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**Effects of Planning on Employees' Performance in Isiolo County  
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## Effects of Planning on Employees' Performance in Isiolo County Government

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### Abstract

**Purpose:** Management by objectives (MBO) is a holistic management planning and control method with a far-reaching impact on an organization's structure, culture, and management approach. It necessitates the governance of the entire management process by utilizing meaningful, specific, and verifiable objectives across various levels of the management hierarchy. In essence, MBO shapes plans, provides guidance, and oversees operations through several mechanisms. This study aimed to investigate effects of planning on Employees' Performance in Isiolo County Government. Grounded in socio-analytic theory this descriptive research involved 260 employees across seven county ministries.

**Methodology:** Data was collected using a questionnaire subjected to pilot testing and reliability analysis (Cronbach's alpha = 0.78). Content validity was established through expert review. Statistical analysis revealed evidence of effective planning practices in Isiolo County. The study shows that employees frequently collaborate with their managers to set goals, and clear objectives are established during the planning process. Managers are actively involved in planning how employees can attain these goals, and desired outcomes are clearly defined. Planning positively impacted overall employee performance. Furthermore, these objectives are effectively communicated to employees, allowing them to focus on achieving them.

**Findings:** The study findings will bridge interdisciplinary knowledge to enhance holistic planning paradigms contributing to good governance and sustainability of organizations. By promoting inclusive and participatory governance through proper planning, this will integrate diverse stakeholder perspectives into policy making.

**Unique Contribution to Theory, Policy and Practice:** The study findings encourage organizations proper planning solutions which are contextually relevant and socially inclusive which will lead to improved employee performance.

**Keywords:** *Planning, Employees Performance, Isiolo County Government*

## 1.0 INTRODUCTION

MBO is a process or system designed for supervisory managers. A manager and his or her subordinate sits down and jointly set specific objectives to be accomplished within a set time frame and for which the subordinate is then held directly responsible (Mathebula & Barnard, 2020). Islam and Sarker (2020) suggested that MBO should be used as a method of performance appraisal since it is an effective tool that results in employee satisfaction translating into an increase in productivity and effectiveness in the organization. MBO serves as a catalyst for meaningful actions that lead to improved performance and greater achievements. Consequently, it is closely linked to the concept of decentralization, as decentralization relies on the framework provided by MBO to effectively function. In the organizational context, performance typically refers to how effectively an individual within the organization contributes to achieving the organization's goals. Before making decisions such as promotions, salary increases, appointments, terminations, or employee replacements, managers require an assessment of their employees' performances. By utilizing an appropriate performance appraisal system, companies can address issues related to subpar employee performance and formulate strategies for enhancing their performance. In addition to Management by Objectives (MBO), other performance appraisal methods include forced distribution and multisource/360-degree feedback appraisal (Small, 2020).

Islam and Sarker (2020) summarizes that MBO is easy to implement and measure, facilitates communication between managers and subordinates, allowing employees to be more self-directed. It is more useful for managerial positions and combines planning and controlling in the rational management system ensuring departments and individual goals are in line with organizational ones.

In Kenya, Mbugua (2021) reported a significant association amid practices of performance appraisal (Management by objectives, 360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale) and performance of employees among Licensed Selected Clearing and Forwarding Firms in Mombasa County. On the same note, he reported that the following performance appraisal techniques; human resource accounting method, behaviorally anchored rating scales, 360 Degree Performance Appraisals and management by objectives significantly influence civil servants' motivation. Similarly, Okwoyo and Scholastica (2023) reported that the use of MBO in appraising staff in universities in the Lake Region of Kenya is statistically significant in improving their motivation.

To maintain standards and anticipated outputs organizations have to keep abreast with both new knowledge and technological advances (Argote et al., 2021). This fast-growing challenge requires that organizations engage or update their staff so that they can cope with the rate of generation of new changes in these areas.

A performance appraisal system is a valuable tool that can be utilized to enhance the quality of an organization's workforce performance, and it holds a pivotal role in human resources management and administrative control (Argote et al., 2021). For most organizations, the core essence of

performance lies in delivering products and services that not only meet but exceed customer expectations, thereby establishing a competitive advantage that leads to customer retention and increased market share (Sheth et al., 2020). However, the inadequate execution of the performance appraisal process can have adverse effects, particularly on organizational performance (Memon et al., 2020).

