

FACTORS PERCEIVED TO INFLUENCE EMPLOYEES' PERFORMANCE: A CASE OF THE INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION

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Abstract

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 (Mathis et al., 2009). In an organization, committed employees are regarded as being willing to build and maintain long-lasting relationships with their employer (Argyris, 1998). 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. 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.

Key words: *employee performance, employee perception, Independent Electoral and Boundaries Commission of Kenya.*

Introduction

Background of the Research

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 (Mendonica, 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, 2007). 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 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). Employee performance thus refers to undertaking a set of activities while aiming for the results and although performance evaluation is at the heart of performance management, Cardy (2004) points out that the performance of an individual or an organization depends heavily on 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, 1996). 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).

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.

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 may be in three parts: self-concept, self-esteem, self presentation. Attitudes on the other hand 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 will affect behavior. Also, attitudes are formed and learned and tend to persist over time. Employees form attitudes towards work that determine their behavior 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 are both hedonic (transfer of affective feelings) and utilitarian based on employee perceptions.

Independent Electoral and Boundaries Commission of Kenya is an independent regulatory agency that was founded in a provision of the 2010 constitution and the Independent Electoral and Boundaries Commission Act. 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. 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).

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).

Problem of Research

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 a 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 in extra effort to ensure that the organization realizes its objectives. According to Ilgen and Klein (1988) 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 critical and sensitive that employees' grievances should be addressed on time. Also, the IEBC has received so much money in terms 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 organization 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)

Aim of the Research

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

Contributions of the Research

The findings of the study will make the following contributions:

- a) The management of IEBC as they will be able to come into full realization of the factors influencing the performance of their employees and thus come up with the 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.
- b) The study will help other firms to realize the importance of having a motivated workforce in order to have increased performance within the organization.
- c) 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.
- d) The Government will get a glimpse of 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.
- e) The research findings would be useful in the decision making for the players and stakeholders 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.

Methodology of Research

The study adopted a descriptive census survey design with a population. 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 as the population was not high and sparsely distributed with a closed ended questionnaire being employed as the instrument for primary data collection.

Respondents Characteristics

A total of 175 questionnaires were issued out with 137 being 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 above was adequate. The results show that 55% of the respondents were male while 45% being female. The study had almost equal ratios of males and females thus avoiding gender bias. The results indicate that 38.7% of the respondents' age bracket was between 31 and 40 years, 33.4% of the respondents were 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 the 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 interests are taken care of and would in most cases be highly mobile, thus, need for good retention strategies. The results on the level of education show that 47.4% of the respondents had attained university level of education, 31.4% of the respondents indicated that postgraduate level was their highest level of education with 21.2% of the respondent's education level was tertiary. In addition, the study sought to understand the Length of service with the commission and the results showed that 50.2% of the respondents had worked in the commission for a period of between 5 and 10 years, 38.7% of the respondents less than 5 years while 10.9% having worked in the commission for more than 10 years.

Data Analysis

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.

Results of Research

Influence of Rewards on Employee Performance

The reward system implemented in an organization has potential to satisfy employees' needs which in turn will 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 as shown in Table 1.

Table 1. 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 were 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, however, disagreed that employees were rewarded for exceptional performance (mean = 1.8827).

Influence of Job Design on Employee Performance

The respondents were requested to indicate the influence of job design on employee performance. The results were presented in Table 2.

Table 2. Influence of job design on employee performance.

Influence of Job Design on Employee Performance	Mean	Std. Deviation
Employees are being involved in decision 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	0.9722
The significance of employee job encourages them to improve their performance in the organization	3.5836	0.8011
Employees are able to identify the lines of authority and levels of responsibility.	3.7182	0.9524
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 2 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 to 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 decision making in areas related to their departments (mean = 3.5146). The analysis shows that the commission has ensured that there is a variety of job responsibilities, challenging tasks and significance of employee job influence on the performance of employees in the commission. The overall mean was found to be 3.6577, indicating high level of influence on employee performance.

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 equipment 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 3. 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	0.9872
Sufficient time and money is allocated for training, thus employees are indebted to remain in their stations	3.6824	0.8241
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	0.9669
There is a well-organized training program in the commission which improves their performance	3.5179	0.7887
Overall mean	3.7663	

The findings in Table 3 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.

Influence of Management Style on Employee Performance

The respondents were requested to indicate the extent in which management style influences the performance of the employees 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. 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 the performance.	2.2164	1.0690
The management of the commission ensures that there is effective communication, team-building, conflict resolution, coaching and mentoring programmes.	1.7825	0.9538
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	0.7869
Managers in the commission allow employees to take part in decisions that influence their jobs.	1.8419	0.8567
Employees' ideas are very frequently used constructively, motivating them to perform better.	1.7732	0.9164

Table 4 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 were not being considered, communication was not effective and the supervisors were not willing to listen to employees' personal problems or to take part in decisions that influence their jobs and that managers were not showing appreciation to the employees or giving positive feedback.

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.

The study found out that job design in the commission has ensured that there is a variety of job responsibilities, challenging tasks and significance of employee job influence on 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. Mayfield *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 for employees to widen their knowledge and abilities for more efficient teamwork and to achieve individual development. The study found out that training and development were being implemented by 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. This was found to be consistent for Mondy and Noe (2005) to argue that training and development are 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 counseling are important activities for employees to get valuable support, knowledge, skills and abilities. Jerez-Gómez *et al.* (2005) found that training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provides the skills and abilities to employee which will need 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 were 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.

Conclusions

No matter what the goals are, organizations must have competent employees to perform the tasks set and to accomplish them. Companies may 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 enable 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.

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.

Limitations of the Research

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 into account during the research. The study is also 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.

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 nurtured 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 needs to 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 the 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.

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Advised by Iwona Gorzeń-Mitka, Czestochowa University of Technology, Poland

Received: July 30, 2015

Accepted: November 08, 2015

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