards the attainment of organizational goals. However, the same objectives can only be attained from a workforce that is satisfied and committed to the organizations goals and vision. This category of employees will be those that perceive to have their interest to be catered for by the firm. According to Samad (2007) if workforce is satisfied with their job as well as the organizational environment including its relationship with colleagues, compensation, and leadership they will be more willing to put extra effort in ensuring that the organization realizes its objectives. According to Ilgen and Klein (2008) the direct impact of motivation on the productivity of a unit suggests the need to understand factors that affect motivation; such understanding helps managers modify conditions in the work setting to encourage individual behaviour so as to remain consistent with the organizational goals set. Nevertheless, employee performance is a multidimensional construct for which an agreement among researchers on how to conceptualize and capture has not been easy to reach.

The IEBC's mandate is so huge that employees' grievances should be addressed on time. Also, the IEBC has received so much money in terms of Governments budgetary allocations for a smooth working environment. However, despite all the initiatives, the employees' performance especially when it comes to meeting the deadlines and actual work delivery have not improved as envisaged. Many other interventions like introduction of information transparency, participatory decision making and other measures have not also yielded much improvement especially when handling elections with several stakeholders having registered their apprehension to the quality of services being offered. In addition, the country has witnessed so many electoral petitions in the courts regarding how the elections were handled and this is a pointer towards much hidden problems. The performance contracting introduced by the Government has not yielded much fruits either.

Recent studies that have been undertaken on factors that influence employee performance include Owusu (2012) who researched on the effects of motivation on employee performance at commercial banks in Kenya and the study revealed that, management can make use of different

strategies and policies to motivate employees in the banking environment. Employees are interested in enhanced salaries, fringe benefits, promotion, and car loans as motivating elements sufficient to push employees of the bank to give out their best. Kingoina (2011) undertook a study on the influence of performance appraisal on employee performance at Mumias Sugar Company Limited. The study established that performance appraisal did not necessarily lead to improved quality of work by the employees. Sokoro (2012) undertook a study on the factors that influence employee performance in Kenya Wildlife Service. The findings of the study was that organizational factors such as the organizational structure, work environment, non-material incentives, and individual factors such as knowledge, skills, attitude and rewards influence employee performance. Chacha (2013) undertook a study on human resource factors influencing employee performance in Management Science of Health, Kenya Office and established that a significant association exists between employee training and development, employee motivation and leadership style and improved employee performance whereas type of employment contracts and an organizations rewards policy have no significant association with improved employee performance. Understanding what influences employee's performance is one of the key challenges for managers. There is therefore a gap in studying factors perceived to influence employee performance at IEBC. This study was to answer the question; what were the perceived factors influencing employee performance at Independent and Electoral and Boundaries Commission (IEBC)

1.3 Research objective

To determine the factors perceived to influence employees' performance at Independent and Electoral and Boundaries Commission (IEBC)

1.4 Value the study

The findings of the study will make the following contributions:

The management of IEBC as they will be able to come into full realization on the factors influencing the performance of their employees and thus come up with ways in which they will motivate the employees in order to realize their full potential thereby be able to enjoy

overwhelming performance. The gap in employee efficiency and output will also be bridged, thus facilitating high levels of organizational performance.

The study will help other firms' to realize the importance of having a motivated workforce in order to have increased performance within the organization. The research work will serve as a policy shaping document for IEBC and other organization set up to improve its human resource related problems, since organizations are battling over appropriate ways of encouraging workers to improve work output. The Government will get suggestion on how to solve problems of employee dissatisfaction and also help them in developing policies and regulations governing the parastatals. The government will also use the information to come up with better incentives of encouraging employees in the parastatals to perform better.

The research findings would be useful in the decision making for the players and stake holders in the parastatals and the ministry. For example provide an understanding of the implications and impact factors affecting employee performance at work. Finally, other researchers and scholars will benefit from this study as it is expected to open up new areas for further research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section is devoted to reviewing literature relevant to the study on theoretical review, factors influencing employee performance and employee performance.

2.2 Theoretical Grounding of the Study

In this section several theories are highlighted to strengthen the research study. Some of the theories discussed include Maslow's hierarchy of human needs and equity theory.

2.2.1 Hierarchy of Human Needs Theory

One of the most influential theories of human motivation is Abraham Maslow's Hierarchy of human needs. The hierarchy of human needs postulates that employees are motivated by five levels of needs: physiological, safety, social, esteem, and self-actualization. This ranking is guided by four major assumptions. According to Maslow (1943), the lowest level needs are physiological needs such as food, shelter, clothing, and relief from pain. These are followed by safety needs, that is, the feeling of security. Once these two levels are satisfied, people pursue and look for love, friendship, and affection to satisfy social needs. Esteem needs then set in: people seek status, self-respect, recognition for accomplishments and a feeling of self-confidence and prestige. Finally, self-actualization needs relate to desire to develop one's full potential. To achieve this, people seek growth, achievement, and advancement. This theory, however appealing has been criticized for its apparent rigidity; human needs are not ordered in a neat hierarchical way as postulated by this theory. Also due to different social-economic classes in any given society these needs vary.

When employees are able to perform a certain task and they have the required skills, the managers should then motivate them to ensure that the performance keeps on improving from one level to another. Skilled workers may be aware of the implications that are invisible to the managers (Price, 2007). The management should therefore consider employee's views and opinions important for the sustainability of the organization. Managers and organizations can use

the theory of Maslow's hierarchy of needs as a framework to develop benefit packages that are meaningful to and resonate with their employees, thus increasing motivation, productivity and overall organizations revenues (Sandri and Bowen, 2011). A motivated workforce will be inspired to be more creative, productive and loyal hence increased employee performance. Employees in general are goal seeking and look for challenges and expect positive reinforcement at all times. Hence, it could only be of benefit if organizations could provide these rewards and factors. As noted earlier, albeit employees are financially motivated, motivation could be seen as a moving target. What motivates differs among different people and may even change for the same person over a given period of time, developments within the modern organization has probably made motivating employees even more difficult due to the nature of every individual, behaviour increasing the complexity of what can really motivate employees.

