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Influence of Performance Management Programmes on Employee Performance at Kisumu Water and Sewerage Company, Kenya

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Abstract:

Water sanitation and sewerage companies are established with the aim of ensuring that there is provision of clean and safe water in a reliable way to households, industries and institutions. However, there have been many complaints bordering on poor performance of these companies. This could be attributed to poor employee performance. The objective of the study was to examine the influence of performance management programmes on employee performance. The study was guided by the goal setting theory and balanced scorecard theory. This study adopted a survey research design and deductive approach. A total of 186 staff working with Kisumu Water and Sanitation Company constituted the study population. Out of these, 127 respondents were drawn using stratified random sampling method. A self-administered questionnaire was used to assist in data collection. A pilot study which was conducted with the view of establishing the validity and reliability of the data collection instrument. The collected data were analyzed with the assistance of the Statistical Package for Social Sciences software. The analysis captures both descriptive and inferential statistics. The results of the analysis were presented in table format. According to the study results, performance management programmes influenced employee performance. It was concluded that the aforesaid programmes were crucial with regard to performance of employees working with water companies in Kenya. It was recommended that there should be sound programmes to manage employee performance.

Keywords: Performance management programmes, employee performance, Kisumu water and Sewerage Company

1. Introduction

Employee engagement is the extent to which employees commit and put effort into their work in the form of brain power, energy and time. Employee engagement is therefore essential to any organisation today since it deals with people and people are the major source of competitive advantage. A larger percentage of an organizations' market value is derived from the quality of the work force and it is, therefore, very crucial for organizations to attract and retain talent through employee engagement. Furthermore, employee engagement has been associated with high levels of organizational performance since it results in high customer retention and satisfaction (Wellins, Bernthal & Phelps, 2015).

A survey conducted in the United States in 2013 showed that 66% of employees were fully focused and immersed in their work. Furthermore, 69% indicated that they were putting all their efforts to their work. This shows that employees across United States are engaged. It is further established that the opportunity to use skills, the nature of the work, organization financial stability, and relationship with co-workers are some of the factors that influence employee engagement (Lee, Alonso, Esen Coombs & Dong, 2014). The case of a beverage company, Coca-Cola, has implemented employee engagement programs to foster performance. The global company is committed in developing and growing its employees by training and coaching, fair treatment of employees in regard to the company objectives, and frequent dialogue with employees to enhance open communication and teamwork (Umar, 2015).

Employee engagement is observed to be a driving factor in enhancing performance particularly with the rising competition. Having engaged and committed employees on board would significantly have an impact on their performance and performance of a firm. In Nigeria, Nzewi, Ekene and Agu (2018) observe that employee empowerment, communicating expectations in relation to performance and enhancing coordination programs between seniors and juniors are important employee engagement tenets in brewing firms. The declining employee engagement in the country's public sector, especially in Kaduna Water Board has called for change. It is averred that employee involvement in management issues, mutual trust and cooperation between employer and employees, training and development of workers, provision of proper equipment and provision of good working conditions would enhance employee engagement and productivity (Oshilim & Akpesiri, 2015).

There are myriad of reasons for organizations to implement employee engagement programmes. Employee engagement emphasize on role clarification on organizational and employee expectations, and enhances free flow of information. A survey encompassing the public sector in Kenya, including firms in the environment, water and natural resources docket have strategies or activities that ensure their employees are engaged. The activities include top management efforts to incorporate employee input in formulation and implementation of strategies. Furthermore, employees are involved in the entire organization strategy process which enhanced job and role commitment (Oluoch, 2014).

1.1. Statement of the Problem

Water, sanitation and sewerage companies are important in that they are tasked with provision of core services to the public. Ideally, households should be availed with uninterrupted supply of clean and safe water. Similarly, the aforementioned water firms are required to supply sufficient water to factories, industries and other institutions, both private and public. Another role entrusted to these companies by WASREB is to extend sewerage services at all times. This is supported by the fact that the Water Act, 2016 provides that WSPs shall be responsible for, among other, the provision of water services within the jurisdiction specified in the license (Republic of Kenya, 2016).

