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Abstract

There are several different strategies and practices that are performed by HRM but all these practices are interrelated: planning, acquisition, development, compensation, integration, maintenance, and separation. The public sector in Kenya is under a lot of pressure to improve their performance levels and increase levels of accountability and transparency. Despite devolving of HR practices being found to be advantageous, there is little research that has been carried out to establish the impacts of devolving HR practices on the performance of employees. It's from this background that this study aimed to determine the relationship between decentralization of discipline management practices and employee performance in constitutional commissions in Kenya. The study adopted the descriptive research design and targeted the Head of Departments and Human resource coordinators and technocrats in all the 10 constitutional commissions. Therefore the target population was a total of 206 respondents. All the 206 subjects formed the sample for the study. Data used in the study was collected using structured questionnaires. Data collected was tabulated and analyzed using SPSS Version. Qualitative data was analyzed using descriptive statistics such as frequencies, means, standard deviation and was used to show the characteristics of the variables being investigated. The study also computed inferential statistics which included bivariate correlation and multiple regression analysis and they were used to show the association between the dependent and the independent variables. Analyzed data was presented using tables and charts. The study found that decentralization of discipline management significantly affects employee performance in constitutional commissions in Kenya. Furthermore, it was established that that organizational culture significantly affect the relationship between decentralization of discipline management and employee performance in constitutional commissions in Kenya. The study recommends constitutional commissions in Kenya to embrace the strategy of discipline management. They also need to consider providing its employees with welfare activities. This includes medical insurance schemes, pension schemes and bursaries for employee's children. Furthermore, they should ensure they have effective occupation health and

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safety procedures in place to improve performance of their employees. Some of these practices that can be adopted include employee wellness programs, health and safety Training & Development and health and safety policies.

Keywords: *Decentralization, Discipline Management, Employee Performance, Constitutional Commissions in Kenya*

1.0 Background of the Study

Coherent and strategic approach in managing the most valuable assets in an institution is defined as Human Resource Management (HRM) (Armstrong, 2012). The most valuable assets in a company are employees who as individuals and collaboratively help the company to achieve its goals. In addition, Wright and Boswell (2012) explained that the set of activities in an organization that are meant to manage a pool of human capital and also make sure that the employed capital is directed towards achieving the objectives of the organization. Embracing some HRM practices can help enhance organizational performance through the creation of strong reliable connections or detracting from performance when particular combination of practices are put in place (Wagar & Rondeau, 2016).

Andrews and Boyne (2010) stated that management leadership and Capacity are critical elements for achieving service delivery. Around the world major HRM practices are decentralized wholly or partially and this done to enhance management as a key level in decision making and implementation and leadership. The key management functions are employee hiring and firing, defining the compensation package; nature of tenure, management transfers, skills mix and Training & Development, promotions, and sanctions; Transfer of authority to a local level is beneficial to the government because its responsiveness to the local conditions will be enhanced this includes having a dynamic market, having availability of staff, meeting the preference of citizens and also ensure resource availability. There are several reasons that explain why transfer of some functions and their devolvement to local units might be scalable and improve efficiency in administration and allocation but also other explains why these practices could be inappropriate (Busha & Harter, 2012).

In reference to efficiency in administration, using local level to recruit might reduce the time needed to fill up a position, and also eliminate those many steps involved in approval by central level. Also, matching of candidates is done better because in the long run it is the local level that does the final selection. The same principle is applicable when dismissing an employee and therefore their sanction could be done with less time. Also allowing local units to be in charge of salaries and allowances is most appropriate because they are aware of conditions existing in the market. For instance, to attract staff in certain areas might require higher salaries but using the national scale of payment might restrict discretion by the locals (Bae, 2012). However, if monitoring and oversight is not done effectively, then efficiency can be affected negatively.

