



**WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE IN INDEPENDENT
CONSTITUTIONAL COMMISSIONS IN KENYA**

¹Iha John Menza, ²Dr. Kamaara Mary

¹Masters Student, Jomo Kenyatta University of Agriculture and Technology

²Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Worldwide workers respond quite differently to work settings, which poses challenges for independent constitutional commissions operating in numerous countries that need adjustments to human resource practices to optimize performance levels at the workplace. This study sought to establish the influence of work-life balance on performance of independent constitutional commissions in Kenya. The study focused on the following specific objectives; organizational policies and personnel management and one dependent variable; employee performance. The study was anchored in the following theories; spillover, organizational support, integration theory and social exchange. The study adopted descriptive research design. The study collected both primary and secondary data. Primary data was collected using structure and non-structured questionnaire while the secondary data was collected through in-depth review of published work and journals. The target population of the study was the eleven (11) independent commissions in Kenya. The sample size of the study was eighty-eight (88) comprising of commissioners and secretariats. The study used multiple regression model to depict the relationship between the dependent and independent variables. Statistical packages for social sciences (SPSS) version 28 were used to analyze quantitative data while qualitative data was analyzed through content analysis. The results were presented in tables, graphs and pie charts. In addition, the study concludes that organization policies have a positive and significant effect on employee performance in independent constitutional commissions in Kenya. The study also concludes that human resource management has a positive and significant effect on employee performance in independent constitutional commissions in Kenya. This study therefore recommends that flexible policies be set within the independent constitutional commissions to allow for healthy working conditions. In addition this study therefore recommends that independent constitutional commissions should ensure there is effective systems for working time and that employees are accorded retirement benefits.

Key Words: Work-Life Balance, Management Practices, Human Resource Management, Employee Performance

Background of the Study

Globally, the term work-life balance considered a personal issue was first used in the United States in 1986 to give an insight into the trend of people spending more time on work-related tasks and very little time on other aspects of their personal lives. In the contemporary business environment, the impressive performance of organizations is directly attributed to work-life balance. Work-life balance is a function of organizational effectiveness, despite the fact that few companies actively promote it (Chen & Li, 2015). Work-life balance is defined as the balance that an individual requires between time allocated for work and other parts of life (Tembur, 2017). It is hypothesized that if appropriately utilized, work-life balance can lead to improved performance and vice versa (Pukien & kudien, 2016). Causes of work imbalances can range from gender-related issues, marital status, inflexible work schedules, and family characteristics (Chang, Gong, Way & Jia, 2016). The modern career individual is continually challenged by the never-ending demands of the workplace; yet as soon as today's career man or woman is done with his/her duties at the office, he/she is again faced with more commitments and responsibilities at home. Successfully balancing work and family life has a major impact on performance.

Yanqing *et al.* (2017) contended that time management is a factor that minimizes work-life conflicts in any competitive organization. Employees without timeframes for completing particular tasks allocated can experience work-life conflict due to unaccomplished tasks at the right time. Poor time management among workers can be a source of conflict in any organization if there is no clear framework or plan for accomplishing the set targets. On the other hand, it was observed by the author that employees who find it difficult to accomplish their goals at the right time can decide to resign from their current position as pressure piles up from the top or lower-level management.

Karlsson (2018) postulated that working in pressure-filled situations may contribute to a lack of sleep among workers. A working environment characterized by noise, dust, movements, or too much concentration on computers may make employees decline in their daily performance. In order to manage stress at the workplace, it is advisable for employees to take a break from their daily routine duties and engage in other social activities to refresh their minds and intellectual capacity. Adapting to new technology at the workplace is seen to be a constant change in the business world that requires employees who are equipped with relevant skills and training in order to manage new challenges associated with the implementation of the emerging technologies that become a source of stress if not effectively managed.

Regionally most studies in recent times, there has been an upsurge in the consideration of the pressures that work has on the family as well as the life of employees in Africa, a case of Nigeria. The realities of African patriarchal society have brought about serious challenges for women employees both at home and in organizations causing them to be pressured, which is largely responsible for the nature of performance they bring to work (Uzoечи & Babatunde, 2017). African women are regarded as the guardians of their children's welfare and have explicit responsibility to provide for them materially, emotionally & socially. This places a great burden on women employees further straining their capability to balance work and non-work demands.

Similarly, to other nations, the Rwandan Government is striving to reform its civil service under its general development program and, in particular, within the scope of its strategy to alleviate poverty. These reforms are in line with the concern for good governance, as it is a continuous human resource management process designed to bring about public service efficiency in Ministries, public institutions, and specialized bodies. Changing economic conditions, social demands, responsibilities in organizations, and legislative pressure all contribute to pressure for

work-life balance (Muchiti & Gachunga, 2017). Furthermore, the predicament of a catastrophic situation following the 1994 genocide resulted in a significant loss of human resources in all areas of public service, along with the collapse of public infrastructure and management systems.

