

The Effect of Performance Appraisal Strategies on Employee Performance in IEBC Nyanza Central and South Region, Kenya.

Abstract

Performance appraisal 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 appraisal on the performance of Independent Electoral and Boundaries Commission staff in Nyanza Central and South Region, Kenya. The study adopted McGregor's Theory X and Theory Y. The study was modeled on a case study design. The population of study consisted of the 100 employees working under the arrangement of performance appraisal in the Independent Electoral and Boundaries Commission in Nyanza Central and South Regions. Instruments of data collection were 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. 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.

Key words; appraisal, strategies, performance, McGregor's theory

1.0 Introduction

Performance appraisal 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 appraisals 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 appraisal 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 Appraisal in managing the public sector and private sectors are not left out too (Rosenbloom, Kravchuk, & Clerkin, 2022). In Asia, Performance Appraisal concept has been used in Bangladesh, China, India, Korea, Pakistan

and Srilanka (Malik et al., 2022).Yahiaoui, Nakhle and Farndale (2021) indicates that in Africa, Performance Appraisal 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 Appraisal has been used in different times in Argentina, Brazil, Bolivia and Venezuela (GoK, 2010).

Employers consider performance appraisal 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 appraisal 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 appraisal. 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 appraisal 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 appraisal 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 appraisal 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 appraisal 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 appraisal 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 appraisal 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 appraisal process since its establishment in 2003, (Gakure & Orwa, 2013).

Implementation of performance appraisal in the public and private sector in Kenya has not been without challenges. According to Kemboi (2015), the challenges that undermine performance appraisal implementation in the public sector include unrealistic targets in performance contract; inadequate resources and funding necessary to perform assigned tasks; lack and inconsistency feedbacks on performance evaluation results. Others include lack of rewards systems; lack or 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 appraisal efficiently the organization should address and solve these problems that are seen to be a challenge to performance appraisal 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 appraisal 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 appraisal and employee performance using samples which will be drawn from the Independent Electoral and Boundaries Commission in Nyanza Central and South Regions of Kenya.

This research sought to explore the implementation process of performance appraisal (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 appraisal 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 appraisal 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 appraisal. 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 appraisal, greatly frustrates employees' performance by demotivating and creating no sense to employees' integration. In addition, the implementation of performance appraisal 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 appraisal 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 appraisal process influences performance of employees.

Performance appraisal being used in both private and public has weak performance incentive system. Lack of reward/sanctions in the performance appraisal is toning down efforts aimed at streamlining the performance appraisal 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).

2.0 Literature Review

2.1 Theoretical Literature

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 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 Mbua 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.

3.0 Materials and Methods

3.1 The materials

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.

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)

3.2 Methods

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.

4.0 Results and Discussion

4.1 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 2.

Table 2; Analysis by Response Rate

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

Source: Researcher (2024)

4.2 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.

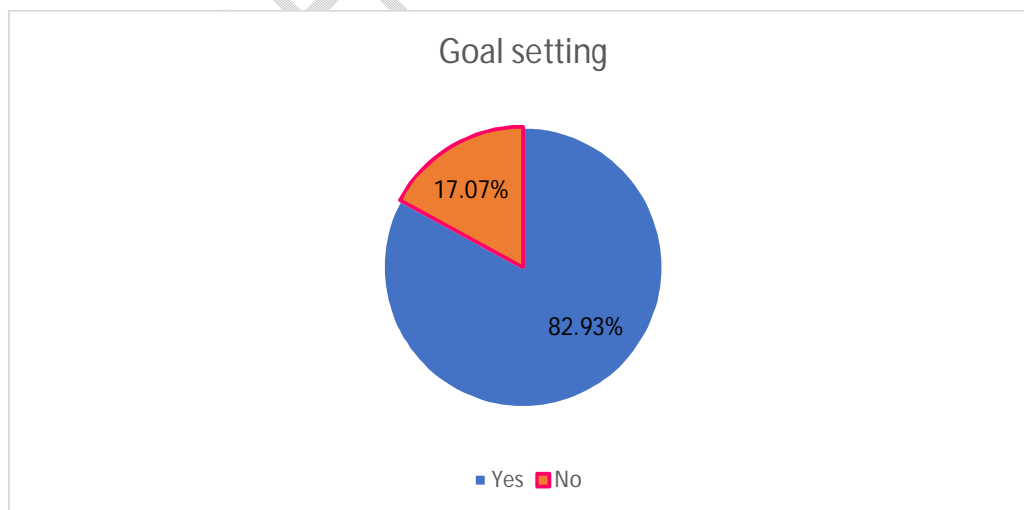


Figure 1: goal setting

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 1.