2.2.2 Equity Theory

This theory is grounded on the perceptions people have about how they are treated as compared with others. The theory states that when people perceive an unequal situation, they experience "equity tension", which they attempt to reduce by appropriate behaviour. This behaviour may be to act positively to improve their performance and/or to seek improved rewards, or may be to act negatively. The theory states that people will be better motivated if they are treated equitably and de-motivated if treated inequitably. Equity theory deals strongly with the aspects of organizational justice, whether the individuals feel that they are treated fairly at work or not. The felt equity or inequity will impact their level of effort given in the work environment (Arnold *et al.*, 2010). Ramlall (2004) posits that an individual on employee – employer relationship evaluates not only the benefits and rewards he or she receives and whether the input given to the organization is in balance with the output but also the relevance of inputs given and outputs received by other employees inside or outside the employing organization. Individual inputs can be education, effort, experience, and competence in comparison to outputs such as salary, recognition and salary increases. If an individual notices an imbalance on the input - outcome ratio according to his or her own experiences and in comparison to the others, tension is accumulated.

Arnold *et al.*, (2010) noted that individuals who feel under rewarded will have stronger, negative feelings than the ones who are over rewarded. If inequity is met in the employee-employer relationship individuals are likely to change their inputs to correspond to the outcomes i.e lower the work effort to equal the outcomes, change the referent to which they are comparing the felt inequity or distort perceptions of self or others.

2.3 Employee performance

Employee performance indicates the financial or non-financial outcome of the employee that has a direct link with the performance of the organization and its success. Studies show that an important way to enhance employee performance is to focus on fostering employee engagement. Also, the presence of high levels of employee engagement enhances job performance, task performance, and organizational citizenship behaviour, productivity, discretionary effort, affective commitment, continuance commitment, levels of psychological climate, and customer service (Christian *et al.*, 2011).

Armstrong and Baron (2005) views employee performance as about encouraging productive discretionary behavior with a goal to achieving human capital advantage. They continue to hold the belief that people are the most important source of competitive advantage, and recognize that, as opposed to other forms of competitive advantage resulting from improving factors such as design or process, the people factor is very difficult to reproduce or replicate, making it so valuable to organizations. Every manager, no matter what his or her role, knows that exceptional employee performance is critical in today's world (Ripley, 2008). A major responsibility of managers and supervisors is turning employee talent into performance. Managers who are effective at employee engagement have employees who are more likely to stay, more satisfied, more committed to the organization, and more productive.

All employees are not equal in their working and they have different modes of working like some have highest capability regardless of the incentive but other may require occasional jump-start (Kovach, 2007). If reward strategies are handled effectively, the result can be greater productivity and increased employee performance. Employees in an organization are required to

generate a total commitment to desired standards of performance to achieve a competitive advantage and improved performance for sustaining that competitive advantage at least for a prolonged period of time, if not forever. There are a number of factors which may affect the employees' performance.

2.4 Performance Measurement

Chen and Silverthorne (2008), identify three types of performance. One is the measure of output rates, amount of sales over a given period of time, the production of a group of employees reporting to manager, and so on. The second type of measure of performance involves ratings of individuals by someone other than the person whose performance is being considered. The third type of performance measures is self-appraisal and self-ratings. As a result, the adoption of self-appraisal and self-rating techniques are useful in encouraging employees to take an active role in setting his or her own goals. Thus, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Hersey and Blanchard, 1993).

Employees want to know how well they are performing and interested in getting feed back to ensure that they work towards goals of the business. The assessment of employees helps the business to grow, fill in vacant positions, prepare employees for training and development. Performance appraisal is a process within the overall performance management process, and is defined as “the evaluation of an individual’s work performance in order to arrive at objective personnel decisions” (Robbins et al., 2000). The majority of the research on performance appraisal purpose has focused on the rater, some work has also been conducted on rater effects. There are numerous methods to measure employee’s performance appraisal but some of these methods are not suitable in some cases. Effective appraisal systems should address clarity, openness, and fairness; recognize productivity through rewards; and be cognizant of appraiser leadership qualities (Winston & Creamer, 1997).

Appraising employees against a particular standard is one of the methods adopted by employers. It refers to a situation that employees are compared to a standard, and their evaluation is independent of any other employee in a work group (Dessler, 2000). Included in this group are

the following methods: the essay appraisal, the critical incident appraisal, the checklist, the graphic rating scale, forced choice and behaviorally anchored rating scales. In the second general category of appraisal methods, individuals are compared against other individuals. These methods are relative standards rather than absolute measuring device. The most popular of the relative method are group order ranking, individual ranking and paired comparison. The third approach to appraisal makes use of objectives. Employees are evaluated on how well they accomplished a specific set of objectives that have been determined to be critical in the successful completion of their job. Management by objectives is a process that converts organizational objectives in to individual objectives. It consists of four steps (Ingham, 1995): goal setting, action planning, self-control and periodic reviews.

2.5 Factors Affecting Employee Performance

Amabile (2009) posit that there are factors that influence the performance of employees in an organization. Employee motivation delivers long-term benefits in the form of high productivity. A motivated employee is a valuable asset which delivers immense value to the organization in maintaining and strengthening its business and revenue growth.