This means that more input & work intensification is constantly required from the employees leading to much greater levels of stress in organizations. Even though Rwanda's civil service reforms are aimed at helping the Government satisfy the basic needs of the people and contribute to solving problems affecting various communities (Ministry of Civil Services and Labor, 2012), human resources remain the most important factor for the effectiveness and efficiency in achieving these objectives. Government, institutions, and organizations should therefore create workplace environments where people can achieve work-life balance and well-being. A satisfied and contented workforce positively impacts the success and performance of organizations.

As the work environment becomes more dynamic day by day, it is important that the independent constitutional commissions ensure there are better work-life balances as this impacts employee performance. Work-life balance can be described as the balance that an individual need between time allocated for work and other aspects of life. To a great extent, issues related to employee stress and other related diseases like depression are attributed to work-life conflicts. Gachunga and Mumanthi (2016) established that despite training workers to enhance performance, work-life balance is also an important factor that stimulates the performance of the organization. It is not limited to one's personal life or work role. WLB is a critical topic that affects a variety of employees across all independent constitutional commissions. It continues to have an impact on a person's mental, social, economic, and psychological well-being. Francisca & Ozochukwu (2015)

Most of the workers in independent constitutional commissions are suffering from work-related illnesses such as stress due to a lack of flexible working schedules to address other social issues such as leisure and family issues. Ogutu, Sagwa, and K'Obonyo (2015) identified that in any competitive entity, work-life balance is an essential component of organizational performance. Organizations with tight work schedules can result in employee turnover in the organization due to health-related issues such as depression which can lead to suicidal behaviors among workers if not effectively managed.

Locally Countries in East Africa specifically Kenya have continued to come up with innovative work-life balances that will counter this disparity. The ever-changing demographics in the labor market are another element pushing organizations to embrace flexibility and balance as they make efforts to arrest any top talent outside their organization (Mukururi & Ngari, 2014). Every employee has a personal and professional life; both of these are very difficult to separate. If an organization wishes to have better performance and more commitment from employees, then they have to be happy and satisfied. Mukururi & Ngari (2014) adds that for higher levels of employee performance to be achieved in an organization, an employee must fulfill his/her individual right to have a fulfilled life inside and outside work. This right however must be accepted and respected, to the mutual benefit of the individual and the organization.

Employees who took self-management measures such as adequate sleeping patterns and a balanced diet may influence organizational and employee performance. Independent constitutional commissions need the high performance of individual employees to ensure that they achieve their constitutional mandate. This study, therefore, focuses on establishing the relationship between work-life balance and employee performance in the independent constitutional commissions in Kenya. Work-life balance involves the minimization of work-

related stress and the establishment of a stable and sustainable way to work while maintaining health and general well-being (Sarah Fisher 2019).

Moreover, employees in the banking sector in Kenya have to put in more work characterized by high-level commitments, deadlines, and unpredictable peaks and troughs during the course of the working time (Mukururi & Ngari 2019). Most major banks have their busiest branches in the Central Business Districts hence employees working in the central business district work longer hours, their work is more complex and intensified hence experiencing a lot of work pressure and creating a culture of poor work-life balance (Mukururi, 2019). The foregoing makes work hectic and strenuous thereby creating enormous stress due to work-life conflict and hampering employees' performance in the organization which may affect performance in the long run (Yeandle, Bennet, Buckeneyl, Suokas, & Shipton 2018). This is not different from employees working in the independent constitutional commission in Kenya.

Muindi (2015) carried out a study on WLB practices adopted in horticultural farms in Kenya and established that the inability to create a balance between work and personal life could affect employees' Performance. There is a work-life balance correlation between WLB and employee performance. Thus there is a significant increase in performance when programs to assist the employees in achieving a balanced work-life are introduced. The emphasis put on achieving targets set in performance contracts in the Constitutional Commission had led to an increased workload which puts a strain on the employees, consequently causing an imbalance between work and life of the employees and hence impacting negatively on their performance. Further, the direct relationship between work-life balance and performance particularly in the independent constitutional Commissions remained relatively insufficient in the Kenyan context leading to insufficient empirical literature.

Employees in Kenyan independent commissions need to play a great role in delivering quality services and creating a pool of satisfied customers. Despite their key role, there persist work-life policies and challenges in the implementation of existing policies by Kenyan organizations. Muinde (2015) observed that Kenya's organizations are slowly adopting and implementing WLI to benefit their employees. Long hours working culture is common among many institutions and in such circumstances employees are more likely to experience work-family conflict hence this affects performance.