There are several reasons for decentralization and some of them include need for democratic control and autonomy at the local level, perceived advantages of decentralization i.e. politically, economically and administratively, reconstruction after conflicts, political elites interests, demands from world bank and other donor agencies (Devas & Delay, 2016). One important purpose for decentralization has been found to be participation in the process of decision making and development (Mawhood, 1983). The main reason for decentralization is to ensure effective and efficient services are provided for human development this is irrespective of the reasons and the form it takes.

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The extent of the decentralization of HRM in the developed countries is evidently varied. However, within this variation in developed countries there is some commonality in that they are all at a stage where their HRM systems have matured and their main concern is with the refinement of how these systems work. This contrasts with the practice in developing countries, a number of which are still considered to be in the pre-Weberian stage of public administration, although others are perceived as committed reformers. Thus there are substantial differences in the context of HRM in developed and developing countries, although there is also a significant variation also within these categories (Shim, 2011).

Decentralization has its benefits and advantages realized after implementation and practice. For instance in the case of employee relations in large organizations, having HR at agency level help the agency to develop a feeling of they are part of the HR and that the organization notices their contribution and will reward them accordingly. According to Paula Woodhouse (2014) from HR state office in Carolina, HR assigned to agency offices should be trusted because if these agencies lack one then the employees will miss a lot of consultations. Line agency unlike satellite employees are very important in ensuring services are delivered.

Decentralization is a very complicated process and it occurs depending on the context in which it takes place (Smoke, 2003). Africa faces several challenges when it comes to decentralization, and most of the time it is institution as well as legal aspects that determine the result of decentralization (Wunsch, 2011). The situation is worsening with time because of the introduction of decentralization legislation, poorly trained personnel, local institutions have poor designs and financial resources are limited (Mawhood, 1983; Wunsch, 2011; Olowu & Wunsch, 2014). Lately the blame has been targeted at the overemphasis of the structural issues to the neglect of human resource capacity as the key problem to efficiency and poor performance in service delivery (Hussein, 2013).

Where studies have been done on HRM in local government, it would invariably show that in Africa human resources (HRs) remain largely centralized and weak (Wunsch, 2011; Olowu, 2013; Mawhood, 1983). The key feature of centralized HRM is the existence of departments in central government that manage local authorities' human resources (HRs) in terms of: appointments, promotion, transfers, compensation, and so on. Therefore, the main problem associated with poor service delivery and poor performance at local government is, but not limited to, the nature of the institutional and policy frameworks in place.

In Ghana, HRM has made several significant efforts. In Ghana it is common to see large organizations have a department with the sole responsibility of managing HR and hiring expertise in the area to be in charge of HRM. It is impossible to overemphasize the benefits brought about by proper management of HR. Nonetheless, most of rural financial institutions in Ghana are yet to fully embrace the HRM. Lack of proper HRM policies as well as practices in some of the banks can be as a result of lack of specialist departments in charge of HRM. It has been revealed that performance and organization of HRM practices are positively related. Majority of the institutions fail to recognize the effect of proper management of HR and thus policies are left in charge of line managers and BODs who have no expertise in HRM that will allow proper implementation or enforcement of policies, strategies, practices and programs. Value for proper management of HR is not attained in such institutions (Quansah, 2015).

Most African countries are faced with several challenges which affect their ability to deliver (Lienert, 2013). The challenges include the factors of HRM which relate to shortage of manpower

in regard to numbers and key competencies, lack of proper mind set and socio- psychological dispositions. There is also the perennial issue of shortage of material and financial logistics which are very crucial in supporting effective delivery of service. Additionally, County governments experience degrading levels of ethics and accountability in delivery of service to citizens by public sectors.

In the Kenya public service, the institutional framework for managing the Human Resource is restructured to reflect the realities on the ground and to respond to Constitutional imperatives. Delegation to Cabinet Secretaries and implementation of the new approach is to ensure there is complete control of their establishment, workforce and delivery of results (RoK 2015). However, the commission will retain the oversight, regulatory and appellate role to guard against unfair treatment of employees (PSC, 2016). Under the policy the career progression guidelines were developed to replace the current schemes of service for harmonization purposes. In the Public Service, various policies, systems and programmes related to recruitment and selection, Training & Development, discipline, promotions, rewards and sanctions, and performance management were reviewed (RoK, 2015).