2.5.1 Reward strategies/Systems

Compensation or remuneration is an indispensable attribute to employee engagement and performance that motivates an employee to achieve more and hence focus more on work and personal development. It involves both financial and non-financial rewards. Attractive compensation comprises a combination of pay, bonuses, other financial rewards as well as non-financial rewards like extra holiday and voucher schemes. A study by Saks and Rotman (2006) revealed that recognition and rewards are significant antecedents of employee engagement. They noticed that when employees receive rewards and recognition from their organisation, they will feel obliged to respond with higher levels of engagement. Kahn (1990) observes that employee's level of engagement is a function of their perceptions of the benefits they receive. Therefore irrespective of the quantity or type of reward, it is the employee's perception of the same that determines his/her content and thereby one's engagement in the job. It becomes essential for management to present acceptable standards of remuneration

and recognition for their employees, if they wish to achieve a high level of engagement and performance.

In an effective organization, rewards are used often and well. Rewarding means recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions to the agency's mission. According to Herzberg (1966), work rewards refer to the intrinsic and extrinsic benefits that workers receive from their jobs. Rewards can be implemented in several forms such as financial rewards and recognition awards. Award and recognition programs, profit-sharing programs, increase in pay, benefits and incentives, and suggestion programs are some of the systems that can be used to reward employees (Marks, 2001). Monetary rewards may be one of the strongest motivators for inducing employees to participate in environmental improvement efforts. Similarly, according to Kovach (2007), an organization must recognize the differences between their employees when designing the reward strategies. This is because good wages are probably easier to offer than rewards strategies, but the employees say that salary alone doesn't rate extremely high on their list of preferences.

2.5.2 Job Design and Employee Performance

There is an established body of knowledge supporting the idea that certain jobs and goal setting can enhance performance. Kahn (1990) found that systems in which employees reported higher perceptions of skill variety, task significance, autonomy, and feedback reported higher levels of satisfaction and internal work motivation. In their study, May *et al.* (2004) found that the reward from outside activities is affected by the performance on inside activity and the relation between job characteristics and job satisfaction and also found that the relation was stronger for employees high in growth need strength. According to Morrison *et al.* (2005), job designs that provide for high levels of employee control also provide increased opportunities for the development and exercise of skill. Also, meditational influence of perceived skill utilization on job control job satisfaction has been observed. They further concluded that perceived work demands, job control and social support through job design leads to high productivity. This means that the level of job satisfaction is determined by a combination of jobs, work and personal characteristics and rotating managers to different jobs adds the benefit of task variety,

resulting in increased performance of employees. Further, Bassey (2002) observed that task identity, task significance, autonomy, feedback, job security and compensation are important factors for the motivation of employees.

The job characteristic has to be considered in designing a job design since they contribute to certain psychological states and that the strength of employees' need for growth has an important moderating effect. The core job characteristics that need to be considered by an organization in coming up with a job design include employee skill variety, where this refers to the extent to which the job requires the employee to draw from a number of different skills and abilities as well as upon a range of job knowledge. The job design should also have a significance or importance internally how proud employees are to tell their relatives, friends and neighbors what they do and where they work. According to Bassey (2002), the job design should also have job independence. This refers to how much freedom and control employees have to perform their jobs for instance schedule their work, make decisions or determine the means to accomplish the objectives.

2.5.3 Training and Development on Employee Performance

Galindo-Rueda (2005) notes that investment in human capital through higher qualifications and training is considered as a key step towards achieving sustained long-term productivity. Despite the fact that these investments provide direct return to employees who benefit from them there is little direct evidence about possible wider returns. Wider returns arise when internally workers seem to gain from skill acquisition but firms also gains to an equal or greater or lesser extent. There has been a good deal of empirical research that examines the connection between productivity and human capital in the form of human skills at the national and local levels but not until recently at the micro level of the organization.

Employee training provides opportunities to employees to widen their knowledge and abilities for more efficient teamwork and achieve individual development (Jun et al., 2006). When workers receive self-development training, the level of their job satisfaction is higher than those without such training. According to Kerka (1998) career development is an organized approach

used to achieve employee goals with the business needs of the agency workforce development initiatives. According to the author, the purpose of career development is to; enhance each employee's current job performance, enable individuals to take advantage of future job opportunities and fulfill agencies' goals for a dynamic and effective workforce. According Cole (2005), the benefits of employee development to an organizational include: increasing the employees' morale since training will improve the employees' confidence and motivation; lowering cost of production through better and economical use of material and equipment thereby reducing and avoiding waste. In addition, he observed that training of employees leads to a low turnover that comes as result of improved security in the workplace.

2.5.4 Management style and Employee Performance

The role of the leader has become vital, especially in an environment that is constantly changing (Cope and Waddell, 2001). The effect of leaders' influence on workers' work-related experience cannot be underestimated. In many cases, the caliber of the relationship between the worker and his or her immediate director is the most powerful indicator of job satisfaction. This connection between management performance, leadership, and satisfied workers is easiest seen in new workers, who generally equate their feelings about their work with the quality of their leaders. An inaccessible or insensitive management style costs an organization both directly and indirectly. Low productivity, frustrated workers, loss of time, and money spent to enhance the confidence of the staff are reflections of workers' attitudes.

Leadership styles are at the heart of the success of an organization and strongly influence the firm's overall performance (Rowe, *et al.*, 2005). Different managers adopt different styles, and experts have argued that style of leadership is inextricably linked to the achievement of management goals and the ability of managers to motivate their team. Buford (2006) identified poor management as a major reason for low morale and unsatisfactory employee performance, yet organizations are usually tempted to promoting employees' to management and leadership roles without assessing their readiness to the roles and neglecting provision of sufficient orientation and training. When making decisions to choose managers it is worth noting that although one might be a stellar performer in his or her area of expertise they rarely automatically

posses the skills knowledge, and abilities to perform at the same level as managers and leaders. This means for organizations to succeed in selecting the right managers they have to take time to use evaluation tools such as behavioral interviews or psychological assessments to identify the right managers.