Statement of the Problem

Employees in independent constitutional commissions encounter tremendous pressures amounting to significant workloads thus they are often occupied in their work context by limiting their personal time. Work-life balance refers to how an individual manages two completely separate functions in their professional and personal lives, and how they attain happiness in both (Shaffer, Richie, Western & Wurt 2016). There is a high rate of suicidal cases approximated to be 7% annually among the National police officers in Kenya (Human Rights Watch Report, 2017), the inability of the government to increase the number of police officers up to the expected ratio as recommended by United Nations (UNDP, 2017), involvement of police officers in crime and terrorism activities, the public outcry on services provided by the National police officers are all issues of concern that necessitates this study to be conducted to unearth the problem.

Despite extensive studies which have been carried out globally, for instance, Ombudsman Report, Independent Police Oversight Authority, 2016), it is noted that there exists disputed evidence on the link between work-life balance and organizational performance from one context to another thus forms the background against which this study will be conducted to establish the

influence of work-life balance on the performance of independent constitutional commissions in Kenya.

Strathmore Business School (2018), most organizations in Kenya lack policies that support the well-being of employees' families. The independent constitutional commissions are not an exception. Implementation of work-life balance (WLB) policies in Kenya has not been effective. Despite the fact that policies have been documented in the staff rules and regulations and the collective bargaining agreement for union staff, independent constitutional commissions have not made deliberate efforts to implement the policies, and the majority of the staff are not aware that such policies do exist.

This shows that independent constitution commissions, there has been very little research on work-life balance and performance. The researches done primarily concentrated on the effects of employee empowerment and work-life balance on productivity, while ignoring the critical component of performance. They didn't pay attention to aspects of work-life balance including self-management, time management, stress management, change management, technology management, or leisure time management. As a result, the goal of this study is to fill in the gaps in as exhibited from the studies done on work-life balance and employee performance in the independent constitutional commission.

General Objective

The general objective of the study is to establish the influence of work-life balance on employee performance in independent constitutional commissions in Kenya.

Specific Objectives

- i. To determine the influence of management practices on employee performance of independent constitutional commissions in Kenya.
- ii. To Examine the influence of Human resource management on employee performance in independent constitutional commissions.

Theoretical Review

Organizational Support Theory

Employees construct a common view of how much the organization values their contributions and cares about their well-being, according to organizational support theory. Employees' requirements for affiliation, approval, emotional support, and esteem will be addressed when they believe their organization values their contribution and cares about their well-being, causing them to identify the organization's well-being as their own and feel emotionally tied to it (Rhoades, Eisenberger, and Armeli, 2011). The organization's legal, moral, and financial accountability for the activities of organizational policies, norms, and culture that provide continuity and prescribe role behaviors enhances this personification of the organization. They also increase the influence that the company's agents have over individual employees. Employees' perceptions of their importance to the organization are based on how well the organization treats them as a result of this personification.

Rhoades and Eisenberger (2002) postulated that fair treatment, supervisory support and rewards, and a favorable job are the predictors for organizations' support. Employees who receive organizational support from the workplace are likely to create long-term relationships with the organization. It also provides opportunities to progress professionally to its staff, while the workers play an important role in the organization's growth and success. People join organizations with personal needs, desires and skillsets, and in return anticipates finding a

workplace environment where their abilities can be utilized and most of their basic needs satisfied (Dessler, 2012). This theory supports my objective on self-management and its relationship with employee performance as organizations that supports its employee on all aspects make the employees perform better.

Human Capital Theory

This theory was proposed by Schult,(1961) and developed by Becker,(1994) it suggests that HRM practices can directly influence employee performance. It argues that Workers have a set of skills developed by education and training that generates a stock of productive capital. Employees and employers each derive benefits from investment in creating human capital. The level of pay should supply both parties with a reasonable return on that investment. Human capital constitutes a key element of the market worth of a company.

People in organizations add value and there is a case for assessing this value to provide a basis for HRM planning and for monitoring the effectiveness and impact of HR practices. The process of identifying measures and collecting and analysing information relating to them will focus the attention of the organization on what needs to be done to find, keep, develop and make the best use of its human capital. Measurements can be used to monitor progress in achieving strategic HR goals and generally to evaluate the effectiveness of HR practices. The defining characteristic of Human Capital theory is the use of metrics to guide an approach to managing people that regards them as assets and emphasizes that competitive advantage is achieved by strategic investments in those assets through employee engagement and retention, talent management and learning and development programmes.