However, these ideals are, many a times, not upheld by these entities to the chagrin of the expected beneficiaries of the same. This is characterized by several complaints from the members of the public regarding poor sanitation, blocked sewerage lines, burst sewers, and also insufficient and rationed water supplies. WASREB IMPACT Report Issue Number 10 of 2018 indicated that the sewerage coverage stood at 16%, and that despite being a 1% increase compared to 2017, it has been showing a declining trend over time (WASREB, 2018). The same report further indicated increased water rationing. Supply of water in terms of number of hours per day reduced consistently from 18 to 17 to 14 in the years 2014/15, 2015/16 and 2016/17 respectively.

All these problems are a manifestation of poor performance of the concerned water and sanitation firms through their employees. This is corroborated by the statistics that productivity of employees remained constant at 7 staff for every 1,000 connections over the aforesaid period of time (WASREB, 2018). The foregoing notwithstanding, increased water rationing and a declining trend of sewerage services is characteristic of poor employee performance. This is due to the assertion that employee motivation and work performance are related (Omweaga, 2018) and the ratio of staff to connections remained the same between 2014 and 2017 (WASREB, 2018). Therefore, the question is: Is the engagement of employees linked to their performance, and if so, to what extent?

Hitherto, the reviewed empirical studies have not adequately investigated the relationship between employee engagement programmes and employee performance specifically with regard to water services providers. For instance, Chirchir (2014) studied reward practices implemented by Kericho Water and Sanitation Company without examining their influence on employee performance. Another study by Maina (2017) looked into the effect of training methods on employee performance; yet, it did not centre on water and sanitation firms. Premised on the documented statistics of water supply and sewerage problems, in addition to scarcity of empirical evidence, it is imperative to empirically evaluate the influence of employee engagement programmes on employee performance in WSPs in Kenya.

1.2. Objective of the Study

To analyze the influence of performance management programmes on employee performance at Kisumu Water and Sewerage Company.

1.3. Research Hypothesis

- H0: There is no significant influence of performance management programmes on employee performance at Kisumu Water and Sewerage Company.
- HA: There is significant influence of performance management programmes on employee performance at Kisumu Water and Sewerage Company.

2. Literature Review

This section presents a review of theories and literature with regard to performance management programmes and employee performance. A conceptual framework outlining the hypothesized relationship between the foregoing study constructs is also covered.

2.1. Goal Setting Theory

The theory was put forward by Edwin Locke in 1960. The theory hypothesizes that goal setting is linked to job or task performance. The theory further states that specific and challenging goals coupled with adequate and relevant feedback result in higher and better job performance. The theory essentially points out that existence of goals give direction to an employee in respect of what needs to be done and accomplished, and the efforts required (Lunenburg, 2011).

The goal setting theory is based on the idea that clear, concise and difficult goals are greater motivating factors to an employee than vague and general goals. The theory is identified with such features as specificity and clear goals which are argued to lead to better performance. It is averred that goals should be realistic and challenging so that to give an employee a feeling of accomplishment upon achieving them. The feedback on performance of an employee shapes their behaviour and contributes to better performance (Lunenburg, 2011).

In goal setting theory, employee participation in setting goals is paramount, it makes goals be more acceptable and enhances involvement and commitment (Lunenburg, 2011). Besides the theory resulting in commitment in achieving a certain goals, it results in self-efficiency (Bandura, 1997), that is, enhancing self-confidence in executing a given task. The theory however, has its flaws in that organizational goals can conflict with managerial goals which can result to poor performance and non-achievement of goals. It can also lead to non-attainment of goals if employees lack adequate skills and competencies to perform a certain task (Lunenburg, 2011).

Effective performance management programmes can lead to increased productivity. This could be done by integrating the competencies of employees with organizational and task goals. The gaps in employee skills could be alleviated by assigning tasks that rhyme with experience and skills. In line with the stipulations of goal setting theory, management of KIWASCO set challenging goals and also facilitate adequate feedback mechanisms in order to maximize the performance of the employees.

2.2. Balanced Scorecard Theory

The balanced scorecard theory is credited to Kaplan and Norton (1992). It states that there are other crucial nonfinancial metrics of measuring organizational performance which assist in giving managers and executives a clearer and more holistic perspective of organizational performance. The theory revolved around a multi-company research project which examined performance measurement in firms whose intangible assets played a critical role in value creation (Kaplan, 2010). This was informed by the reasoning that for firms to improve the management of their intangible assets, it is advisable to integrate the management of these assets into the management systems of such firms. The most important intangible assets in an organization are the human resources which encompass employees. According to Atkinson, Waterhouse and Wells (1997), performance which can be quantified is more informative than that which cannot be measured.