The constitutional commissions in Kenya are a creature of the Constitutions of Kenya, 2010. The constitution dedicates Chapter 15 to commissions. It lists ten constitutional commissions and they are: the Kenya National Commission on Human Rights (KNCHR), National Land Commission (NLC), IEBC, Parliamentary Service Commission, Judicial Service Commission (JSC), and Commission on Revenue Allocation (CRA), Public Service Commission (PSC), Teachers Service Commission (TSC) and the National Police Service Commission (NPSC) (Katiba Institute, 2016). The Commission has appointed Principal Secretaries in State Departments as Authorized Officers to assist in the discharge of the human resource function and the day to day management of the human resource.

The overall constitutional mandate of all constitutional commissions indicated in Article 249 is protecting sovereignty of the people, securing observance by all the state organs of demographic values as well as principles and promoting of constitutionalism. It is expected of independent offices and other commissions to check presidential and public authority at two levels. First, the general constitutional mandate of all commissions under Article 249 is to protect the sovereignty of the people, secure the observance by all state organs of democratic values and principles, and promote constitutionalism. Second, the constitutional commissions have been mandated with specific constitutional powers that, under the 2010 Constitution, were presidential powers, or were statutory powers usurped by the President. These include powers to constitute and abolish offices in the public service, powers to alter administrative boundaries, powers on revenue allocation, and financial and administrative powers over Parliament and the Judiciary (Sihanya, 2011).

In order to transform the Country into a prosperous nation with a high quality of life and a dynamic human resource as envisaged in Vision 2030, the policy aims to attain public service characterized by efficiency, motivation and well-Training & Development and that focuses more on its citizens while being result oriented. This is through introduction of new approaches to management and development of employees such as, the decentralization of HRM, the Public Private Partnerships (PPP), Performance Management Systems (PMS) and financing of Training & Development. This study therefore aimed to establish the relationship between decentralization of discipline management practices and performance of employee in constitutional commissions in Kenya.

1.1 Statement of the Problem

There are several different practices that are performed by HRM all of which are interrelated: planning, acquisition, development, compensation, integration, maintenance, and separation (Dessler, 2007). The Kenblachard Companies' report of 2017 explained the challenges that influence employee performance and reached the conclusion that only 60% of employees operate at 65% of their potential. The study concluded that the remaining 40% of the employees' potential could be exploited by conducting a research on the factors that determine employee performance. Majority of the organizations are faced with the challenge of identifying the factors that influence performance of employees. Poor performance of individual employees can affect the productivity of an individual or a group of employees; this puts the organization at a risky position (Salleh, Yaakub & Dzulkifli, 2016).

In Kenya, the public sector is plagued by problems of poor employee performance (Republic of Kenya, 2016). Poor employee performance in public sector in Kenya is indicated by work absenteeism and tardiness and lateness, poor quality of work and poor quality of service, delay in expected output deliverables and high rates of professional employee turnover. According to Cheruiyot and Kaswira (2013), an additional indication of poor employee performance) is decreased alertness from worker fatigue, long work hours and extended or irregular shifts. According to a report by WHO (2016) absenteeism cases in public sector in Kenya comprised 40% of the total discipline cases reported in the organizations. Most of these discipline cases were from staff working in operational areas. During 2015/2016 financial year, the Man Hours lost in public sector due to absenteeism and other factors were 10,206,976.57 which translated to Kshs. 3,867,996,698.19 (RoK, 2016).

In Kenya, public sector is facing a lot of pressure to improve their performance and increase their levels of transparency and accountability. Because of the increasing pressure, shifts have been witnessed in their operations. Different strategies of change management have been embraced by various agencies in the public sector and most of them have decentralized their HR practices (Wheatley, 2014). The transformations made in the public sector have tremendous effect on social development and regional development of the economy. In today's environments, learning about change, planning for and implementing major changes must be considered highest priority for prosperity of an organization. This is because HR management is a complex process, which many organizations get wrong (Bentley, 2018).