Guest (2010) note that relations between managers and employees have a significant effect on productivity. Bad relations often lead to violations of psychological contract, low levels of fulfillment of perceived promises and commitments made by the organization. Quality supervision requires one to have good leadership qualities. Bosses are expected to be in tune to their people. Sutton (2010) notes that bosses are expected to take charge effectively of the team they lead. It is also important for them to boost performance by watching their peoples back: making it safe for them to learn, act and take intelligent risks; shielding them from unnecessary distractions and external idiocy and doing hundreds of little things that help them achieve one small win after the other and feel pride and dignity along the way.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section explains the methodology that was used in the study. This included the research design, target population, data collection methods and data analysis and presentation. For each methodological approach used in the study, efforts were made to justify its use.

3.2 Research Design

Research design refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in the procedure (Babbie, 2010). In addition Kothari (2004) observed that research design is a blue print which facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible hence yielding maximum information with minimal expenditure of effort, time and money. A descriptive research design was used in this study. The study was describing a phenomenon of factors perceived to influence employee performance. The design was chosen since it was more precise and accurate since it involved description of events in a carefully planned way (Babbie, 2010).

The study was used to identify the factors influencing employee performance at Independent Electoral and Boundaries Commission. The design was deemed appropriate because the main interest was to explore the viable relationship and describe how the factors supported matters under investigation. Descriptive design method provided quantitative data from cross section of the chosen population.

3.3 Population of the Study

Population is the specific population about which information is desired. According to Ngechu (2004), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. Mugenda and Mugenda, (2003), explain that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study. The population of the study consisted of all the IEBC

employees who are based at the commission headquarters who are 175 in total. A census survey was done targeting all employees.

3.4 Data Collection

The primary data was collected through the questionnaires. Kothari (2004) terms the questionnaire as the most appropriate instrument due to its ability to collect a large amount of information in a reasonably quick span of time and in an economical manner; it also guarantees confidentiality of the source of information through anonymity while ensuring standardization. The data was collected by dropping and picking the questionnaire and it used primary data. The questionnaire had two sections i.e. part A and B. The questionnaire was structured to have both open and closed-ended questions. This limited responses in some cases and in others provided the respondents with freedom to provide information in their own words. Filter questions were also asked to probe for more information. The questionnaire also had the Likert scale type of questions which were aimed at weighing factors according to their importance on influence of employee performance.

3.6 Data Analysis and Presentation

Once the data was collected, the questionnaires were edited for accuracy, consistency and completeness. The data collected was analyzed using descriptive statistics such as percentages, frequencies, means and standard deviation. However, before final analysis was performed, data was cleaned to eliminate discrepancies and thereafter, classified on the basis of similarity and then tabulated. The responses were then coded into numerical form to facilitate statistical analysis. Data was analyzed using statistical package for social sciences based on the questionnaires. The analysis was then presented in form of tables and pie charts.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research objective was to establish the factors perceived to influence employees' performance at Independent Electoral and Boundaries Commission. This chapter presents the analysis, findings and discussion. The findings are presented in percentages and frequency distributions, mean and standard deviations.

4.2 Response Rate

A total of 175 questionnaires were issued out and only 137 were returned. This represented a response rate of 78%. This response rate was adequate for data analysis and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and over was adequate.

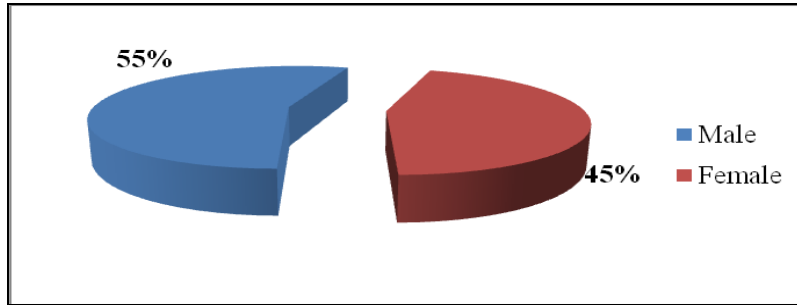
4.3 Demographic Profile

The demographic information considered in the study was respondents' gender, respondents' age bracket, respondents' highest level of education, and the duration working in the commission.

4.3.1 Respondents' Gender

The respondents were requested to indicate the gender of the respondents in order to ensure that the study was representative. The results are presented in Figure 4.1.

Figure 4. 1 : Respondents' Gender



IEBC: 2014

The results show that 55% of the respondents were male while 45% were female. The respondents were made up of more male than female. Although the employment levels from which participants were drawn significantly favour the male Randeree (2006), the study had almost equal ratios of males and females, in order to avoid gender bias.

4.3.2 Respondents' Age Bracket

The respondents were asked to indicate their age bracket in order to ensure that the views of the different age range was taken into consideration and the results are presented in Table 4.3.

Table 4. 1: Respondents' Age Bracket

Years	Frequency	Percent	Cumulative percent
Under 30	46	33.4	33.4
31 – 40	53	38.7	72.1
41 – 50	31	22.7	94.8
Over 50	7	5.2	100.0
Total	137	100.0	

The results in Table 4.1 indicates that 38.7% of the respondents age bracket was between 31 and 40 years, 33.4% of the respondents said that their age was less than 30 years, 22.7% of the

respondents indicated that their age bracket was 41 to 50 years, while 5.2% of the respondents were over 50 years. The results indicate that majority of the respondents were over 30 years and therefore they still have many years to retirement thus they need to work in institutions that would ensure that their interest are taken care off. All the ranges were represented in the study and therefore the views of different ranges regarding the factors influencing employee performance was considered in the study.

