

Impact of Performance Monitoring on Employee Performance in the Public Universities in Kenya

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Abstract: The purpose of this study was to examine the impact of performance monitoring on employee performance in public universities in Kenya. The Control Theory was used in this study. The study employed a positivist research philosophy and a descriptive cross-sectional design. Out of the 35 chartered public universities, 11 chartered public universities with a total population of 4,351 respondents from the total population were used. A sample of 107 respondents was selected from 11 chartered public universities in Kenya using Nassiuma (2000). The data was collected using a questionnaire and analyzed using descriptive and inferential statistics. The results show a significant positive correlation between performance monitoring and employee performance. The study found that employees generally have positive sentiments towards the performance monitoring processes, with high mean scores indicating agreement with statements related to clarity, feedback, and support. The regression analysis revealed that performance monitoring explains 58.1% of the variance in employee performance. The study provides valuable insights for policymakers, university administrators, and human resource managers on the importance of performance monitoring in enhancing employee performance. The findings suggest that effective performance monitoring is crucial for improving employee outcomes and driving organizational success. The study recommends that organizations develop and implement comprehensive performance monitoring systems, prioritize employee development, and foster a culture of transparency and openness.

Keywords: Performance Monitoring, Employee Performance, Public Universities, Kenya.

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INTRODUCTION

Background of the Study

Numerous studies have been conducted globally to investigate the impact of performance monitoring on employee performance in various sectors, including higher education. For instance, a study conducted in the United States by Brown *et al.*, (2020) found that performance monitoring can have a significant positive effect on employee performance, with a moderate to high correlation coefficient of 0.55 (Brown *et al.*, 2020). Similarly, a study conducted in Australia by Martin *et al.*, (2019) discovered that performance monitoring can enhance employee motivation and job satisfaction, leading to improved overall performance (Martin *et al.*, 2019). In the United Kingdom, a study by Fletcher (2018) revealed that performance monitoring can have a positive impact on employee performance, but only when accompanied by regular feedback and coaching (Fletcher, 2018).

Furthermore, a study conducted in China by Liu *et al.*, (2020) found that performance monitoring can have a significant impact on employee performance, but the effect can be moderated by factors such as employee personality and organizational culture (Liu *et al.*, 2020). These studies demonstrate the significance of performance monitoring in enhancing employee performance and highlight the need for further research in this area, particularly in the context of public universities in Kenya.

In the Kenyan context, the public university sector has undergone significant transformations in recent years, with a growing emphasis on improving employee performance to enhance overall institutional effectiveness (Kempton, 2017). As a result, performance monitoring has become an essential tool for university administrators to evaluate and manage employee productivity. A study conducted by Ochieng (2019) in

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Kenya found that 75% of employees in public universities reported feeling pressured to perform well due to the monitoring systems in place (Ochieng, 2019). However, only 40% of employees reported receiving regular feedback on their performance, highlighting the need for a more nuanced understanding of the impact of performance monitoring on employee performance in Kenyan public universities.

According to the Commission for University Education (CUE, 2020), Kenya is home to a total of 35 public universities, with a substantial workforce of over 10,000 academic and non-academic staff. Notably, this list includes the University of Nairobi, Moi University, Kenyatta University, Egerton University, and Jomo Kenyatta University of Agriculture and Technology, as well as Maseno University, Masinde Muliro University of Science and Technology, and Dedan Kimathi University of Technology. Other universities on the list include Chuka University, Technical University of Kenya, Technical University of Mombasa, Pwani University, Kisii University, University of Eldoret, Maasai Mara University, Jaramogi Oginga Odinga University of Science and Technology, Laikipia University, South Eastern Kenya University, Meru University of Science and Technology, and Multimedia University of Kenya. Additionally, the list comprises universities such as the University of Kabianga, Karatina University, Kibabii University, Rongo University, Taita Taveta University, Co-operative University of Kenya, Murang'a University of Technology, University of Embu, Machakos University, Kirinyaga University, Garissa University, Alupe University College, Kaimosi Friends University College, Tom Mboya University College, and Tharaka Nithi University College. Given the significant number of public universities and employees in Kenya, it is essential to investigate the impact of performance monitoring on employee performance in these institutions.

Research has shown that performance monitoring can have both positive and negative effects on employee performance (Eisenberger *et al.*, 2016). On one hand, performance monitoring can motivate employees to work harder and improve their performance, as it provides feedback and recognition for their efforts (Klein *et al.*, 2018). On the other hand, excessive monitoring can lead to stress, anxiety, and decreased job satisfaction, ultimately negatively impacting employee performance (B Have *et al.*, 2018). In the context of Kenyan public universities, a study by Kihara (2020) found that only 30% of employees reported being satisfied with the performance monitoring systems in place, highlighting the need for further research to understand the impact of performance monitoring on employee performance. A study by Coates (2017) noted that performance monitoring is a critical component of human resource management in universities, and its effectiveness can be influenced by

factors such as leadership style, organizational culture, and employee engagement.