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 3.

Table 3: 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 (20240)

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.

4.3 Correlation Results of Study Variables

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 variable. In this context, it represents the percentage of variation in employee performance explained by the independent variable: Performance Appraisal

List 1 :Data statistics

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

Source: Researcher (2024)

The independent variable 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' appraisal 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 appraisal within the IEBC Nyanza Central and South Region, Kenya.

Table 4: 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

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 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 5: 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

a. Dependent Variable: Employee Performance

Source: Researcher (2024)

Multiple regression analysis was conducted as to determine the relationship between employees' performance and performance appraisal. As per the SPSS generated table above, the equation $Y = 1.125 + 0.778X_1$

According to the regression equation, with (Performance Appraisal) held constant at zero, employees' performance is estimated to be 1.125. Further analysis of the data reveals that a unit increase in Performance Appraisal corresponds to a 0.7778 increase in employees' performance.

5.1 Conclusion

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.

5.2 Recommendations

The study 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.

Disclaimer (Artificial intelligence)

Option 1:

Author(s) hereby declares that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of manuscripts.

Option 2:

Author(s) hereby declares that generative AI technologies such as Large Language Models, etc have been used during writing or editing of manuscripts. This explanation will include the name, version, model, and source of the generative AI technology and as well as all input prompts provided to the generative AI technology

Details of the AI usage are given below:

- 1.
- 2.
- 3.

REFERENCES

- AAPAM, (2005). *Problems and potential solutions for development in Africa are discussed in relation to the enabling state and the role of the public service in the creation of wealth.*
- Akaranga, E. M. (2008). *The workings and outcomes of performance contracts in the public sector of Kenya.* MBA Project. Nairobi. United States International University (USIU).

- Anwak M., Aslam and Tariq (2011) *Temporary Job and its Impact on Employee Performance*. Global Journal of Management and Business Research, 11(8), 22-28.
- Armstrong, M., & Baron, A. (2005). *Handling performance: The use of performance management*. Institute of Personnel and Development, London.
- Asaari, M. H. A. H., Desa, N. M., & Subramaniam, L. (2019). Compensation, advancement, and recognition have an impact on government trade agency workers' motivation at work. *International Journal of Business and Management*, 14(4), 48-59.
- Aslam and Tarik, (2011) *Temporary Job and its Impact on Employee Performance*. Global Journal of Management and Business Research, 11(8): 1-7.
- Awino and Saoli (2014) *Management of Perception on Performance Contracting Strategy at the City Council of Nairobi, Kenya*. International Journal of Managerial Studies and Research, 1(7), 148-159.
- Balogun, M. J. (2003). *Performance Management and Agency Governance for the Development of Africa: Looking for a Shared Cause on Public Service Excellence*.
- Barlow, A. (2023). The promises of booms and busts in Tanzania's gas industry illustrate the temporalities of extractive frontiers. *Geoforum*, 138, 103664.
- Bedeian, A. G.; Wren, D. A. (2001). *Most Influential Management Books of the 20th Century*. *Organizational Dynamics*, 29 (3), 221–225. doi:10.1016/S0090-2616(01)00022-5
- Daniels, G. M. (2017). *The Impact of Cultural Constructs on Individual and Team Performance in a Fortune 500 Company: Learning, Power, Identity, and Conflict*. Benedictine University.
- DPM (2005): *Information booklet of performance contracts in the public sector*. Effectiveness, human resources management review, summer Governance in state owned corporations. University Press. Nairobi
- Drucker, P., (1974). *Management: Tasks, Responsibilities, Practices*. New York: HarperCollins.
- Drucker, Peter F., (1993) *The Ecological Vision: Reflections on the Human Condition*. New York: Harper & Row
- Gakure, Muriu and Orwa (2013) *State Department of Information, Kenya: The Importance of Performance Contracting in Increasing the Efficiency of Performance in the Civil Service*. *Journal of Business and Management*, 14(6), 73-82.