It's noteworthy that performance appraisal is often regarded as one of the most challenging aspects of human resource management and is sometimes seen as an unnecessary bureaucratic practice, or even as something that can disrupt the relationships between employees and managers (Reina & Scarozza, 2021). Two primary factors contributing to these challenges are employee satisfaction and the perception of fairness within the performance appraisal system.

Workers generally hold a positive view of performance appraisal as a tool for promoting, assessing, and fairly compensating employees. It also serves as the foundation for various employee training programs and has a motivational impact on workers' performance (Na-Nan & Sanamthong, 2020). However, the inability of organizations to establish effective performance appraisal strategies has hindered them from gaining a competitive advantage, which is more essential than ever before. The appraisal processes often lack systematic regularity and are frequently influenced by personal biases, driven by organizations' preference for confidential appraisal systems, which can compromise objectivity and fairness (Kimanje, 2021). Regardless of the performance appraisal method, dissatisfaction with the appraisal process in the USA is attributed to factors such as a lack of leadership support, supervisors' lack of accountability for timely appraisals, and insufficient training provided to supervisors for conducting performance appraisals effectively (Baird et al., 2020). The average rating procedure had been used in the USA for 5.5 years on average, to serve a wide range of purposes. Qualitative analysis also revealed significant training gaps and demonstrated that organizations use a wide range of performance criteria to evaluate their employees (Murphy, 2020). They stated that there is a dearth of information on how firms actually conduct formal performance appraisals. This suggests that it is unclear how much each of the appraisal methods is used.

In India, MBO is now one of the most used a popular tool which is used as appraisal tool, motivational technique as well as planning and control device (Shrestha, 2022). In Saudi Arabia, Salama (2021) reported that MBO contributes to enhancing the profitability of hotels, increasing the performance of employees, improving the effectiveness of operating processes and enhancing the service provided within hotels. In Bahrain, George et al. (2021) reported that MBO process creates a state of employee motivation, satisfaction, commitment, loyalty which show the behaviour of the employees which enhances employee performance. In Nigeria, Idoko et al. (2022) reported that use of MBO allows joint control and setting specific goal that have a positive effect on the employee commitment and punctuality of workers. Brimah et al. (2020) empirically confirmed and theoretically proved that in Nigeria the practical application of the principles of “goal management” is closely correlated with the efficiency of the company.

In Nigeria MBO is used as an instrument for organizational performance of deposit money banks (Okolocha, 2020). Okolocha (2020) reported that MBO allows the management to involve employees in goal settings (GS), delegation of authority to the employees (DA) and motivation to the employees (M) which positively improves organizational performance of the deposit money banks in Yola metropolis. Similarly, Enemu et al. (2022) reported that there was a significant relationship between MBO and employees' commitment and input in deposit money banks in Nigeria. Other than banks, reported that the use of MBO to involve teachers in decision making process has significant effects on administration of universal basic education schools' programme in Makurdi Education Zone of Benue State, Nigeria. However, Okolocha (2020) reported that the use of MBO for employee's participation and compensation is not statistically significant for improving banks productivity in Onitsha, Anambra State, Nigeria. This implies that there was need for further studies on the effect of MBO.

## 1.2 Statement of the Problem

MBO, known as Management by Objectives, represents a specific type of performance management system wherein both managers and employees collaborate to define employee goals in alignment with the broader organizational objectives. Performance management, as defined by Armstrong in 2009, is a systematic process that includes five essential components: agreement, measurement, feedback, positive reinforcement, and communication. As a result, the MBO approach's central idea of performance management is the assessment of outcomes, which involves contrasting actual performance with expectations represented as objectives.

Paais and Pattiruhu (2020) argue that variations in organizational culture and the underlying motives for performance appraisal can exert an influence on the outcomes of various appraisal methods, potentially resulting in different levels of risk. The efficacy of the MBO appraisal method, as adopted by the Isiolo County Government to enhance employee performance, remains unclear.

Furthermore, Kalogiannidis (2021) posits that an integrated model for performance appraisal in public service organizations can contribute to elevating motivation levels within the organization. However, there is a dearth of information concerning MBO in the Kenyan context, with existing studies primarily delving into specific facets of MBO within the broader framework of performance management. It is important to note that these studies were conducted in organizations outside the domain of county government. None of these studies specifically aimed to investigate the impact of planning on employee performance, despite Ponisciakova and Kicova (2021) asserting that the MBO process encompasses three distinct management phases: planning, monitoring, and evaluation. The initial phase entails project planning, during which the organization outlines its objectives, providing employees with a clear roadmap detailing what is expected in their work. Management by objective are successful only if the objectives are set in measurable terms and the management have adequate knowledge to implement the programme. It is however, unclear whether this method affects employees' performance in Isiolo County

Government. Thus, this study seeks to investigate management by objectives and employees' performance in Isiolo County government.