4.3.3 Respondents' level of education

The respondents were requested to indicate the highest level of education. The level of education was important in order to show the perceived factors that influence performance of employees. The results are presented in Table 4.2.

Table 4. 2: Respondents' level of education

Years	Percent	Cumulative percent
Postgraduate level	31.4	31.4
University	47.4	78.8
Tertiary college	21.2	100.0
Total	100.0	

The results on the level of education show that 47.4% of the respondents have attained university level of education, 31.4% of the respondents said that postgraduate level was their highest level of education while 21.2% of the respondents indicated that tertiary level was their highest level of education. The results indicate that the respondents had adequate level of education to highlight the factors that affect their performance in the commission.

4.3.4 Length of service with the commission

Length of service with the commission was important in order to determine the respondents' level of understanding of the human resource practices in the commission. The results are presented in Table 4.3.

Table 4. 3: Length of service with the commission

Years	Percent	Cumulative percent
Less than 5	38.7	38.7
5 – 10	50.4	89.1
Over 10	10.9	100.0
Total	100.0	

The results show that 50.2% of the respondents have worked in the commission for a period of between 5 and 10 years, 38.7% of the respondents indicated that they have worked in the commission for less than 5 years while 10.9% of the respondents indicated that they have worked in the commission for more than 10 years. The analysis shows that the duration in which the employees have worked in the commission varies and this was a result of disbandment of the previous commission. The respondents have worked in the commission for a longer period of time and therefore they understand the factors that affect performance of employees.

4.4 Factors Influencing Employee Performance

Every manager, no matter what his or her role, knows that exceptional employee performance is critical in today's world. Employees in an organization are required to generate a total commitment to desired standards of performance to achieve a competitive advantage and improved performance for sustaining that competitive advantage at least for a prolonged period of time, if not forever; however there are a number of factors which may affect the employees' performance. The respondents were requested to indicate the factors that influence the

performance of employees in Independent Electoral and Boundaries Commission (IEBC) in a five point Likert scale. The range was ‘not at all (1)’ to ‘very great extent’ (5). The scores of very low extent have been taken to represent a variable which had mean score of 0 to 2.5 on the continuous Likert scale; ($0 \leq S.E < 2.4$). The scores of ‘moderate extent’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: ($2.5 \leq M.E. < 3.4$) and the score of both great extent and very great extent have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; ($3.5 \leq L.E. < 5.0$). A standard deviation of >0.8 implies a significant difference on the impact of the variable among respondents.

4.4.1 Influence of rewards on employee performance

The reward system implemented in an organization satisfies employees’ needs which make them feel obliged to respond with higher levels of engagement. The respondents therefore were requested to indicate the influence of rewards on employee performance. The results were presented in Table 4.4.

Table 4. 4: Influence of rewards on employee performance

Influence of rewards on employee performance	Mean	Std. Deviation
Wages and salaries paid to the employees encourage them to stay in the commission	3.8835	1.1264
There is job security which encourages employee to remain in the commission	3.6281	1.3075
Rewards for exceptional performance are offered which reduce employees’ turnover	1.8827	1.0621
In the commission there is satisfactory performance appraisals which enhance employees’ performance	3.5409	1.3118
The rewards offered to the employees are comparable with what the market offers thus encouraging them to remain in the commission	3.5916	1.3013
The retirement benefit scheme for the employee is satisfactory and this restricts them from exiting the commission	3.7628	1.2315

The medical scheme offered to the employees' is comparable to what is in the market which leads to improved employee performance	4.2248	1.0554
The rewards offered to employees are commensurate to work hence job satisfaction	3.5037	1.1911

The results on the influence of reward system on employee performance was that, the respondents agreed to a great extent that the medical scheme offered to the employees' was comparable to what is in the market which leads to improved employee performance (mean = 4.2248). The respondents further agreed to a great extent that wages and salaries paid to the employees encourage them to stay in the commission (mean = 3.8835); retirement benefit scheme for the employees was satisfactory and this restricts them from exiting the commission (mean = 3.7628); job security encourages employee to remain in the commission (mean = 3.6281); rewards offered to the employees are comparable with what the market offers thus encouraging them to remain in the commission (mean = 3.5916); satisfactory performance appraisals are there which enhance employees' performance (mean = 3.5409) and that rewards offered to employees are commensurate to work hence job satisfaction (mean 3.5037).

The respondents disagreed that employees were rewarded for exceptional performance (mean = 1.8827). The analysis implies that IEBC the medical scheme offered to the employees was comparable to the market schemes. The analysis indicates that wages and salaries paid, retirement benefit scheme, job security, performance appraisals were satisfactory hence encouraging the employees to work in the commission and improve their performance.

4.4.2 Influence of Job Design on Employee Performance

The respondents were requested to indicate the influence of job design on employee performance. This was important for the study in order to ensure that the way the employees task have been designed influences their performance. The results were presented in Table 4.5.