- GOK, (2010). *Final Report on the Assessment of the Kenyans Program Results*. African Development Professional Group and the Canadian Institute of Public Administration, Nairobi, Kenya: UNDP.
- Greenwald, B. C. (2018). *Adverse selection in the labor market*. Routledge.
- Greer, C.R, Youngblood, S.A, and Gray, D.A (1999), "Outsourcing human resource management: the create or buy choice ", *Academy of Management Executive*, 13(3), 85-96.
- IEBC (2018). *Human Resource Policies and Procedure Manual booklet*. Nairobi, Kenya
- Juma, D. S., & Wachira, J. N. (2013). *Effects of Bureaucratic Structures on strategic plan Implementation in the Kenyan Public Universities*.
- Katou Anastasia (2011) *Test of a causal Human Resource Management-Performance Linkage Model: Evidence from the Greek manufacturing sector*. *International Journal of Business Science and Applied Management*, 6(1).
- Kemboi, A., (2015). *Performance Contracting As a Strategy for Enhanced Employee Commitment: A Case of the Vocational Training Centre Sikri, Kenya*. *International Journal of Business and Social Research*, 5(12), 56-67.
- Kiboi W. (2006); *Outsourcing human resource management: the create or buy choice*. An unpublished MBA project, Nairobi. University of Nairobi.
- Kiprop, Okoth-Yogo and Charagu (2014) *Analysis of Employees Perceptions of Performance Contracting in the Ministry of Lands*. Retrieved from: www.ramp.ase.ro/en/_data/22pdf
- Kipyego Birech (2011) *The impact of Kenya's performance contracting strategy on state corporations' performance in the energy sector*. Nairobi University of Nairobi.
- Kobia M.and Mohammed N. (2006). *Moving Forward with an Efficient Provision of Public Services in Africa: The Experience of Performance Contracting in Kenya*. Paper delivered at the 28th Annual Roundtable Conference of the African Association for Public Administration and Management in Arusha, Tanzania
- Kombo, D.K. and Tromp, D.L.A. (2006) *Writing of Thesis and Proposal. An overview*. Paulines Publications Africa, Nairobi.
- Korir, P. (2006). *East African Portland Cement as a Case Study to Examine the Effects of Performance Contracting in State Corporations*. Kenya, Unpublished MBA Research Project. Nairobi. University of Nairobi.

- Kothari, C.R, (2005) *The second edition of Research Methodology: Methods and Techniques is published by New Age International Publishers in New Delhi, India.*
- Kubaison (2014) *The Mediating Role of Employee Attitude on Participation-Performance Relationship in State owned Corporation in Kenya.* International Journal of Research in Social Sciences, 4(3), 19-36
- Kumar, R. (2005). *Research Methodology. A Step-By-Step Guide for Beginners*, London: SAGE Publication Ltd.
- Kwamanga and Achoch (2014) *Factors affecting Implementation of Performance Related Pay: A case of Kenya Revenue Authority.* International of Management Technology, 12(2), 29-39.
- Laing, I. F. (2021). A case study of Ghana Ports and Harbours Authority demonstrates the effects of training and development programs on employee performance and productivity in public sector enterprises. *International Research Journal of Business and Strategic Management*, 2(2).
- Letangule and Letting (2012) *Performance contracts' effects on an organization's performance. The Ministry of Education in Kenya is one example.* International Journal of Management and Business Studies, 2(3), 29-39.
- Longenecker, C. O. & Goff, S. J. (1992). *Performance appraisal effectiveness: A matter of perspective.* Advanced Management Journal, 57 (2) 18-23.
- Malik, A., Pereira, V., Budhwar, P., Froese, F. J., Minbaeva, D., Sun, J., ... & Xue, S. (2022). Multilevel relational influences on HRM practices: a cross-country comparative reflective review of HRM practices in Asia. *Asian Business & Management*, 21(5), 745-779.
- Marsden, D. (2009). *The Paradox of Performance Related Pay Systems: Why Do We Keep Adopting Them in the Face of Evidence That They Fail to Motivate.*
- McDowall, A. & Fletcher, C. (2004). *Employee development: An organizational justice perspective.* Journal of Personnel Review, 33 (1), 8-29.
- Mugwira (2014) *Performance Contracting Implementation and Employee Performance in Embu Water and Sanitation Company Ltd, Embu County, Kenya.* Research Proposal. Nairobi. Kenyatta University.
- Muthaura, F. (2007). *Performance Contracting in Kenya; Restoring Faith in university through Innovation to promote Quality of Public Service.*