## **1.2 General Objective**

The general objective of this study was to investigate management by objectives and employees' performance in Isiolo County government.

### **1.2.1 Specific objective**

- i) To determine effects of planning on employees' performance in Isiolo County Government

## **1.3 Socio- Analytic Theory**

Hogan (1996) introduced the concept of Socio-analytic theory, which is rooted in interpersonal psychology and aims to provide insights into the variations in individuals' career success. This theory is built upon two key observations relevant to organizational behavior: firstly, individuals are always part of social groups, including work groups, and secondly, these groups naturally exhibit structured hierarchies of status. These observations imply the existence of two broad motivational patterns that drive behavior: one is oriented towards fostering positive relationships with fellow group members (getting along), while the other is focused on achieving higher status or recognition within the group (getting ahead). These themes of getting along and getting ahead are well-established in the field of personality psychology (Wiggins & Trapnell, 1996). Their significance is justified from an evolutionary perspective, as individuals who struggle to establish positive social connections and lack status and influence face limitations in their opportunities for reproductive success.

Socio-analytic theory puts forth that personality should be understood from both the actor's and the observer's perspectives. When viewed from the actor's standpoint, personality represents an individual's identity, defined by the strategies they employ to seek acceptance and attain status. This identity guides an individual's social interactions and behaviors. Conversely, from the observer's viewpoint, personality equates to a person's reputation, characterized by trait assessments such as being cooperative, helpful, talkative, competitive, composed, inquisitive, and so on. Reputation is an expression of how an observer perceives an individual's habitual behaviors in public settings.

Reputation acts as the bridge between an individual's endeavors to secure acceptance and status and the assessments made by external observers. It essentially encapsulates how an individual's efforts are viewed by others. While reputation provides insights into a person's conduct, identity elucidates the underlying reasons for that conduct.

The discussion presented above offers a framework for comprehending motivation and evaluating individual variations in workplace performance. People are driven by the desire to be accepted and recognized with status within their workgroups, and their behaviors are a reflection of these aspirations. Distinctive aspects of performance can be categorized based on the overarching themes of getting along with others and advancing in one's career.

Therefore, while evaluating the effect of performance appraisal systems on employees' job performance in the context of this study, the socio-analytic theory reveals to be of great relevance. This theory can help explain how county government employees who are evaluated using the MBO assessment method work to advance their standing within the organization and how they develop strong working relationships with their coworkers. Targeting people during the appraisal process who have comparable motivations and who get along well with others may thereby improve their job performance.

Furthermore, the Socio-analytic theory, with its emphasis on the observer-actor relationship, highlights the importance of planning for both the supervisor (observer) and the employee (actor). This planning phase sets expectations and responsibilities for both parties during the monitoring stage. It ensures that both the observer (supervisor) and the actor (employee) are well-informed about what to anticipate and what is anticipated of them, respectively. Consequently, this understanding informs the evaluation process, allowing the supervisor to assess the employee's performance against the initially established plan.

## **1.4 Empirical Review**

### **1.4.1 Effects of planning on employees' performance**

According to a study in Europe, MBO can be effective when the goals align with the organization's mission (Bédu & Palard, 2021). The study emphasized the need of developing controllable goals. This implies that staff members ought to have some control or impact over the accomplishment of these objectives. The study underscored how crucial it is to translate objectives into precise, measurable targets. Employees can better understand what is expected of them when objectives are converted into clear goals. The study recommended the regular appraisal of performance to maintain the effectiveness of MBO. Monitoring progress and responding to actual performance levels are critical for sustaining employee commitment to their targets, which should be communicated during the planning stage. Lastly, the study noted that the OPTIMAL MBO model lacked direct empirical research support. Therefore, it suggested the importance of testing this model within different organizations and providing case studies to assess its impact on operational and financial performance.