A critical success factor is how well the independent commissions manage its programmes to achieve its goals. The dynamic changes that commissions go through require that they modify ways of responding to the environment. HRM is crucial in making sure that the commissions are successful in their processes of change. HR devolution strategies have potential gains in the country, despite its potential gains; there is little research that has been conducted on the impacts of devolved HR practices on performance of employee. Cheruiyot and Kaswira (2013) carried out a research study in Nakuru and established the challenges of decentralized HR functions and possible solutions to mitigate the challenges but the extent in which the decentralized discipline management affects performance of employees in the County were not determined. Alande (2013) in his study in the public sector did focus on the function of discipline management in counties devolution in Kenya while Mwikali (2015) and Mutua, Kabare and Namusonge (2013) focused on generally on devolution in the counties of Mombasa and Nairobi counties respectively. Therefore, there was a need for more research carried out on the relationship between decentralization of discipline management practices and employee performance.

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1.2 Research Objectives

The study sought to examine the relationship between decentralization of discipline management and employee performance in constitutional commissions in Kenya.

2.1 Theoretical Review

The study was guided by the Equity Theory.

2.1.1 Equity Theory

The focus of this theory is on the policies and procedures of an organization and how they are fairly applied, declaring their influence on level of employee motivation. J. S. Adams proposed this theory and indicated that if rewards and punishments are correctly accorded, employees get the feeling that the organization is fair. It's important not to confuse equity with equality, which means giving everyone the same treatment (Armstrong, 2010). Robbins and Judge (2007) give friends, other co-workers, peers, counterparts in other organizations or neighbors as the referent that an employee may choose to compare their experience or situation with. Stratheford (2012) indicated that distributive justice, which ensures equitable reward and penalty allocation, is crucial for motivating employees and is involving a system dealing with fair salaries, leave, bonuses, working hours, transfers, demotions, promotions, dismissals, Training & Development, and salary increments.

Robbins and Judge (2007) recently agreed that the distributive justice which is the focus of this theory has developed into organizational justice, which is the center of overall perception of fairness in work environment through the incorporation of what is perceived as fair by individual employees, procedures applied by organizations in granting and deliveries of rewards or penalties, concerned with retention of employees dignity and respect. This theory is therefore suitable to determine how decentralization of discipline management affects employee performance in constitutional commissions in Kenya. This theory supports the decentralized discipline management and influence performance of employees in Kenya's constitutional commissions.

2.2 Conceptual Framework

Mugenda (2008) defines conceptual framework as a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study.