The origin and development of the BSC involves four stages. These are BSC for performance measurement, strategic objectives and strategy map, strategy management system, and future opportunities. Personnel development and employee attitudes are part of non-financial metrics recommended to measure performance (Kaplan, 2010). Kaplan and Norton (1992) identified two crucial parameters with regard to employees' involvement in perpetuating organizational performance. These are, increasing employees capability, and increasing their motivation, empowerment and alignment. The management of an organization should ensure that every employee is capacitated to deliver a service that would enhance organizational performance. Moreover, the managers should take the initiative of training and developing the existing employees instead of replacing them with new workforce. Such a step is likely to improve the performance of individual employees and the firm in general.

However, one of the critics of the BSC (Jensen, 2001) argues that the theory is flawed since it avails to managers a scorecard which gives no score. This implies that it is difficult to determine employee performance because there is no single-valued measure with regard to how they perform. Though Kaplan (2010) agrees with Jensen's view that managers cannot be paid on the basis of a set of un-weighted performance metrics, he holds that linking performance to pay is simply one component of a comprehensive management system. It is asserted that incentives, albeit vital, are not the only important facets of motivating employees to perform better; rather, other factors such as information, communication, and alignment are crucial.

The balanced scorecard can be used to facilitate measurement of employee performance in water service providers in the country. Unlike organizational performance, which has some financial aspect, employee performance is devoid of such monetary parameters. Therefore, the non-financial measures of performance spelt out by the BSC can be employed to determine the performance of employees. Each of the parameters can be scored in order to ultimately arrive at the weighted score that would reflect the overall employee performance with regard to KIWASCO, the BSC can be used in measurement of non-financial performance, it is, therefore, appropriate in suggesting metrics which can be embraced to measure employee performance.

2.3. Conceptual Framework

A conceptual framework shows the study variables in a diagram or in narration. It also explains their presumed relationships. With regard to this study, Figure 1 illustrates a set of two variables; independent and dependent. The independent variable is performance management programmes while the dependent variable is employee performance.

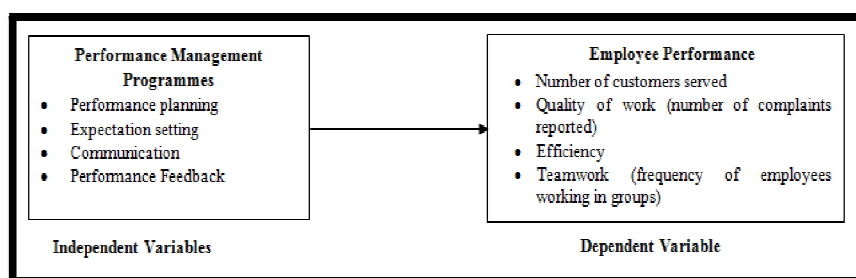


Figure 1: Conceptual Framework

2.4. Literature on Performance Management Programmes

Performance management entails the practices or programmes that organizations use to achieve their objectives. It mainly addresses organizational performance, employees, departments and other areas that lead to employee performance (Homoyounizadpanah & Baqerrkord, 2012). According to Baron and Armstrong (2007) performance management involves an integrated and strategic approach aimed at improving organizational performance through employee productivity. It is stated that the performance management programmes involve sound employee recruitment and selection, training of employees to improve knowledge and expertise, enhancing motivation and retention. The foregoing is likely to enhance employee productivity.

Noe Hollenbeck, Gerhart and Wright (2010) see performance management initiatives as key elements in enhancing results from individual employees and the organization in general. Water and sewerage companies can use initiatives to ensure that employees are abreast of what is expected of them in respect of performance and conduct. Performance management programmes start by the organization having the right people. This is done during recruitment and selection. The company ought to focus on employee improvement by having regular meetings to know their strengths and weaknesses. Designing effective compensation and recognition system, providing career development opportunities and providing feedback are important steps in performance management initiatives.

The purpose of performance management is to attain operational effectiveness. The performance management programmes are designed to link performance to rewards. In performance management, individual employee performance may be measured against the set objectives with the aim of making compensation decisions. It is averred that organizations need to include other staff other than the senior staff in making decisions in meetings. This is to ensure that the performance targets and standards are met by all the employees. It is further noted that educational initiatives, ongoing training and departmental assistance are important facets in performance management (Korir, Rotich & Bengat, 2015).