Table 4. 5: Influence of Job Design on Employee Performance

Influence of Job Design on Employee Performance	Mean	Std. Deviation
Employees are being involved in decisions making in areas related to their departments and this improves employees performance	3.5146	1.0103
Variety of job responsibilities enhances the staff performance	3.8429	.9722
The significance of employee job encourages them to improve their performance in the organization	3.5836	.8011
Ability to identify where employee job begins and ends is a factor that affects employee performance	3.7182	.9524
The challenging and interesting tasks assigned to employees make their work exciting and consequently their performance is enhanced	3.6294	1.1979
Overall mean	3.6577	

The findings presented in Table 4.5 indicate the distribution of responses on the level of influence of job design at IEBC. The findings indicate that a majority of the respondents expressed high level of influence in regard of variety of job responsibilities (mean = 3.8429); ability to identify where employee job begins and ends (mean = 3.7182); challenging and interesting tasks assigned to employees make their work exciting (mean = 3.6294); significance of employee job (mean = 3.5836) and that employees are being involved in decisions making in areas related to their departments (mean = 3.5146). The analysis shows that the commission has ensured that there is variety of job responsibilities, challenging tasks and significance of employee job influence the performance of employees in the commission. The overall mean was found to be 3.6577, indicating high level of influence on employee performance.

4.4.3 Influence of Training and Development on Employee Performance

Training and development opportunities give employees opportunities for self improvement and development to meet challenges and requirements of new techniques of performing tasks and new equipments and therefore help employees to improve their performance. Therefore the study aimed at establishing the influence of training and development on employee performance in IEBC.

Table 4. 6: Influence of Training and Development on Employee Performance

Influence of Training and Development on Employee Performance	Mean	Std. Deviation
Employees receive adequate training and information to do their job well therefore no need to move to other organizations	3.9617	.9872
Sufficient time and money is allocated for training, thus employees are indebted to remain in their stations	3.6824	.8241
Training and development plans are developed and monitored for all employees which help to manage employee performance	3.6528	1.0351
The commission releases employees from regular work to attend training and even sponsor them where possible thus improving their performance	4.0165	.9669
There is a well-organized training program in the commission which improves their performance	3.5179	.7887
Overall mean	3.7663	

The findings in Table 4.6 show the distribution of responses on the level of influence with the aspects of training and development opportunity. The findings indicate that the respondents reported high level of influence in regard to the commission releasing employees from regular work to attend training and even sponsoring them (mean = 4.0165); employees receiving adequate training and information to do their job well (mean = 3.9617); sufficient time and

money is allocated for training (mean = 3.6824); training and development plans being developed and monitored for all employees (mean = 3.6528) and that there is a well-organized training program in the commission (mean = 3.5179). The analysis implies that the commission has been releasing employees to attend training and this enables the employees to do their job well. It was further established that the commission allocates sufficient money and time for training through a well organized training program. The overall mean was found to be 3.7663 an indication that the commission was undertaking training and development of employees seriously as this affects the performance of employees.

4.4.4 Influence of Management Style on Employee Performance

The respondents were requested to indicate the extent in which management style influence performance of employee' in IEBC. This was important for the study since the leaders guide employees and at the same time it is the heart of the success of an organization and strongly influences the firm's overall performance.

Table 4. 7: Influence of Management Style on Employee Performance

Influence of Management Style on Employee Performance	Mean	Std. Deviation
Supervisors go out of their way to make employees' work- life easier which influences their performance	1.9286	1.0546
Managers ensure that their actions are not only fair but also perceived as fair by the employees in order to better manage performance	2.2164	1.0690
The management of the commission ensures that there is effective communication, teambuilding, conflict resolution, coaching and mentoring programmes	1.7825	.9538
Managers show appreciation for employees' hard work which encourages them to perform better	1.8837	1.0427
Supervisors are willing to listen to employees personal problems which enhance their performance	1.7941	.7869
Managers in the commission allow employees to take part in decisions that influence their jobs	1.8419	.8567
Employees' ideas are very frequently used constructively, motivating them to perform better	1.7732	.9164

Table 4.7 shows the distribution of responses on the level of influence with the aspects of management style at IEBC. The findings indicate that the respondents reported low levels of influence in regard to employees' ideas being very frequently used constructively (mean = 1.7732); existence of effective communication, teambuilding, conflict resolution, coaching and mentoring programmes (mean = 1.7825); supervisors willing to listen to employees personal problems (mean = 1.7941); managers allowing employees to take part in decisions that influence their jobs (mean = 1.8419); managers show appreciation for employees' hard work which encourages them to perform better (mean = 1.8837); supervisors go out of their way to make employees' work- life easier (mean = 1.9286) and that managers ensure that their actions are not only fair but also perceived as fair by the employees with a mean score of 2.2164. The analysis implies that the management style in the commission was not effective as the employees ideas was not being considered, communication was not effective and the supervisors were not willing to listen to employees personal problems. The managers were not allowing employees to take part in decisions that influence their jobs and that managers were not showing appreciation to the employees.

4.5 Discussion

Effective management teams need to recognize that positive employee attitudes are often vital to achieving organizational goals and this was achieved when the employees are satisfied. When employees believe that they have the ability to participate in decisions and their interest is catered for then there is positive impact on the work environment. The study found out that the employees were satisfied with the rewards that were being given to them and this influenced their performance positively. The wages and salaries paid, retirement benefit scheme, job security, performance appraisals were satisfactory hence encouraging the employees to work in the commission and improve their performance. These results were consistent with Saks and Rotman (2006) findings that recognition and rewards are significant antecedents of employee engagement. They noticed that when employees receive rewards and recognition from their organization, they will feel obliged to respond with higher levels of engagement. Mathios (1988) has found that highly-educated people consider non-monetary rewards to be more important and

therefore increasing the view that there are differential effects of monetary and non-monetary rewards included in the compensation of employees.

The study found out that job design in the commission has ensured that there is variety of job responsibilities, challenging tasks and significance of employee job influence the performance of employees in the commission. This was in tandem with Kahn (1990) findings that systems in which employees reported higher perceptions of skill variety, task significance, autonomy, and feedback reported higher levels of satisfaction and internal work motivation. May *et al.* (2004) found that the reward from outside activities is affected by the performance on inside activity and the relation between job characteristics and job satisfaction and also found that the relation was stronger for employees high in growth need strength.