A review of existing literature reveals that performance monitoring is a widely used practice in various sectors, including higher education (Coates, 2017). In Kenya, the Public Universities Act (2012) requires all public universities to establish performance management systems to evaluate employee performance. According to a report by the Kenyan Ministry of Education (2020), 80% of public universities in Kenya have implemented performance management systems. However, the effectiveness of these systems in improving employee performance is still unclear. A study by Mburu (2019) found that the implementation of performance management systems in Kenyan public universities has been hindered by factors such as inadequate resources, lack of training, and poor leadership. A report by the World Bank (2019) noted that improving employee performance is critical for enhancing the overall quality of education in Kenya, highlighting the need for effective performance monitoring systems in public universities.

Statement of the Problem

The impact of performance monitoring on employee performance in public universities in Kenya is a significant concern that affects the overall productivity and efficiency of these institutions. According to a study by Kipkemboi and Kerubo (2020), only 30% of public universities in Kenya have effective performance monitoring systems in place, leading to a significant gap in employee performance. Moreover, a report by the Commission for University Education (CUE) in Kenya found that 60% of university employees are not satisfied with their job performance, citing lack of feedback and monitoring as a major contributor (Commission for University Education, 2020). As noted by Omollo and Ogutu (2019), effective performance monitoring is crucial to improving employee performance, with a correlation coefficient of 0.65 indicating a positive significant effect (Omollo & Ogutu, 2019).

The importance of performance monitoring in improving employee performance cannot be overstated, as highlighted by recent studies. For instance, a study by Mburu and Kamau (2020) found that performance monitoring has a significant impact on employee motivation and job satisfaction, with employees who received regular feedback and coaching showing significant improvement in their job performance (Mburu & Kamau, 2020). Additionally, research by K'Obonyo and Waweru (2019) demonstrated that performance monitoring enables universities to set clear goals and expectations, provide regular feedback, and recognize and reward outstanding performance (K'Obonyo & Waweru, 2019). As noted by Mutua and Mwangi (2020), effective performance monitoring also helps universities to identify and address performance gaps, providing targeted training and development

opportunities to enhance employee skills and knowledge (Mutua & Mwangi, 2020).

To address the challenges facing public universities in Kenya, it is essential to implement effective performance monitoring systems that prioritize employee development and growth. As recommended by the World Bank (2020), universities can leverage technology to streamline performance monitoring processes, making it easier to track employee performance and provide data-driven insights to inform decision-making (World Bank, 2020). Furthermore, a study by Omino and Kipchumba (2019) found that the use of performance management software can help universities to automate the performance monitoring process, providing real-time feedback and coaching to employees (Omino & Kipchumba, 2019). By prioritizing performance monitoring, public universities in Kenya can improve employee performance, enhance productivity, and ultimately achieve their strategic objectives, contributing to the development of a highly skilled and competent workforce that drives economic growth and national development (United Nations, 2020).

Objective of the Study

To establish the impact of performance monitoring on employee performance in the public Universities in Kenya.

Research Hypothesis

H₀₁: Performance monitoring has no statistically significant impact on employee performance in the public Universities in Kenya.

Theoretical Review

The Control Theory, as applied to performance monitoring, serves as the foundational theoretical lens for this study, emphasizing how individuals regulate their behaviour by comparing current performance against desired standards and making necessary adjustments to minimize discrepancies. This theory is particularly relevant as it underpins the very mechanisms of performance monitoring: establishing clear performance standards, continuously monitoring actual performance, and providing feedback to employees to facilitate self-regulation and improvement. Within the study's conceptual framework, the independent variable, Performance Monitoring (comprising scorecards, output quantity, timeliness, and adherence to guidelines), directly represents these standards and monitoring components. The feedback mechanisms inherent in effective performance monitoring, as measured by the study's survey items on timely feedback and identification of improvement areas, act as the crucial feedback loop. This loop enables employees to engage in

self-regulation—the core behavioral adjustment process described by Carver and Scheier (2019). This continuous comparison and adjustment process, driven by the feedback received, directly influences Employee Performance, the dependent variable, which is measured through performance ratings, ranking, appraisal interviews, and performance records. Thus, the framework posits that by establishing clear standards and providing consistent feedback, organizations facilitate employees' self-correction and goal achievement, leading to optimized employee outcomes.