A study conducted by Mehra (2015) assessed the performance management practices adopted by organizations in different countries. The aim of the study was to determine the performance management practices adopted by countries in the world. The study was reliant on past literature regarding performance management practices. It was noted that in the United States, organizations use the said practices for decision making in promotion, payment and rightsizing. There are other organizations that use the performance management practices in employee development, training and mentoring. A study carried out by Anyadighibe, Awar, Sunday and Eneh (2014) sought to determine the problems that affect managers' job performance in government parastatals. The Cross River State Water Board in Nigeria was put into focus. The study purposed to pinpoint the problems that bedevilled job performance in the stated water board. Descriptive research design was used where questionnaires were used to collect data from the selected employees. It was noted that training, provision of conducive environment job security have a positive effect of performance of managers.

A study by Kalashe (2016), analyzed employee perception on the implementation of performance management system in the Amatola Water Board in Eastern Cape in South Africa. The main focus of the study was the implementation of the performance management system at the company. This study used descriptive research design. Interviews, questionnaires and observations were used to gather primary data. The executive management, professional and managers were selected for the study. It was found that the company implemented performance management system but faced several challenges. In the study, it was noted that goal setting where all employees are involved, reviewing policy on promotion and providing training needs are vital in ensuring success.

In Tanzania, Maimuna (2017) examined the effect of employee engagement on organizational performance. The case was Dar es Salaam Water Sewerage Corporation (DAWASCO). The object of the study was to unearth the influence of employee engagement on the performance in DAWASCO. A qualitative research approach was used where questionnaires and interviews were adopted in obtaining data. A total of 50 employees working with the aforementioned company were selected. It was established that highly engaged employees can increase productivity. Notably, providing ongoing training in regard to the set goals, involving employees in decision making and creating good rapport between management and employees could further improve work performance.

A study conducted by Nyauntu (2015) assessed how water sector reforms influenced employee productivity at Lake Victoria North Water Services Board. The main aim was to examine how contextual factors, proxied by communication, employee education and employee involvement and participation affected their productivity. Descriptive survey was employed. Employees working with the said company were targeted where 115 were selected to participate in the study. Questionnaires were used to collect data. It was found out that there were no open communication to the employees regarding progress of reforms neither were they involved in participating in decision making. It was concluded that communication regarding goals, progress on any changes is vital for enhancing employee productivity.

Another local study was conducted by Mucai (2011). It examined employee performance management process with special interest in Nairobi City Water and Sewerage Company. The general objective of the study was to examine the employee performance management process at the stated company. A case study design was adopted. Interview guide was used to collect data from the selected director of human resources, commercial director and administration manager. The results depicted that the company had employee performance management process in place. The performance management practices at the company were aimed at improving employee motivation and encouraging employees voice their concerns. The process involved setting targets, planning employee performance, measurement of the performance and review of the performance.

2.5. Literature on Employee Performance

Employee performance reflects on how well the employees use the resources to generate results. It can be assessed through the level of their productivity. The performance of employees not only rests on their knowledge, skills and expertise but also on the working environment. It is stated that employee performance is the individual work achievement after using the required resources and effort (Karakas, 2010). Employee performance vary from one employee to another due to factors such as skills, level of motivation and job satisfaction, role definition and experience among others.

A study carried out by Jenitta and Elangkumaran (2014) in Sri Lanka examined the quality of work life and job satisfaction. The main aim was to establish how the quality of work life influenced job satisfaction in National Water Supply and Drainage Board in Trincomalee District. The study used primary data that was sourced from selected employees of the organization, and secondary data which was obtained from articles and journals. In the study, it was noted that the quality of work life in an organization enhances employee and organization productivity. The provision of safe and good working environment noted to spur job performance.

A study in Nigeria carried out by Lamidi (2005) established the impact of training on service delivery in Nigeria. The study looked into Kogi State Water Board. The objective of the study was to determine the effect training employees had on service delivery. The study was a survey where the management staff and supervisors working with the parastatals were considered. Questionnaires were used to obtain primary data from the selected employees. The results showed that employee work performance was attributed to training and skills. Employee training is vital for performance and employee productivity especially while delivering services to the public.