Aminu (2019) conducted a study on the impact of MBO on employee productivity at Vodafone Ghana, with 36 employees participating in questionnaires and interviews. The findings revealed that employees were actively engaged in the planning stage, where organizational objectives were communicated to them, making them aware of their responsibilities. The study also demonstrated that this planning process led to increased employee commitment, achieved through discussions with employees, ultimately resulting in improved employee output. It's important to note that Vodafone is a private company, and the dynamics in such an entity may differ from those in public entities like county governments. Therefore, the study's results may not be directly applicable to public organizations.

Islam et al. (2020) conducted a comprehensive review of performance appraisal methods, specifically focusing on Management by Objective (MBO) and the assessment center approach. Their analysis revealed that performance appraisal serves various purposes, with the primary objective being the effective utilization of human resources and future workforce planning. The study's recommendation highlighted the importance of incorporating objective criteria in MBO to facilitate fair comparative rating assessments.

### 1.5 Conceptual Framework

The study conceptualizes planning, aspect of MBO appraisal system as independent variables. On the other hand, employees' performance is conceptualized as dependent variable as illustrated in Figure 1.

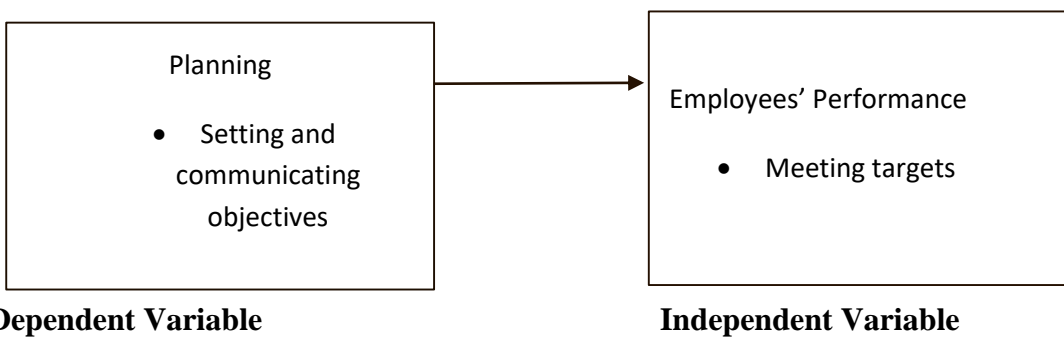


Figure 1 Conceptual Framework

During the planning stage, various objectives that the employee is expected to accomplish are set. Once set, these objectives need to be communicated clearly to the relevant employees. This is followed by clearly outlining the expected results once the objectives are accomplished. In order to ensure that the results are attained, various control points that will guide the monitoring process are set. When planning is done right then employee performance is guaranteed.

### 3.1 RESEARCH DESIGN

This study adopted a descriptive design. The location of the study was Isiolo County, Kenya. Descriptive design also known as statistical research describes phenomena was used. The study identified and recorded information on characteristics of various issues on Isiolo County government employees as guided by the study objectives. A descriptive study was undertaken in order to ascertain and be able to describe the characteristics of variables in a situation. Quite often descriptive studies are undertaken in organizations in order to learn about and describe characteristics of employees. They are widely used in the physical, natural science as well as in the social sciences, asocio-economic survey, job and activity analysis (Mohajan, (2020). Descriptive surveys enable data collection on people's attitude, opinions, habits, education background or social demographic and economic data (Taherdoost, 2021).

This study is a good fit for a descriptive survey methodology since it enables the researcher to describe and analyze the effects of the management by objectives (MBO) appraisal system on



employees' performance in Isiolo County Government. This design is appropriate because it does not involve manipulation of any variables being studied. Instead, it focuses on examining and understanding the existing situation concerning MBO and its impact on employee performance within the context of Isiolo County Government.

### 3.2 Target Population

The target population for this study consisted of 806 employees working in Isiolo County Government, ranging from directors to senior clerical officers, as per the information provided by Isiolo County Government in 2019. Isiolo County was selected as the study location because its governance structure and employee framework closely resemble those of other counties in Kenya. Consequently, the findings obtained from this study in Isiolo County can be extrapolated or generalized to apply to other counties and similar organizations within Kenya.

### 3.3 Sampling Frame

A sampling frame is the set of source materials from which the sample is selected. The sampling frame was the seven ministries of the Isiolo County Government. They include employees in education and vocational training ministry, finance and economic planning ministry, health ministry, roads and infrastructure ministry, tourism, trade culture and social services ministry, water, energy, environment and climate change ministry, agriculture, livestock, irrigation, fisheries, lands, and physical planning ministry. The population per ministry is captured in table 1 below.