Employee training provides opportunities to employees to widen their knowledge and abilities for more efficient teamwork and achieve individual development. The study found out that training and development was being implemented by releasing employees to attend training and this enables the employees to do their job well. It was further established that the commission allocates sufficient money and time for training through a well organized training program. This was found to be consistent Mondy and Noe (2005) argue that training and development is the formal activities designed by an organization to help its employees acquire the necessary skills and knowledge to perform current or future jobs. Training and development activities like job training, coaching, mentoring and counselling are important activities for employees to get valuable support, knowledge, skills and abilities. Gomez *et al.* (2005) findings that training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which needed the organization in future.

The role of the leader has become vital, especially in an environment that is constantly changing. The effect of leaders' influence on workers' work-related experience cannot be underestimated and therefore in the commission employees' ideas was not frequently used constructively, communication was not effective, supervisors were not listening to employees personal problems. The study further established that employees were not allowed to take part in

decisions that influence their jobs, supervisors do not go out of their way to make employees' work- life easier and that managers do not ensure that their actions are not only fair but also perceived as fair by the employees. This therefore shows that management of employees in the commission was poor and this had a great effect on their output. This is consistent with Buford (2006) findings that poor management was a major reason for low morale and unsatisfactory employee performance, yet organizations are usually tempted to promoting employees' to management and leadership roles without assessing their readiness to the roles and neglecting provision of sufficient orientation and training.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary, conclusion and recommendations and limitations of the study. The suggestion for further research was also highlighted.

5.2 Summary of Findings

The study found out that the performance of employees in the commission was influenced by several factors that need to be taken into consideration in order to ensure maximum output by the employees. Appropriate rewards and benefits, and also type of compensation program are also important for employees. The study found out that the employees were satisfied with the rewards that were being given to them and this influenced their performance positively. The wages and salaries paid, retirement benefit scheme, job security, performance appraisals were satisfactory hence encouraging the employees to work in the commission and improve their performance. Job design enables employees to understand what is required of them and thus work towards the achievement of commission objectives. The study found out that job design in the commission has ensured that there is variety of job responsibilities, challenging tasks and significance of employee job influence the performance of employees in the commission. The employees were found to have been involved in decisions making in areas related to their departments and this enabled the employees to give their views which enables them to feel to be valued in the commission.

All organizations, private or public connect employees to execute certain activities in order to attain goals and objectives. The study established that performance of employees in the commission was influenced by training and development opportunities. The commission was found to have been releasing employees to attend training and this enabled the employees to do their job well. It was further established that the commission allocates sufficient money and time

for training through a well organized training program. Organizations gradually evolve and develop with the support of their employees. Managers and supervisors are charged with the responsibility of managing the performance of their employees. The study found out that workers' work-related experience cannot be underestimated and therefore in the commission employees' ideas was not frequently used constructively, communication was not effective and supervisors were not listening to employees' personal problems. The study further established that employees were not allowed to take part in decisions that influence their jobs, supervisors do not go out of their way to make employees' work- life easier and that managers do not ensure that their actions are not only fair but also perceived as fair by the employees.

5.3 Conclusion

No matter what these goals are, organizations must have competent employees to perform the tasks and to accomplish them. Companies can seek to achieve organizational goals through a variety of human resource strategies and approaches and the importance of ensuring employees' commitment and retention following training and development may lie in the strategic approach that is utilized. Currently employees act like entrepreneurs when they work in a team and every member of the team tries his level best to prove the best amongst all others. Those things increase their commitment level in the organization that ultimately increases the performance of the organization. Highly committed employees are the destiny of an organization. Therefore it is the need of the time to be watchful of their perceptions regarding their satisfaction, organizational citizenship behavior and physical environment of the organization.

Employees of an organization are considered as an important resource for the realization of the firm's objectives and every effort should therefore be made to train and retain them at the same time. As an important resource, employees at all levels look for better pay, working conditions, training, good job design, good management style and career prospects and this can help in stemming exit of staff. Employees are motivated by different things hence affect their performance. High-performance is achieved from the highly motivated employees. Training and development enables employees to gain the required skills to be able to perform their duties up to

the management's expectation. In addition employee skills possessed enables them to achieve the set goals, the skills require sufficient time for training which is not always achieved by all employees as may be desired.

5.4 Limitations of the Study

The researcher used questionnaires with closed ended questions to collect data. These types of questions have the disadvantage of limiting the responses whereby the respondent is compelled to answer questions according to the researchers' choice. There are many other factors which may affect the level of employee retention but due to time constraint others were not taken for research. The study is exclusive of any intervening or moderating variables. The response from participants may be lower than expected, which may interfere with their willingness to participate.

The vast nature of IEBC operations with staff stationed in all the major towns across the country could not allow the researcher to reach all of them due to time, finances and related resources constraints. Another possible limitation is that the research was only carried out in one organization. By conducting a larger study that incorporates a few more organizations, the researcher could avoid this limitation and assist in making the results more generalizable. In addition, employee retention is a very complex concept since definitions cannot be defined to certain variables affecting the employee retention listed by the researcher.

5.5 Recommendations

The findings of the study will support theory as it highlights that employees will stay in their work place as long as their needs are satisfied and motivated and therefore the adoption of the various factors that influence employee performance motivated the employees for they view the commission as caring for their needs. Employees are satisfied at their work by factors related to content of that work. Without having adequate human resource, the organization will be unable to achieve established goals; hence managing human resource is the key role of success of an organization.