Human capital represents the human factor in the organization; the combined intelligence, skills, and expertise that gives the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating, and providing creative thrust which if properly motivated can ensure the long-term survival of the organization. These can be regarded as the intangible resources associated with people which, together with tangible resources (money and physical assets), comprise the market or total value of a business. Bontis(1998) defines intangible resources as the factors other than financial and physical assets that contribute to the value-generating processes of a firm and are under its control.

Human resource management practices are critical and depict the relationship between work-life balance and performance in an organisation. This theory supports my objective on human resource management and its relationship with employee performance in the independent constitutional commissions.

Conceptual Framework

A conceptual framework is a structure that the researcher believes can best explain the natural progression of the phenomenon to be studied. From a statistical perspective, the conceptual framework describes the relationship between the main concepts of a study. It is arranged in a logical structure to aid provide a picture or visual display of how ideas in a study relate to one another (Grant & Osanloo, 2014).

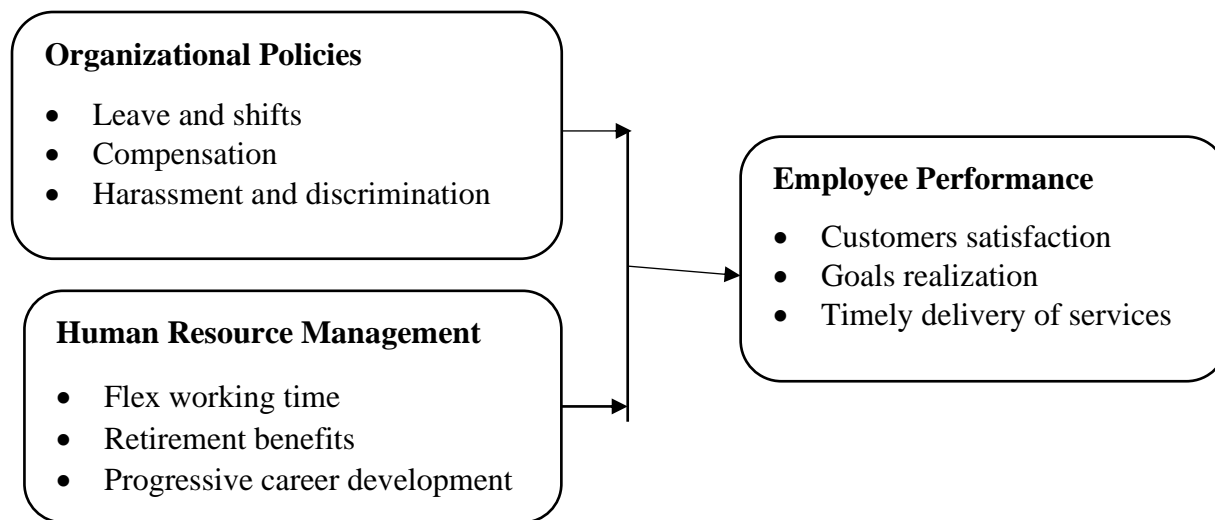


Figure 2. 1: Conceptual Framework
Independent Variable

Dependent Variable

Organizational Policies

Aybars (2007) suggests that along with Denmark, France is one of the pioneers of family-friendly measures. In Japan, the combination of an aging workforce and a falling birth rate led Japan to encourage the establishment of flexible work-life balance practices (Cole, 2006). This is not less in the independent constitutional commissions in Kenya. Some of these organizational policies that are very important in work-life balance and performance are;

Leave is the amount of hours'/days employees of an organization are permitted to be away from their employment position within a period of time without consequences. This time off is paid by the company and employees are allowed to request the time for any reason they wish to be off work. It also gives the ability for an employee to release themselves from work stress and create a balance between work and their family activities. The employment act 2007 provides Annual leave, maternity leave and Sick leave.

Fringe benefits are forms of indirect compensation given to an employee or group of employees as a part of organizational membership (Mathis and Jackson, 2017). These can be the form of employee security benefits, Health Protection Benefits.

Compensation is the remuneration received by an employee in return for their contribution to the organization. It is an organized practice that involves balancing the work-employee relation by providing monetary and non-monetary benefits to employees. Compensation includes payments such as bonuses, profit sharing, overtime pay, recognition rewards, and sales commission. Compensation is an integral part of human resource management which helps in motivating the employees and improving organizational effectiveness, (Gloria Oyiolo, 2018).