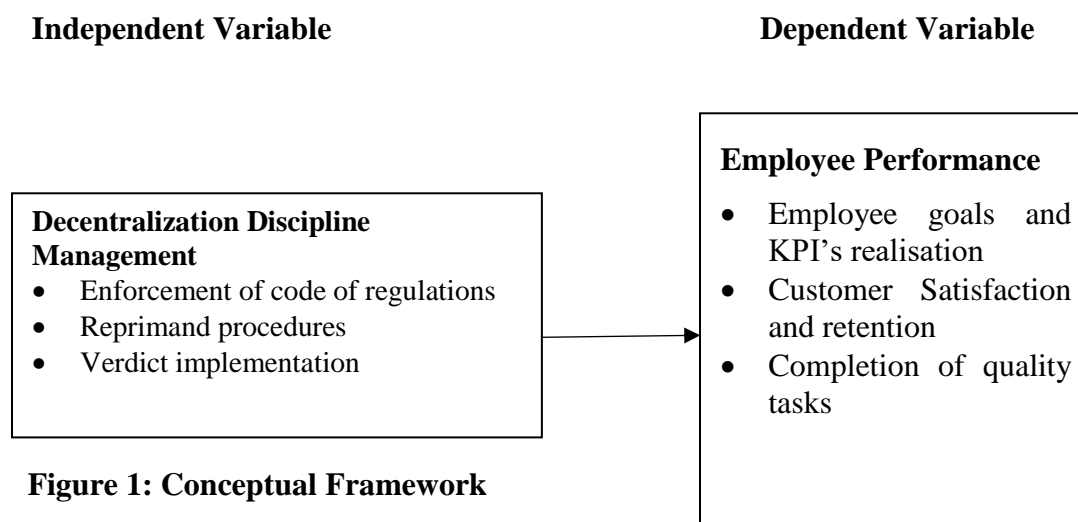


Figure 1: Conceptual Framework

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2.3 Empirical Review

2.3.1 Decentralization of Discipline Management

Mullins (2015) asserts that the process where job related behaviour is tracked and found not to meet the set performance standards is defined as progressive discipline. Progressive discipline mainly purposes to assist employees in understanding that there are issue which relate to performance and so are opportunities of improving them. The feature of the process is increasing effort of providing feedback to employees for the purpose of helping them correct the issues they might be having. Margie and Lisa (2016) asserted that progressive discipline isn't intended as form of punishment to employee but rather as a form of assistance to the employee in overcoming performance issues and satisfying their job expectations. Progressive discipline becomes very successful when it helps a person to become a member of the company who performs effectively. If it fails to do so, progressive discipline makes it possible for the organization to terminate unproductive employee who isn't willing to improve.

Torrington (2013) indicated that typical steps in a system of progressive discipline could be inclusive of: employee counselling regarding performance and ascertaining if any issues exist that contribute to poor performance, which aren't noticeable immediately by supervisors. For the issues pinpointed, they should be addressed and those employees who are performing below expectation should be reprimanded verbally if possible and as an effort to encourage employee performance a warning can be put in writing in the employee file and in worse cases, the employee need to be suspended. The days start small and escalate; it could start with one day then escalates to 5 days. If an employee fails to improve, it could be advisable to terminate them. Before using the written form of disciplinary, line managers usually use verbal form to warn employees that their performance is not pleasing, if employees are unsettles as this is communicated o them then the next step is to use the written warning. Any form of disciplinary action on an employee should keep the employee updated and informed in each step in order for it to be considered effective.

Majority managers dislike the disciplinary function of their job. Research on international management of manpower by Abbass (2013) established that majority of the managers' ranked firing of employees as the list thing they will wish to do. Managers prefer concentrating on core Human Resource functions of setting goals, facilitating goal achievement, review progress, eliminate challenges employees might be encountering as they try completing their daily tasks. Armstrong and Taylor (2014) explain that a disciplinary policy should state to employees that they have a right to know what is expected of them and what consequences they could face if they infringe on the organization's rules. The policy should explain to employees that in handling disciplinary cases, the organization will treat the employees in accordance with the principles of natural justice (Margie & Lisa, 2016). The policy on grievances should state that employees have a right to raise their grievances with their manager. The employee may be accompanied with a representative if they so wish are allowed to appeal to a higher level if they feel that their grievances have not been resolved satisfactorily.

From the company's point of view, reprimanding an employee is an indication that the company is willing to work with the employee to ensure they improve (Abbass, 2013). It is also an indication that the company is not pleased with the performance of that employee. When the reprimand is in written form, then the employee will be informed of what their performance challenge is and what will happen if they do not rectify those problems. Depending of the policies adopted by the

company for disciplining, after a letter of reprimand has been issued the next step could include other actions such as suspension from work. If during the proceedings of disciplinary action and before a letter of reprimand has been issued, the supervisor notices that performance of the employee is improving or can be changed then they can introduce the performance improvement plan (PIP). This PIP is a formal document that is drafted with clear details showing the objective, what is expected and the timeline, this is the opportunity that supervisors get to communicate clearly what is expected from tasks assigned to non-performing employees (Torrington, 2013).