- Nasution, F. N., Mariatin, E., & Zahreni, S. (2018). the impact of corporate culture and career development on worker performance. *International Journal of Scientific Research and Management*, 6(01), 57-65.
- Njambi, P. M. & Nzube, S. M. (2015). *Factors Perceived to Influence Employees' Performance: A Case of the Independent Electoral and Boundaries Commission: Problems of Management in the 21st century Vol. 10, No. 2, 2015 88*
- OECD (1997) *Issues and developments in public management*, Paris.
- Okech C.T., (2016) *Devolution and Universal Health Coverage in Kenya: Situational Analysis of Health Financing, Infrastructure and Personnel*; *International Journal of Economics, Commerce and Management United Kingdom Vol. IV, (5) May PP 1094 – 1110 ISSN 2348 0386*
- Oluoch, Nyagol and Nyandiga (2013) *Effects of Downsizing on Serving Employees of Dominion Farms in Siaya County, Kenya*. *Business Management Dynamics Journal*, 3, (6),
- Omboi and Kamencu (2011) *The Effects of Performance Appraisal Systems on Employees in Kenya Tea Development Agency: A survey of selected Tea Factories in Meru County- Kenya*, *Journal of Finance and Accounting*, 12(3), 16-34
- Omboi B. M. & Mucai P.G. (2011). *Factors Impacting University Tertiary Institutions' Strategic Plan Implementation*: *European Journal of Business and Management*, 3(3), 85-105
- Opiyo, H. (2006). *Kenyan Civil Service Reform Policy: An Analysis of the Retrenchment Plan*: Discussion Paper Series: Institute of Policy Analysis and Research. Nairobi.
- Pearce J. A. & Robinson R.B. (2011). *The art of strategic management. creation, execution, and oversight*. (12th Edition). New York: McGraw Hill.
- Performance Contracts Steering Committee, Kenya, (2005): *Sensitization/Training Manual for Public Sector Performance Contracts*. Nairobi: University Printer.
- Prowse, P., & Prowse, J. (2009). *The dilemma of performance appraisal*. *Journal of Measuring Business Excellence*, 13 (4), 69-77.
- RBM Guide, (2005). *Result Based Management*. Training Manual. Kenya.
- Rosenbloom, D. H., Kravchuk, R. S., & Clerkin, R. M. (2022). *Public administration: Understanding management, politics, and law in the public sector*. Routledge.
- Trivedi P, (2004). *Memorandum of Understanding, Methodology for Enhancing Public Enterprise Performance*. International Management Publishers, New Delhi, India.

UNCEA, Addis Ababa.

University of Kenya, (2004) *This article presents a meta-analytic viewpoint on the worldwide data about the contracting of services provided by the public sector.* University Press. Nairobi

Verbeeten, F. H. M, (2007). *Impact of Public Sector Organizations' Performance Management Practices on Performance Accounting, Auditing & Accountability Journal*, 21(3), 427-454.

Wachira and Juma (2013) *Effects of Bureaucratic Structures in Strategic Plan Implementations in Kenyan Public Universities.* International Journal of Arts and Entrepreneurship, 1(3), 73-82.

Wartzman, R., (2010). *"In sourcing and Outsourcing: The Right Mix.* Retrieved: http://www.businessweek.com/managing/content/feb2010/ca201002_4_507452

World Bank (1995). *The Economics and Politics of University Ownership: Bureaucrats in Business.* Washington D.C: Oxford University Press

Yahiaoui, D., Nakhle, S. F., & Farndale, E. (2021). Culture and performance appraisal in multinational enterprises: Implementing French headquarters' practices in Middle East and North Africa subsidiaries. *Human Resource Management*, 60(5), 771-785.