Table 1: Ministries and population

<b>Ministry</b>	<b>Population of Employees</b>
Education and Vocational Training	134
Finance and Economic Planning	30
Health	441
Roads and Infrastructure	16
Tourism, Trade, Culture and Social Services	98
Water, Energy, Environment and Climate Change	33
Agriculture, Livestock, Irrigation, Fisheries, Lands, and Physical Planning	54
<b>Total</b>	<b>806</b>

Source: Isiolo County Public Service Board 2023

### 3.4 Sample Size

#### Sample size

The study used the Creative Research Systems (2012) sample size calculator to determine sample size. Computation from the calculator indicated 260 sample size (Creative Research Systems, 2012). The system is based on Cochran's (1977) categorical data sample size formula as shown below;

$$n = \frac{z^2(pq)}{d^2}$$

Where  $z$  = critical  $z$  value for selected alpha level Where  $(p)(q)$  = estimate of variance =  $0.25 = 0.5 \times 0.5$ .  $d$  is the margin of error for proportion.  $d$  is estimated to be 0.05.

Therefore,

$$n = \frac{1.96^2(0.5 \times 0.5)}{0.05^2} = 384$$

Given that the population size was 806, a sample size of 384 exceeds the acceptable 5%. Cochran's (1977) correction formula was used to calculate the final sample size.

$$n_1 = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

This therefore results to,

$$n_1 = \frac{384}{1 + \frac{384 - 1}{806}} = 260$$

Therefore, a sample size of 260 is within the acceptable range and was therefore taken as the study sample size.

### **3.5 Sampling Technique**

To select respondents for this study, a stratified random sampling procedure was employed. The stratum, in this context, comprised the seven (7) ministries within Isiolo County Government. The sample was proportionately distributed among the seven ministries in the county government. Purposeful sampling was done in each strata targeting the directors for each ministry. This was to ensure that all the directors in all the ministries were involved in the study. However, for the clerks in each ministry, random method was used. After selecting directors, the researchers used a random sampling method for clerks within each ministry.

### **3.6 Data Collection Instruments**

Research instrument is a tool used to collect data. This study used one set of questionnaire as research instrument. The questionnaire also had open-ended questions which provided nominal data. Thus, questionnaire provided both quantitative and qualitative data. The questionnaire was chosen because it is less costly to administer, allows sample accessibility, efficiency, anonymity and could help to cover all aspects of the study topic (Dalati & Marx Gómez, 2018).

### **3.7 Data Collection Procedure**

Data collection succeeded the proposal approval and subsequent authority letter from Meru University of Science and Technology. The researcher then visited the Isiolo County Government ministries to establish rapport with the targeted respondents before the actual data collection. The respondents were assured of confidentiality and asked not to write their names on the questionnaires. The researcher personally administered the questionnaires to the sampled respondents.

### **3.8 Data Analysis and Presentation**

The data collected was first cleaned. This involved identification of incomplete responses and making corrections where possible. This was done to remove outliers and incomplete instruments to avoid drawing wrong conclusions after data analysis. After data cleaning, the data was coded. During data coding different data sets were assigned simple numbers to help in data analysis. This allowed reduction of large quantities of information into a form that could be handled more easily especially during data entry into an SPSS programme. Data entry entailed transcription of coded data and information into a computer programme (SPSS) to facilitate computerized analysis. Analysis of quantitative data was aided by Statistical Package for Social Sciences (SPSS) Version 23.

Quantitative data was analyzed using both descriptive and inferential statistics. Descriptive statistics included frequencies and percentages while inferential statistics entailed regression analysis to ascertain the degree to which each performance appraisal system contributes to employee output.

### **3.9 Diagnostic Tests**

Diagnostic tests are done to evaluate the assumptions of Ordinary Least Squares (OLS) panel regression analysis. They include non-multicollinearity which implies covariates should not be

strongly correlated. Non-autocorrelation that the error terms should be linearly independent. No heteroscedasticity that the error terms variance should be constant and the normality of the error terms. (With a mean of zero and a constant variance).

### **3.9.1 Tests for Multicollinearity**

Variance inflation factors (VIF) predictor was used to test multicollinearity. This statistic assesses the extent of variance of the estimated regression coefficients relative to when these variables do not have a linear relationship.