Discrimination can be expressed through "harassment," when a boss, supervisor, or co-worker says or does something that creates an intimidating, hostile or threatening work environment. Harassment is illegal if it is based on a personal characteristic or status protected under anti-discrimination laws, (Ann snook, 2021). Harassment and discrimination affect the entire workplace culture. Keep employees safe and treat them fairly by developing policies and procedures that prohibit behaviors such as: sexual harassment, bullying, verbal and physical harassment, stalking, hiring discrimination, workplace discrimination. Information on how to report harassment and discrimination and explaining that the independent constitutional

commissions will not retaliate for reporting will have a significant influence on the conduct and performance of individual employees.

Human Resource Management

HRM is the process of recruitment, selection of employees, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labour and with trade unions, maintaining employees' safety, welfare and health by complying with labour laws of concern state or country, (CIPD, 2014).

Schedule flexibility is a work arrangement whereby employees are allowed to decide the time of the day they start and stop their job-related work usually around a band of core hours where each employee must be present (Carlson, Grzywacz, & Kacmar, 2014). The scheduling program allows full-time employees to choose their starting and finishing times daily, provided the tasks that are supposed to be done are completed within those number of stipulated hours (Nabe-Nielsen, Garde, Austb, & Diderichsen, 2012).

Flexible working hours is one of the methods used to maintain work-life balance because those who have fulfilled a certain amount of time can spend the spare time on their own interest and responsibilities (Aycan, Al-Hamad, Davis, & Budhwar, 2015). For instance, employees with flexible time will have to fulfill a certain amount of time weekly. Flexible work schedules contribute to valued organizational outcomes such as productivity, absenteeism, and job satisfaction (Carlson, Grzywacz, & Kacmar, 2010). In a study of young and inexperienced job seekers without caregiving responsibilities, Carless and Wintle (2007) found that organizations offering flexible career paths and dual career paths were perceived as significantly more attractive than those offering only traditional career paths. In fact, there is evidence to suggest that workers believe that schedules can hinder career development (Beautell, 2017). Further, women on flexible schedules may be perceived as having less job-career dedication and less advancement motivation (Beautell, 2010; Rogier & Padgett, 2004).

Yet cooper has argued that the future of working can be liberating giving power and control to employees. The reasons for low turnover in organizations by employees according to Brigitte, Kroon, and Charissa (2013) are work experience, career development, and independence among others. All these motives of employees help organizations to align HR practices accordingly and help them with employee retention. Employees must be able to see a clear career path in the organization, only then they will stay for long (Gaurav Bagga, 2013).

Empirical Review

Organization Policies and Employee Performance

Studies show strong links between work-life balance and organizational policies, increased performance, and job satisfaction (Jawaharrani, 2010). In unionized settings, flexible scheduling and leaves may be codified in the collective bargaining agreement, but access to and use of work-life flexibility practices often vary across jobs and departments within the firm, similar to nonunion settings. Work-life flexibility includes not only flexibility for family needs but more broadly, flexibility for workers who have flexible needs other than elderly or child care (Aycan & Eskin, 2007). Research by Francis and Lingard (2004) suggests that flexibility in work arrangements can enable employees to integrate and overlap their work and family responsibilities as well as assist them to achieve a healthy balance between work and family.

Modern life is often high-pressured; and more so than for previous generations. Today with the idea of 'perfect' being incessantly portrayed on social media young adults and working families come under a lot of pressure to conform. This calls for organizational policies such as leave policies, compensation, and discrimination and harassment that should be in place. This is critical for work life balance and performance. This shows that it is important to have organizational policies in the independent constitutional which incorporates these important areas to enhance performance of the individuals.

Human Resource Management and Employee Performance

The newer generation of workers, generations X and Y are driving the trend of increasingly flexible work arrangements but older generations are advocating for flexible schedules as well. Numerous managers work overtime quite often creating an unwritten rule for close partners and other employees to also extend their schedules. In addition, visibility at work and, more precisely, having an extended work schedule is much valued by the management. This implies that employees who work only the mandatory 8 hours/day are usually viewed unfavorably by others. 24 Work-life flexibility practices give employees the prerogative to adjust when, where, and how they work in order to balance work and non-work demands. Common forms include leaves for health, caregiving, military, or personal reasons; flexible schedules such as flextime and telework; and scheduled work hours.

Flexible work arrangements benefit both the organization and employees (Hill, Hawkins, Ferris, & Weitzman, 2001) where they are connected to a number of positive outcomes for employees who access them including better mental health, and reductions in stress, burnout, turnover and absenteeism, and increases in retention, loyalty, job satisfaction, innovation, creativity, performance and productivity (Galinsky, Bond, Sakai, Kim, & Giuntoli, 2008). For a non-profit organization, the flexibility may come with the ability to organize staffing in line with the varying needs of clients or with peaks and troughs of workload. As much as flexibility has advantages such as staff morale, motivation, productivity, reduced staff turnover, reduced absenteeism and reduced staffing costs, there are also costs associated with flexible arrangements such as set up costs for technology to work from home. The successful implementation of flexi-work arrangements contributes to a conducive and supportive work environment which enables companies to attract, motivate, and retain valued employees who are dedicated and committed to playing an important role in helping their organization achieve business success (Glinsky et al., 2008).