A study conducted by Nyauntu (2015) sought to determine the effect of water sector reforms and employee productivity. The organization on focus was Lake Victoria North Water Services Board in Kisumu, Kenya. The purpose of the study was to examine how the implemented water sector reforms impacted on productivity of employees. The descriptive survey design was adopted where employees working with the organization were targeted. Questionnaires were used to gather primary data. The results illustrated that the reforms introduced influenced negatively the attitude and perception of employees regarding their work. This was due to poor communication on progress on reforms, poor leadership and lack of preparedness for change. These negated the employee performance at the organization.

3. Research Methodology

3.1. Research Design

The roadmap of carrying out a research study describes research design (Kothari, 2004). This implies the choice of a research design is likely to determine how the entire study will be conducted. This study will adopt a survey research design and deductive approach. The choice of the survey design is founded on the fact that the study will involve obtaining a sample of staff working with KIWASCO whose views regarding employee engagement programmes and employee performance will be examined and analyzed. This is in conformity to Check and Schutt's (2012) assertion that survey research involves collection of data from a sample of individuals. Deductive approach implies that the study will be interested in drawing conclusions with regard to employee engagement programmes and employee performance particularly in the context of water and sewerage companies in Kenya.

3.2. Target Population

The entire population to which the interest of a study centres on constitute the target population. It is the group of members with the specific attributes of interest and relevance in respect of a given research (Creswell, 2003). According to Bartlett, Kotrlik and Higgins (2001), when all individuals of a target population who are not likely to participate in the study due to among other factors, lack of their accessibility, are removed from the target population, the resultant smaller population is referred to as the accessible population. In respect of this study, the accessible population will involve all employees working with KIWASCO whose number 186.

3.3. Sampling Technique

The distribution of the staff working with KIWASCO as illustrated in Table1 is heterogeneous. Therefore, in order to ensure fair and equitable distribution of respondents across all departments, stratified random sampling method will be employed (Kothari, 2004) where various departments within the Company will constitute strata. A structured questionnaire will be used to facilitate data collection. The distribution of the sampled respondents will thus be as shown in Table 1 below.

Department/Section	N	Sampling Proportion (%)	n
Accounts and finance	16	8.6	11
Administration and operations	126	67.7	86
Procurement	14	7.5	9
Project	13	7.0	9
Technical	17	9.1	12
Total	186	100	127

Table 1: Sample Distribution

3.4. Research Instrument

A tool that is used to facilitate collection of data is referred to as a research instrument. According to Mugenda and Mugenda (2009), the choice of such a tool is informed by the research design, research approach, and the objectives of the study. Pertinent to this study a self-administered questionnaire will be used to assist in data collection from the sampled respondents. The questionnaire will contain close-ended data items which will be on a Likert scale. The data items will be in line with both the study objectives and variables.

3.5. Pilot Testing

A pilot study, which a small-scale study conducted before the main study and excluded from the said study (Bolarinwa, 2015), will be carried out amongst randomly picked employees working with Nakuru Water and Sanitation Company (NAWASCO). In line with Kothari's (2004) recommendation, the participant in this study will be approximately 10% (13) of the unit of analysis. The primary goal of conducting the pilot study will be to assess the validity and reliability of the data collection instrument (research questionnaire).

3.6. Validity Testing

The extent to which a tool measures what it purports to measure is referred to as validity. This study will be interested in determining the internal validity which expresses the accuracy of measures obtained from research in quantifying what they were designed to measure (Wong, Ong & Kuek, 2012). In particular, content validity will be determined using expert opinion of the assigned University supervisor.

3.7. Reliability Testing

According to Rothman (2008), reliability describes the degree to which the results obtained by a measurement and procedure can be replicated. With regard to the present study, the Cronbach's alpha coefficient will be used to test the reliability of the research questionnaire. The choice of this measure is premised on the fact that, it is the most commonly used measure of internal consistency reliability, and that the data items will be ordinal (Oluwadita, 2013). A reliability coefficient of 0.70 and above obtained from analysis facilitated by the Statistical Package for Social Sciences (SPSS) will be considered acceptable reliability.

3.8. Data Collection Procedure

The researcher will obtain a letter of introduction from the University (Jomo Kenyatta University of Agriculture and Technology) which will be used to apply for a research permit and authorization letter from the National Commission of Science, Technology and Innovation (NACOSTI). This will be followed by seeking the approval of the senior management of KIWASCO to be allowed to collect requisite data. The questionnaire will be self-administered. The respondents will be allowed a maximum of five working days to fill in the questionnaires after which they will be collected.