Mullins (2015) asserts that disciplining an employee using actions such as reprimands could be beneficial for both the organization and the employee if the employee needed the message. In the case where the employee takes the disciplinary action personally then the organization and the manager would have protected the company interests as well as that of performing employees. The main objective of doing so is to ensure that the morale of the rest of the employees are not negatively affected. Fairness in employee reprimand should always be considered. It is important for the employer to make sure that the use of the tool is done appropriately and that conditions ensuring its success and effectiveness exists. Employees should also have their job descriptions clearly explaining what is required of them and what performance area has landed them a reprimand. If the issue is occurring in a non-essential function of their job, then it needs to be considered or added in their job description.

2.3.2 Employee Performance

According to Armstrong (2010), performance is both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, but behaviours are also outcomes in their own right, the product of mental and physical effort applied to tasks. Employee performance comprises of actual results of an employee as measured against its intended goal (Cheruiyot & Kwasira, 2013). According to Kenney (2012), performance of employees is measured against the standards of performance which are determined by the company.

Cole (2014) asserts that performance of an employee is measured based on already established standards that are set by the company. Achievement of tasks determined against already established standards is defined as performance; performance can also be determined based on accuracy, speed, completeness, and cost. Apiahet *et al*, (2010) asserts that employee performance can be determined when reviewing their job performance. Contextual performance is the performance of activities which don't necessarily contribute directly towards core activities of the organizations but are important in supporting social, organizational and psychological environment through which the company operates in to achieve its core goals (Lovell, 2011). Other individual variables are applied in predicting contextual performance. They are inclusive of behaviours establishing the social as well as psychological context of the organization and play a role in ensuring that employees are in a position to complete their technical and core tasks (Buchman *et al*, 2013).

3.0 Research Methodology

The study adopted the positivism philosophy and the descriptive research design to establish the associations between the variables. The target population was the 10 constitutional commissions in Kenya while the target respondents were the heads of departments and Human Resource coordinators, practitioners and technocrats in the constitutional commissions. The sampling frame

listed head of departments in all the constitutional commissions in Kenya and therefore formed a total of 206 respondents. A census sampling approach was employed. Structured questionnaires were used to collect data for this study. A pilot study was conducted to establish the validity and reliability of the study instruments. In addition, diagnostic tests on the normality, linearity, multicollinearity and heteroscedasticity were conducted. Data was collected, tabulated and analysed for purpose of clarity using the statistical program for social sciences (SPSS) software version 22. The study conducted a correlation and regression analysis to establish the strength of the relationship between the independent and the dependent variable.

4.0 Research Findings and Discussion

4.1 Descriptive Statistics

Table 1: Descriptive Statistics for Discipline Management

	N	Mean	Std. Deviation
Decentralization of discipline management will ensure there is effective and appropriate enforcement of code of regulations for employees	197	4.2335	.92928
Verbal reprimand given in a private setting influences staff confidence	197	4.1015	.97930
Verbal reprimand highly prevent employee from committing further offence thus improving their productivity	197	4.0914	.94856
Decentralization of discipline management ensures a fair employee termination after procedures have been adhered to	197	3.9594	.92492
Decentralization of discipline management will ensure implementation of corrective reprimand procedures for employees	197	3.9543	.95455
Suspension pending investigation improves transparency and productivity of other employees	197	3.7817	.78120
A thorough statement of the circumstances causing the current disciplinary action improves employee performance	197	3.5635	1.21734
Aggregate score		3.955	0.962