Serving as a tax-advantaged means of accumulating retirement income, can enhance Performance. Pensions strongly influence workers' behavior, giving younger workers a compelling reason to continue working for their employer and encouraging older workers to retire on a timely basis. Empirical evidence indicates that pensions influence the type of worker a firm attracts and can help an employer attract workers who exhibit desirable behavior patterns (Ippolito, 2018). In America, by the end of the 20th century, retirement was a fully institutionalized life stage for most of its workers. Retirement became an earned benefit in reward for years of service to a particular organization, to an industry, or, more generally, to a productive society. Most importantly, in this transition, older workers in the final decades of the 20th century were exposed to models of retirement that offered leisure, freedom, and flexibility for the "final years" of life. While some of these models were structured around a primary component of leisure or recreation, perhaps the majority incorporated significant themes of productive engagement (Neil, 2000)

RESEARCH METHODOLOGY

Research Design

This is the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle established research questions through the collection, interpretation, analysis, and discussion of data (Akhtar, 2016). Research design is the strategy of carrying out a study to achieve the defined objectives. The design determines the identification of data sources, information requirements, and appropriate data collection methods, (Sekaran & Bougie, 2016). This study utilized the descriptive research design.

Descriptive research design entails observing and describing subjects without exerting external influence. Because of the nature of the study, descriptive research design captures the key characteristics of a situation from a neutral point of observation with direct references to the variables (Lambert, 2012). Descriptive research design illustrates an ideal situation where the researcher can conduct the study on work-life balance on the performance of employees in the independent constitutional commissions.

Target Population.

A target population is a certain group of the population that shares similar characteristics and is identified as the intended audience for a product, advertising, or research. It is a portion of the whole universe of people selected as the objective audience (Southampton Women's Survey, 2017). The target population of this study was both senior officers and commissioners in the eleven (11) independent constitutional commissions in Kenya. The total approximated population of the senior officers and commissioners is 25,600 persons. Source (Kenya School of Law)

Sample Size

A sample is a portion or part of the population of interest. The purpose of sampling is to gain an understanding of some features or attributes of the whole population based on the characteristics of the sample (Mugenda & Mugenda, 2003). Sampling selects a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho & Kombo, 2002). According to Fletcher (2017) the sample size should be large enough to represent a group of study and be in a position to convey as much information as possible. Because the study adopted a descriptive research design, the sample size was therefore be drawn from the entire population of independent constitutional commissions in Kenya.

The study used the rule of thumb to determine the sample size as originally proposed by Roscoe (1975). The rule of thumb states that a researcher can use 10% of the study population and if after using 10% the sample size is still big you can use 10% of it again

Total population = 25,600

Sample size= 10% of the population = 2,560

10% of 2,560 =256

Sample size = 256

Sampling Techniques

Sampling is a process used in statistical analysis in which a predetermined number of observations are taken from a larger population. The methodology used to sample from a larger

population depends on the type of analysis being performed. (Alicia Tuovila 2020). The researcher used purposive sampling and targeted the commissioners and secretariats in specific.

Data Processing and Analysis

The data collected from the participants was presented in terms of Tables, Pie Charts, and Graphs. This would give a clear presentation and processing of the data and ensure that all the data is recorded for analysis. The research used Micro Soft Excel and SPSS version 28.0 as the tools for data analysis. The researcher used multiple regression analysis for the study.

$$Y = B_0 + B_1X_1 + B_2X_2 + e$$

Where;

Y= Employees performance

B₀= constant

B₁X₁= Organizational policy

B₂X₂= Human resource management

e= Error Term

DATA ANALYSIS AND FINDINGS

Descriptive Statistics Analysis

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Descriptive statistics are broken down into measures of central tendency (mean), measures of dispersion (standard deviation), frequencies and percentage (Baggio & Klobas., 2017). This study used descriptive statistics with the help of Statistical Package for Social Sciences to analyze the study variables.