3.9. Data Analysis

The collected data will be analyzed with the assistance of the SPSS Version 24 software. The analysis will capture both descriptive and inferential statistics. The descriptive statistics will include frequencies, percentages, means and standard deviations which will be measures of distribution, central tendencies, and dispersion respectively. In addition, inferential statistics that will be used are Pearson's Product Moment Correlation Coefficient (PPMCC) and multiple regression. The following regression model will be adopted.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y	represents	Employee performance
β_0	represents	constant
X_1	represents	Performance management programmes
X_2	represents	Career-specific mentoring programmes
X_3	represents	Employee reward programmes
X_4	represents	Job rotation programmes
ϵ	represents	Error term
$\beta_1, \beta_2, \beta_3, \beta_4$	represent	Regression coefficients of predictor variables

The null hypothesis was tested using t-statistics and at 95% confidence level (p-value = 0.05). The results of the analysis were presented in table format.

4. Results and Discussion

Data were subjected to descriptive and inferential analysis.

4.1. Descriptive Analysis

The data collected with regard to study objective and variables (performance management programmes and employee performance) were on a 5-point Likert scale as illustrated below.

1: Strongly Disagree (SD), 2: Disagree (D), 3: Not Sure (NS), 4: Agree (A), and 5: Strongly Agree (SA)

The descriptive statistics presented are measures of distribution (percentages), measures of central tendencies (means), and measures of dispersion (standard deviations – std dev.).

4.2. Performance Management Programmes

The study put into perspective the opinions of selected staff working with KIWASCO in respect of performance management programmes. The results on the same are depicted in Table 2 below

	1 SD (%)	2 D (%)	3 NS (%)	4 A (%)	5 SA (%)	Mean	Std. Dev
There are clear performance appraisal standards in our company.	0.0	0.0	0.0	10	90	4.90	.304
I am fully engaged in developing setting performance targets.	0.0	2.5	0.0	25.0	72.5	4.68	.616
All of us are always involved in setting expectations of our department	0.0	0.0	0.0	67.5	32.5	4.68	.474
I am involved in planning performance of our department.	0.0	0.0	0.0	35.0	65.0	4.65	.483
There is a slow communication channel across departments.	0.0	2.5	7.5	17.5	72.5	4.60	.744
Performance feedback is given on regular basis.	0.0	5.0	5.0	17.5	72.5	4.58	.813
The expected performance is effectively communicated to us by the management.	0.0	2.5	2.5	35.0	60.0	4.53	.679
Our company ensures that there is effective communication in our department.	0.0	5.0	12.5	17.5	65.0	4.43	.903

Table 2: Descriptive Statistics for Performance Management Programmes

As illustrated in Table 2 an analysis into performance management systems was also conducted. An overwhelming majority of the respondents (90%) fully concurred that there were clear performance appraisal standards in their companies. In addition, most of these respondents (72%) also strongly agreed that they were fully engaged in setting performance targets. It was also found that each respondents was in agreement with the view that all of them were always involved in setting expectation of their departments. Many of the respondents (65%) also strongly agreed with the view that they were involved in planning performances of their departments. Furthermore, a majority of the respondents (72.5%) strongly concurred with the view that there were slow communication channels across departments. A similar number of participants (72.5%) also strongly supported the view that performance feedback was given on a regular basis. Moreover, a larger part of the respondents (60%) felt it was very true that the expected performance was effectively communicated to them by the management. Lastly, more respondents (65%) strongly approved the view that their company ensured that there was effective communication in their departments in comparison to those who did not.

4.3. Employee Performance

The employee performance was parameterized by several crucial indicators. These included number of customers served, service quality, employee efficiency, teamwork, also the types of customers served. The views of a sample of KIWASCO's staff were sought regarding the aforesaid indicators characterizing employee performance. The results of these views are presented in Table 3 hereunder.