### **3.9.2 Serial Correlation**

The Wooldridge test for serial correlation was employed in this study. The null hypothesis for this test posits that there is no first-order autocorrelation in the panels. This null hypothesis is rejected if the p-value of the test is less than 5%.

### **3.9.3 Likelihood Ratio Test for Heteroscedasticity**

The Likelihood Ratio test was used to test the panel data for heteroscedasticity. The null hypothesis of the Likelihood Ratio test is that the data is homoscedastic across entities, i.e. the error terms have a constant variance. The rejection criterion is that the null of homoscedasticity is rejected if the p value of the Likelihood Ratio test is less than 5%.

### **3.10 Statistical Model**

A multiple regression analysis model was utilized. Mugenda and Mugenda (2003), multiple regression analysis seeks to ascertain whether a group of variables can cumulatively predict a given dependent variable and by doing so, endeavor to increase the accuracy of the estimate. Multiple regression analysis was used to regress relationship between county government employee performances with each predictor variable. The multiple regression model for this study was the linear model because the aim was to test the linear relationship of the variables from the beginning. This ensured that the contribution of each independent variable towards dependent variable is ascertained.

$$y_i = p_0 + P_i X_i + e_i$$

Where

$y_t$  = Employee Performance  $P_1$  = Coefficient of planning  $X_1$  = Planning

$P_0$  = Constant  $e_t$  = error term.

## **4.0 RESULTS AND FINDINGS**

### **4.1 Response rate**

A total of 205 questionnaires were returned out of 260 that were administered. This translated to 78.8% response rate. Of those who returned the questionnaire 62.4% (128) were males while

37.6% (77) were females. Majority of the respondents 61.5% (126) were aged above 50 years, 12.7% (26) were aged 40 to 49 years, 18% (37) were aged 30 to 39 years and 7.8% (16) were aged 20 to 29 years. Given that the sampling was conducted at random, it can be said that the majority of the county government employees in Isiolo are older than 50. The results also showed that 50.7% (104) of the respondents to the survey had earned a bachelor's degree, 7.3% (15) had a diploma, and 42% (86) had a certificate. The results also showed that 94.6% (194) of the respondents had been employed by the Isiolo County administration for two years or longer, while 5.4% had only been there for a year or less. Additionally, it was discovered that the responders held a variety of jobs within the Isiolo County Government.

#### **4.2 Planning**

The study aimed to investigate the impact of planning on employees' performance within Isiolo County Government. Initially, the research focused on assessing the extent of planning. The results are shown in Table 1

Table 1: Planning

Statement	SD		D		U		A		SA		Mean		Standard deviation	
	F	%	F	%	F	%	F	%	F	%	F	%	f	%
Manager/supervisor sits with me from time to time to set goals	15	7.3	11	5.4	56	27.3	92	44.9	31	15.1	41	30.01		
Supervisor usually stipulates clearly what is expected of me from time to time	0		31	15.1	40	19.5	108	52.7	26	12.7	41	36.04		
Manager ensures that he/she communicates the set objectives unto me	0		36	17.6	31	15.1	123	60.0	15	7.3	41	42.91		
Manager ensures that I understand clearly the goals of the firm	0		16	7.8	40	19.5	103	50.3	46	22.4	41	35.15		
Supervisor usually maps out how he/she expects me to achieve the goals set	30	14.6	20	9.8	47	22.9	108	52.7	0	0	41	36.79		
Supervisor usually defines for me clearly the results expected of me when carrying out my duties	15	7.3	20	9.8	51	24.9	119	58.0	0	0	41	42.38		
Supervisor usually sets for me control points to ensure I attain set goals successful	15	7.3	93	45.4	47	22.9	50	24.4	0	0	41	32.18		

The study aimed to investigate the impact of planning on employees' performance within Isiolo County Government. Initially, the research focused on assessing the extent of planning. The results are shown in Table 1

The findings revealed that 44.9% (92) of the respondents agreed, and 15.1% (31) strongly agreed that they frequently engage in goal-setting sessions with their managers. This suggests that the planning process within Isiolo County Government involves collaboration and consultation, which

may contribute to the successful achievement of planned objectives. This supports Kuria et al. (2016) findings that collaboration and consultation enhance employee performance. Additionally, 52.7% (108) of the respondents agreed, and 12.7% (26) strongly agreed that their supervisors consistently outline their expectations clearly. This indicates that clear goals are established during the planning phase, ensuring that employees have a comprehensive understanding of the tasks at hand and potentially enhancing goal attainment. This supports van Assen (2021) research findings which indicated that goal setting enhances employee engagement.