Organizational policies on Employee Performance

The first specific objective of the study was to establish the organizational policies on employee performance in independent constitutional commissions in Kenya. The respondents were requested to indicate their level of agreement on the statements relating to management practices and employee performance in independent constitutional commissions in Kenya. The results were as shown in Table 1

From the results, the respondents agreed that effective leadership practices positively influence employee performance (M= 3.986, SD = 0.765). In addition, respondents agreed that clear and transparent communication from management enhances employee understanding of organizational goals and expectations (M= 3.919, SD= 0.845). Further, the respondents agreed that managers who actively engage in open communication foster a more positive and productive work environment M= 3.908, SD= 0.771). The respondents also agreed that providing regular opportunities for skill development and training positively contributes to employee performance M= 3.900, SD= 0.508). The respondents agreed that a commitment to continuous learning and professional growth is evident in the organization's management practices (M= 3.876, SD= 0.545). Further, the respondents agreed that managers actively support employees in pursuing and achieving their career development goals (M= 3.855, SD= 0.766). In addition, the respondents agreed that regular recognition of employee contributions by management has a direct impact on job satisfaction and performance (M= 3.799, SD= 0.500). The respondents also agreed that constructive feedback from managers contributes to employee skill improvement and enhanced performance (M= 3.761, SD= 0.776).

Table 1: Organizational Policies and Employee Performance

| | Mean | Std. Deviation |
|---|--------------|----------------|
| Effective leadership practices positively influence employee performance. | 3.986 | 0.765 |
| Clear and transparent communication from management enhances employee understanding of organizational goals and expectations. | 3.919 | 0.845 |
| Managers who actively engage in open communication foster a more positive and productive work environment. | 3.908 | 0.771 |
| Providing regular opportunities for skill development and training positively contributes to employee performance. | 3.900 | 0.508 |
| A commitment to continuous learning and professional growth is evident in the organization's management practices. | 3.876 | 0.545 |
| Managers actively support employees in pursuing and achieving their career development goals. | 3.855 | 0.766 |
| Regular recognition of employee contributions by management has a direct impact on job satisfaction and performance. | 3.799 | 0.500 |
| Constructive feedback from managers contributes to employee skill improvement and enhanced performance. | 3.761 | 0.776 |
| Aggregate | 3.876 | 0.685 |

Human Resource Management and Employee Performance

The second specific objective of the study was to establish the effect of human resource management on employee performance in independent constitutional commissions in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to human resource management and employee performance in independent constitutional commissions in Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that well-structured on boarding programs improve early job performance (M= 3.998, SD= 0.505). The respondents also agreed that regular, constructive feedback enhances overall performance (M= 3.959, SD= 0.785). Further, the respondents agreed that fair and transparent appraisals motivate employees to excel (M= 3.880, SD= 0.605). In addition, the respondents agreed that continuous training improves skills and team performance (M= 3.805, SD= 0.981). The respondents agreed that commitment to professional growth positively influences performance (M= 3.799, SD= 0.455). The respondents also agreed that competitive compensation positively affects job satisfaction and performance (M= 3.770, SD= 0.754). In addition, the respondents agreed that transparent communication on benefits enhances commitment to goals (M= 3.752, SD= 0.860). Further, the respondents agreed that positive employee relations foster a healthy culture and higher performance (M= 3.703, SD= 0.450)

Table 2: Human Resource Management and Employee Performance

| | Mean | Std. Deviation |
|---|--------------|-----------------------|
| Well-structured on boarding programs improve early job performance. | 3.998 | 0.505 |
| Regular, constructive feedback enhances overall performance. | 3.959 | 0.785 |
| Fair and transparent appraisals motivate employees to excel. | 3.880 | 0.605 |
| Continuous training improves skills and team performance. | 3.805 | 0.981 |
| Commitment to professional growth positively influences performance. | 3.799 | 0.455 |
| Competitive compensation positively affects job satisfaction and performance. | 3.770 | 0.754 |
| Transparent communication on benefits enhances commitment to goals. | 3.752 | 0.860 |
| Positive employee relations foster a healthy culture and higher performance | 3.703 | 0.450 |
| Aggregate | 3.833 | 0.674 |

Employee Performance

The respondents were requested to indicate their level of agreement on various statements relating to employee performance in independent constitutional commissions in Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 3.