For the performance in organizations to improve, the organization should ensure that for the purpose of developing skills, changing behavior or increase competence in employees, the employees should be trained in their respective areas so as to ensure that they cope with the rapidly changing technology, and also ensure that all employees are involved in the training exercise. Developing and implementing clear employee training and development programs that is employee driven to allow employees acquire the necessary skills and map out their career development plans which in turn has a positive effect on employee performance. Equally there is need to enhance supervisors' leadership and management skills to ensure that supervisors embrace positive leadership and management styles such as democratic leadership and allow employees feel that they are supported and natured by their supervisors. This was important since the study had clearly shown that leadership styles did not favour employee performance.

The findings of the study suggest that IEBC management need properly promote employee performance by the use of rewards. Specifically, hygiene factors such as the level of supervision and the current work environment need to be acceptable to the employees, or otherwise changed so that they become more acceptable. Both intrinsic and extrinsic rewards are equally important in ensuring that employees do their best. Thus managers need to keep both these factors in mind as they come up with ways to further motivate their employees into providing excellent service. The company management should focus on lower level needs before moving on to higher level ones if the employees were to become more motivated.

5.6 Suggestions for further research

Due to limited time and scope, this study was restricted to just one institution. It is important for further studies to be carried out in order to do justice to all the factors that influence employee performance. More research should be conducted on the relationship and influence of various factors on employee performance using many private and public organizations.

Another study should be undertaken into what employees believe are the organizational factors impacting on their performance. This investigation will provide management with a basis for developing ways to improve their performance.

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APPENDIX I: LETTER OF INTRODUCTION

Pauline Njambi,

P. O. Box 45371 - 00100,

Nairobi.

Dear Respondent,

29/08/2014

REF: FACTORS PERCEIVED TO INFLUENCE EMPLOYEES PERFORMANCE AT INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION

I am currently pursuing an MBA at the School of Business in University of Nairobi. It is a requirement to present a project report as a partial fulfillment of the course and I am currently conducting the aforementioned research.

Please assist in filling the questionnaire and provide other valuable information as asked. The information you provide in the questionnaire will be treated in utmost confidentiality.

I thank you in advance for your cooperation and participation.

Yours faithfully,

Pauline Njambi.

APPENDIX II: QUESTIONNAIRE

Please give answers in the spaces provided and tick (✓) in the box that matches your response to the questions where applicable.

Section A: Demographic Characteristics of Respondents

1. Name of the institution.....

2. Gender: Male () Female ()

3. What is your age bracket? (Tick as applicable)

a) Under 30 years () b) 31 – 40 years ()

c) 41 – 50 years () d) Over 50 years ()

4. What is your highest level of education qualification?

a) Post graduate level () b) University ()

c) Tertiary College () d) Secondary ()

5. Length of working period with the commission?

a) Less than five years ()

b) 5-10 years ()

c) Over 10 years ()

Section B: Factors Influencing Employee Performance

6. To what extent has reward systems influence the performance of the employees in the commission? Use 1 - Not at all, 2 - Small extent, 3 - Moderate extent, 4 - Great extent and 5 - Very great extent.

Rewards Effect	1	2	3	4	5
The wages and salaries that I am paid by the Commission influences my performance in the organization					
There is job security which encourages employees to perform to their utmost ability and achieve the set targets					
Rewards for exceptional performance are offered which encourages the staff to perform better in subsequent periods					
In the commission there is satisfactory performance appraisals which enhance employees' performance					
The rewards offered to the employees are comparable with what the market offers and this motivates the staff to achieve the set objectives					
The retirement benefit scheme for the employee is satisfactory and therefore providing retirement security and motivating the staff to offer to their ability					
The medical scheme offered to the employees' is comparable to what is in the market which leads to improved employee performance					
The rewards offered to employees are commensurate to work hence job satisfaction and performance					

7. To what extent has job design influenced the performance of employees in the commission? Use 1 - Not at all, 2 - Small extent, 3 - Moderate extent, 4 - Great extent and 5 - Very great extent.

Job design influence	1	2	3	4	5
Employees are being involved in decisions making in areas related to their departments and this improves employees performance					
Variety of job responsibilities enhances the staff performance					
The significance of my job (i.e. the extent to which my job adds value to the entire organization) encourages me to improve my performance in the organization					
Ability to identify where my job begins and ends (i.e. how well defined your tasks are) is a factor that affects my performance					
The challenging and interesting tasks assigned to me make my work exciting and consequently my performance is enhanced					

8. To what extent do you agree with the following regarding the influence of training and development on performance of employees in the commission?

Training and Development Opportunity					
Employees receive adequate training and information to do their job well therefore their output is improved					
Sufficient time and money is allocated for training and development programs which has led to improved employees capacity and therefore performance					
Training and development plans are developed and monitored for all employees which help to manage employee performance					
The commission releases employees from regular work to attend training					

and even sponsor them where possible thus improving their performance					
There is a well-organized training program in the commission which improves employees performance					

9. To what extent do you agree with the following statements on the influence of management style on employee performance in the commission?

Management Style					
Supervisors go out of their way to make employees' work- life easier which influences their performance					
Managers ensure that their actions are not only fair but also perceived as fair by the employees in order to better manage performance					
The management of the commission ensures that there is effective communication, teambuilding, conflict resolution, coaching, and mentoring programmes					
Managers show appreciation for employees' hard work which encourages them to perform better					
Supervisors are willing to listen to employees personal problems which enhance their performance					
Managers in the commission allow teachers to take part in decisions that influence their jobs. Increasing job satisfaction.					
Employees' ideas are very frequently used constructively, motivating them to perform better					

“THANK YOU FOR YOUR TIME”