	1 SD	2 D	3 NS	4 A	5 SA	Mean	Std. Dev
Our company has increased the types of customers it serves.	0.0	0.0	0.0	17.5	82.5	4.82	.385
The number of customers served has increased significantly.	0.0	0.0	0.0	25.0	75.0	4.75	.439
We have increased frequency of working as a team or in groups.	0.0	0.0	2.5	27.5	70.0	4.68	.526
The quality of work/service has remarkably improved as reflected by reduction in customer complaints.	0.0	0.0	0.0	35.0	65.0	4.65	.483
Employees have become more efficient.	0.0	0.0	2.5	30.0	67.5	4.65	.533

Table 3: Descriptive Statistics for Employee Performance

The investigation also probed employee performance as presented in Table 3 Accordingly, it was established that most of the respondents (82.5%) were in strong agreement with the view that their company had increased the types of customers it served. It also found that majority of the respondents (75%) firmly upheld the statement that the number of

customers served had increased significantly. Moreover, a large segment of the respondents (70%) strongly consented to the opinion that they had increased frequency of working as teams or in groups. It was also determined that majority of the staff members taking part in the study (65%) felt that the argument that the quality of work/ service had remarkably improved as reflected by reduction in customer complaints firmly conformed with their belief. Lastly, many respondents (67.5%) were in strong agreement with the view that employees had become more efficient.

4.4. Correlation Analysis

The Pearson's Product Moment Correlation Coefficient was employed to examine the relationship between performance management programmes and employee performance. The results to this effect are presented in Tables 4

Performance Management Programmes	Employee Performance	
	Pearson Correlation	.524**
	Sig. (2-tailed)	.001
	n	120

Table 4: Correlation between Performance Management Programmes and Employee Performance
**. Correlation is significant at the 0.01 level (2-tailed)

It was established as shown in Table 4 that, there existed a positive, moderately strong and statistically significant relationship between performance management programmes and employee performance ($r = 0.524$; $p < 0.05$). The results were interpreted to mean that as performance management programmes were enhanced the greater the likelihood of improving the employee performance moderately and substantially. The results emphasized the importance of the aforesaid programmes in enhancing performance of employees at KIWASCO. The management should thus embrace and implement such programmes as performance appraisal where performance standards should be set with the involvement of the firm's employees.

4.5. Regression Analysis

Simple linear regression analysis was carried out to determine the influence of performance management programmes on employee performance at KIWASCO. The pertinent results are shown in Tables 5 to 6.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524 ^a	.274	.255	.32694

Table 5: Summary Table
a. Predictors: (Constant), Performance Management Programmes

As shown in Table 5, it is apparent that performance management programmes explained 27.4% of variance in performance of employees working at Kisumu Water and Sewerage Company. The remaining proportion (72.6%) could be explained by other factors which did not constitute this study

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1.534	1	1.534	14.354	.001 ^a
	Residual	4.062	38	.107		
	Total	5.596	39			

Table 6: ANOVA
a. Predictors: (Constant), Performance Management Programmes

According to the analysis of variance shown in Table 6, F-statistic ($F_{1, 38} = 14.354$; $p = 0.001$) was statistically significant at p -value = 0.05. The results meant that there was a linear relationship between performance management programmes and employee performance. Therefore, the linear regression model linking the aforesaid two variables was feasible to be employed in assessing the effect of the aforementioned programmes on employee performance. The results to this effect are presented in Table 7.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.673	.540		4.950	.000
	Performance Management Programmes	.440	.116	.524	3.789	.001

Table 7: Regression Coefficients
a. Dependent Variable: Employee Performance

In accordance with the results shown in Table 7, it is apparent that 0.440 unit change in performance management programmes occasioned 1 unit change in employee performance when other factors were held constant. Additionally, it was established that the effect of performance management programmes on employee performance was statistically significant ($t = 3.789$; $p = 0.001$) at p -value = 0.05. These results mirrored the findings of F-statistics as shown in Table 6, and led to the rejection of the null hypothesis which stated that there was no significant effect of performance management programmes in employee performance. The alternate hypothesis was thus considered to be true.

5. Conclusions

With regard to the findings, the study made several conclusions from the findings. It was concluded that KIWASCO had clear performance appraisal standards and it engaged its employees when setting its performance targets. The study concluded that employees were always involved in setting expectations and planning performance for their respective departments. The study also inferred that there were slow communication channels across the departments. The study, further, concluded that performance feedback was given on a regular basis and the expected performance was effectively communicated. It was also concluded that KIWASCO ensured that there was effective communication in its departments. Moreover, the study inferred that performance management programmes were crucial at influencing performance of employees working at the aforesaid water company.

6. Recommendations

The study made various recommendations in relation to the conclusions. In respect of performance management programmes it was recommended that firms should comprehensively involve employees in their performance management practices in order to enhance their performance. The study also recommended that the company should establish effective, fast and reliable communication channels within its various departments so as to ensure easy communication and feedback regarding performance. There should be sound programmes to manage employee performance.

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