Respondents indicated their level of agreement on the following statements about the relationship between decentralization of discipline management and employee performance. The findings obtained were as presented in Table 1. The aggregate mean score was 3.955 and a small standard deviation (0.962) which suggests that on average, the respondents agreed with the statements on the about the relationship between decentralization of discipline management and employee performance. The findings specifically show that the respondents agreed that decentralization of discipline management will ensure there is effective and appropriate enforcement of code of regulations for employees (M=4.2335, SD=.92928); verbal reprimand given in a private setting influences staff confidence (M=4.1015, SD=.97930); verbal reprimand highly prevent employee from committing further offence thus improving their productivity (M=4.0914, SD=.94856). Respondents also agreed that decentralization of discipline management ensures a fair employee termination after procedures have been adhered to (M=3.9594, SD=.92492); decentralization of

discipline management will ensure implementation of corrective reprimand procedures for employees (M=3.9543, SD= .95455). The findings further show that the respondents were in agreement that suspension pending investigation improves transparency and productivity of other employees (M=3.7817, SD=.78120) and that a thorough statement of the circumstances causing the current disciplinary action improves employee performance (M=3.5635, SD=1.21734).

These study findings concurs with those of Geal (2009) that formal progressive discipline on employee performance management systems are important tools contributing to the performance and growth of organizations. The study also concurs with Mullins (2015) asserts that disciplining an employee using actions such as reprimands could be beneficial for both the organization and the employee if the employee needed the message. It is important for the employer to make sure that the use of the tool is done appropriately and that conditions ensuring its success and effectiveness exists. Employees should also have their job descriptions clearly explaining what is required of them and what performance area has landed them a reprimand.

4.2 Correlation Analysis

Table 2: Correlation Analysis

		Employee Performance	Discipline Management
Employee Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
	N	197	
Discipline Management	Pearson Correlation	.511**	1.000
	Sig. (2-tailed)	.002	
	N	197	197

Pearson R correlation was used to measure strength and the direction of linear relationship between variables. The association was considered to be: small if $\pm 0.1 < r < \pm 0.29$; medium if $\pm 0.3 < r < \pm 0.49$; and strong if $r > \pm 0.5$. The findings presented in Table 2 show that discipline management had strong positive relationship with employee performance in constitutional commissions in Kenya ($r=0.511$). Since the p-value (0.002) was less than the selected level of significance (0.05), the relationship was significant. Therefore discipline management has direct relationship with employee performance in constitutional commissions in Kenya. The study finding agrees with Ebei (2011) that formal progressive discipline on employee performance management systems are important tools contributing to the performance and growth of organizations.

4.3 Regression Analysis

Table 3 presents the regression outputs.

Table 3: Overall Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.328	0.268		8.687	0.000
1 Discipline Management	0.404	0.059	0.146	6.847	0.016

a. Dependent Variable: Employee Performance

Coefficients of the Study Variables

From the results of the Table 3, the regression equation model was fitted as follows:

$$Y = 2.328 + 0.404 X_1$$

The model equation above reveals that holding the variable discipline management to a constant zero, employee performance in constitutional commissions in Kenya will be at a constant value of 2.328. The findings further show that when all other variables are held to a constant zero, discipline management will affect employee performance in constitutional commissions in Kenya by 0.404 units. The effect is significant ($p < 0.05$). Therefore, discipline management has a positive and significant influence on employee performance in constitutional commissions in Kenya.

5.0 Conclusions

The study found the relationship between discipline management and employee performance in constitutional commissions in Kenya to be positive. This shows that a unit improvement in discipline management would lead to an improvement in employee performance in constitutional commissions in Kenya. Based on the findings, it is concluded that decentralization of discipline management significantly affect employee performance in constitutional commissions in Kenya.

6.0 Recommendations

The study found that discipline management positively influence employee performance. The study recommends constitutional commissions in Kenya to embrace the strategy of discipline management. This can be achieved by enforcing code of regulations that must be adhered to. They also have to implement verdicts and procedures.

The main focus of this study was to establish the relationship between decentralization of discipline management and employees' performance in constitutional commissions in Kenya. The study thus recommends a study to be conducted using other HRM practices as well as other variables such as career planning and mentoring that can further explain employee performance. In addition, the study was also limited to constitutional commissions; the study thus recommends a study to be conducted in other government/public institutions to facilitate generalization of research findings.

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