From the results, the respondents agreed that employee performance in their organization has been improving over the year (M= 3.994, SD=0.697). In addition, the respondents agreed that the quality of work by their employees has improved significantly (M= 3.967, SD= 0.861). Further, the respondents agreed that employees meet their deadlines on regular basis (M= 3.908, SD=0.563). The respondents also agreed that there are minimal complaints concerning the quality of work done by the employees (M= 3.858, SD= 0.458). Moreover, the respondents agreed that they are satisfied with the productivity level of their employees (M=3.821, SD=0.751)

Table 3: Performance of Kenyan Metropolitan Counties

| | Mean | Std. Deviation |
|---|--------------|-----------------------|
| Employee performance in our organization has been improving over the years | 3.994 | 0.697 |
| The quality of work by our employees has improved significantly | 3.967 | 0.861 |
| Employees meet their deadlines on regular basis | 3.908 | 0.563 |
| There are minimal complaints concerning the quality of work done by the employees | 3.858 | 0.458 |
| Am satisfied with the productivity level of our employees | 3.821 | 0.751 |
| Aggregate | 3.910 | 0.666 |

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (organizational policies and human resource management) and the dependent variable (employee performance in independent constitutional commissions in Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where

by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4: Correlation Coefficients

| | | Employee Performance | Organizational Policies | Human Resource Management |
|----------------------------------|---------------------|-----------------------------|--------------------------------|----------------------------------|
| Employee Performance | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | | | |
| | N | 248 | | |
| Organizational Policies | Pearson Correlation | .845** | 1 | |
| | Sig. (2-tailed) | .001 | | |
| | N | 248 | 248 | |
| Human Resource Management | N | 248 | 248 | |
| | Pearson Correlation | .856** | .189 | 1 |
| | Sig. (2-tailed) | .000 | .081 | |
| | N | 248 | 248 | 248 |

The results revealed that there is a very strong relationship between organizational policies and employee performance in independent constitutional commissions in Kenya ($r = 0.845$, p value = 0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings conform to the findings of Jawaharrani, (2018) that there is a very strong relationship between management practices and employee performance.

The results also revealed that there was a very strong relationship between human resource management and employee performance in independent constitutional commissions in Kenya ($r = 0.856$, p value = 0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Hill, Hawkins, Ferris, and Weitzman, (2018) who revealed that there is a very strong relationship between human resource management and employee performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (organizational policies and human resource management) and the dependent variable (employee performance in independent constitutional commissions in Kenya).

Table 5: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
| 1 | .940 | .884 | .885 | .582 |

a. Predictors: (Constant), organizational policies and human resource management

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r -squared for the relationship between the independent variables and the dependent variable was 0.884. This implied that 88.4% of the variation in the dependent variable (employee performance in independent constitutional commissions in Kenya) could be explained by independent variables (organizational policies and human resource management).

Table 6: Analysis of Variance

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|-------|-------------------|
| Regression | 12.027 | 2 | 3.018 | 111.7 | .000 ^b |
| 1 Residual | 6.568 | 245 | .027 | | |
| Total | 18.595 | 247 | | | |

a. Dependent Variable: Employee performance in independent constitutional commissions in Kenya

b. Predictors: (Constant), organizational policies and human resource management

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 111.7 while the F critical was 2.409. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of organizational policies and human resource management on employee performance in independent constitutional commissions in Kenya.

Table 7: Regression Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---------------------------|-----------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 0.311 | 0.082 | | 3.793 | 0.003 |
| Organizational Policies | 0.386 | 0.099 | 0.387 | 3.890 | 0.000 |
| Human Resource Management | 0.392 | 0.102 | 0.393 | 3.843 | 0.001 |

a Dependent Variable: Employee performance in independent constitutional commissions in Kenya

The regression model was as follows:

$$Y = 0.311 + 0.386X_1 + 0.392X_2 + \varepsilon$$

The results revealed that organizational policies has significant effect on employee performance in independent constitutional commissions in Kenya, $\beta_1=0.386$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings conform to the findings of Jawaharrani, (2018) that there is a very strong relationship between organizational policies and employee performance.

In addition, the results revealed that human resource management has significant effect on employee performance in independent constitutional commissions in Kenya $\beta_1=0.392$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Hill, Hawkins, Ferris, and Weitzman, (2001) who revealed that there is a very strong relationship between human resource management and employee performance.

Conclusions

The study concludes that organizational policies have a positive and significant effect on employee performance in independent constitutional commissions in Kenya. Findings revealed that assisting employees with family problems, co-worker support and ensuring healthy physical working conditions influences employee performance in independent constitutional commissions in Kenya.

The study also concludes that human resource management has a positive and significant effect on employee performance in independent constitutional commissions in Kenya. Findings

revealed that flexible working time, retirement benefit and progressive career development influences employee performance in independent constitutional commissions in Kenya.

Recommendations

The study found that organizational policies have a positive and significant effect on employee performance in independent constitutional commissions in Kenya. This study therefore recommends that independent constitutional commissions in Kenya should ensure there are effective mechanisms put in place to manage issues that can cause stress to the employees.

The study also found that human resource management has a positive and significant effect on employee performance in independent constitutional commissions in Kenya. This study therefore recommends that independent constitutional commissions should ensure there is effective systems for working time and that employees are accorded retirement benefits.

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