Effective communication is a crucial aspect of the planning process. The study found that 60% (123) of the respondents agreed, and 7.3% (15) strongly agreed that their managers consistently ensure that they communicate the established objectives to the employees. This suggests that objectives are regularly conveyed to employees, allowing them to concentrate on achieving these goals. This finding augments study findings by Kalogiannidi (2020) which indicated that effective communication in any business entity has a great influence in employee performance.

Additionally, the study revealed that 50.3% (108) of the respondents agreed, and 22.4% (46) strongly agreed that their managers ensure clear understanding of the organization's goals. This indicates that the majority of employees in Isiolo County Government have a comprehensive grasp of their roles and responsibilities during the planning phase.

Furthermore, 52.7% (108) of the respondents agreed that their supervisors provide guidance on how they should accomplish the established goals. This implies that managers actively participate in planning the approach employees should take to achieve their objectives.

However, it's noteworthy that 45.4% (93) of the respondents disagreed, and 7.3% (15) strongly disagreed with the statement that their supervisors typically establish control points to ensure the successful attainment of set goals. This suggests that control mechanisms are not frequently established during the planning stage, potentially impacting negatively the overall employee performance negatively.

### **4.3 Regression Analysis**

#### **4.3.1 Effects of factors contributing to planning**

A regression analysis was carried out to establish the significance of factors contributing to planning.

The overall model summary is shown in Table 2

Table 2: Overall model summary

**Overall model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.76 <sup>a</sup>	.5776	.58	.219

a. Predictors: (Constant), supervisors' consultation, Guidance, Communication, Supervisors explanation, Target put, Expectation

From the results, County supervisor's consultation, guidance, communication, supervisor's explanation, target put and expectation contributed 58% of variation in planning. The model therefore was fairly fit. This shows that planning was moderately adopted by Isiolo County government and therefore it influences performance of employees in the County.

Table 3 : Regression model

Model	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	1.801	.551		3.472	.001
Supervisors' consultation	.47	.069	.042	.480	.047
Guidance	.331	.080	.305	2.145	.000
Communication	.69	.069	.021	.717	.013
Supervisors' explanation	.74	.069	.182	1.370	.026
Target put	.109	.070	.118	1.509	.123
Expectation	.39	.068	.051	.278	.002

a. Dependent Variable: planning

From the findings in Table 3, the equation derived using the regression coefficients was:



$Y = 1.801 + 0.47X_1 + 0.617X_2 + 0.331X_3 + 0.69X_4 + 0.74X_5 + 0.109X_6$  The result shows that all the factors have significant effects on planning. This in extension indicates that issues on planning have significant positive contribution to employee performance. This is in agreement with the work of Aminu (2019) who indicated that if employees were involved in planning stage through setting organization objectives cascading the objectives to employees so that workers are aware of their responsibilities; higher productivity will be achieved. Their results also indicated that planning resulted in employee commitment which was attained via discussion with employees.

## 5.0 SUMMARY OF FINDINGS

Regarding the effects of planning on employee performance, the study shows that employees frequently collaborate with their managers to set goals, and clear objectives are established during the planning process. Furthermore, these objectives are effectively communicated to employees, allowing them to focus on achieving them. Managers are actively involved in planning how employees can attain these goals, and desired outcomes are clearly defined. Regression analysis supports these findings, suggesting that better planning processes lead to improved employee performance.

### 5.1 Conclusions

Firstly, the majority of employees in Isiolo County Government demonstrate a high level of performance in their respective roles. This suggests a generally productive workforce within the organization.

Secondly, the study reveals that Isiolo County Government effectively engages in well-structured planning processes. These planning efforts have a positive and significant influence on overall employee performance, indicating the importance of clear goal-setting and strategic planning within the organization.

### 5.2 Recommendations

Based on the research findings, several recommendations are put forth to enhance employee performance within Isiolo County Government. Isiolo County Government should prioritize and maintain a continuous planning process that actively involves employees in goal-setting. These goals should be specific, moderately challenging, and widely accepted by the workforce. Furthermore, clear communication from line managers is crucial for enhancing employee performance. By promoting inclusive and participatory governance through proper planning, this will integrate diverse stakeholder perspectives into policy making. The study findings encourage organizations proper planning solutions which are contextually relevant and socially inclusive which will lead to improved employee performance.

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