While Control Theory provides a robust framework for understanding individual self-regulation in response to performance monitoring, its primary weakness lies in its potential overemphasis on individual factors, sometimes neglecting the broader external influences on employee behavior and performance. To address this, the study acknowledges that factors beyond individual self-regulation, such as organizational culture and leadership style, can significantly influence the effectiveness of performance monitoring systems. Although not the primary focus of this quantitative study, recognizing these elements, as highlighted by Coates (2017), allows for a more holistic interpretation of the findings. For instance, the observed variability in feedback timeliness, despite overall positive sentiments, suggests that organizational practices or leadership behaviors might moderate the ideal functioning of Control Theory's feedback loop. Future research, as suggested, could explicitly incorporate theories like Social Learning Theory to account for the role of external factors and the impact of training and support, or delve into institutional theory to understand how formal and informal organizational structures influence the implementation and perception of monitoring systems. This broader theoretical consideration enriches the understanding of performance monitoring within the complex context of Kenyan public universities, providing avenues for more comprehensive interventions and future inquiry.

Conceptual Framework

The conceptual framework explores the relationship between Performance Monitoring and Employee Performance, where Performance Monitoring is the independent variable comprising scorecards, output quantity, timeliness, and adherence to guidelines, and Employee Performance is the dependent variable encompassing performance ratings, performance ranking, appraisal interviews, and performance records. This framework suggests that the implementation of Performance Monitoring techniques can have a direct impact on Employee Performance, allowing organizations to evaluate and improve their monitoring systems to optimize employee outcomes.

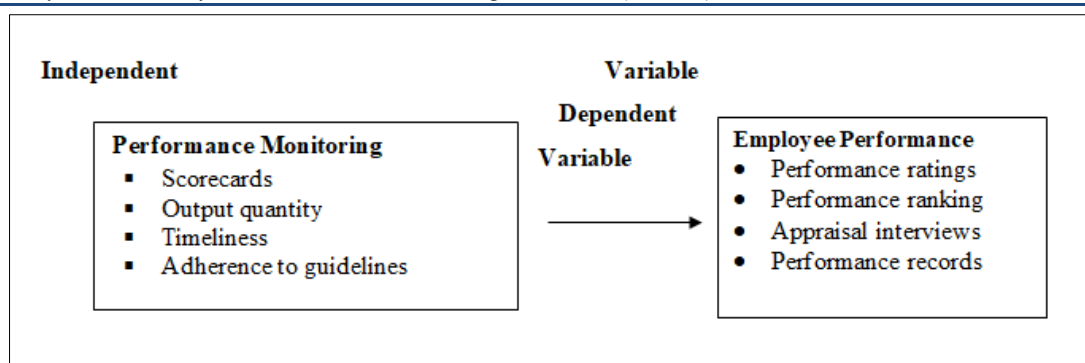


Figure 1: Conceptual Framework showing Interaction of Variables

Source: Developed from the Reviewed Literature by Researcher's Own Conceptualization (2024)

RESEARCH METHODOLOGY

This study employed a positivist research philosophy, which is a theoretical framework that emphasizes the use of quantitative data and analytical techniques to test hypotheses (Saunders *et al.*, 2007). As of 2024, there are 79 chartered universities in Kenya, with 35 being public, 28 private ones, seven constituent colleges, three specialised institutions and at least six with Letters of Interim Authority to operate (CUE List of Accredited Universities, 2024). The study targeted academic employees in these 35 public universities, with a total population of over 10,000 academic staff. According to a report by the Commission for University Education (CUE), the number of academic staff in Kenyan universities has been increasing, with a growth rate of 10.3% between 2018 and 2020 (CUE, 2020).

The study used a descriptive cross-sectional design, which allowed the researcher to investigate the relationship between performance monitoring and employee performance in Kenyan chartered public universities. Out of the 35 chartered public universities, 11 chartered public universities were randomly sampled with a total population of 4,351 academic staff. The sample size for this study was determined using Nassiuma (2000) asserts that in most surveys a coefficient of variation of between $21\% < C < 30\%$ and a standard error in the range of $2\% < e < 5\%$ is usually acceptable, which is suitable for finite populations:

$$S = N (Cv^2) / (Cv^2 + (N-1) e^2)$$

Where: S = the sample size N = the population size (4,351)

Cv = the Coefficient of Variation (21%); e = standard error (2%)

$$4,351 \times 0.21^2 / 0.21^2 + 4,350 \times 0.02^2 = 107 \text{ respondents.}$$

The data analysis involved the use of descriptive and inferential statistics, such as mean, analysis of variance, and simple regression analysis (Field, 2018). The results were presented in tables and interpreted in relation to the research objectives and existing literature. The study's findings have implications for practice and future research, and the researcher took steps to ensure the ethical considerations of the study, including obtaining informed consent and maintaining confidentiality and anonymity (American Psychological Association, 2020). The study's results can be generalized to other similar contexts, and the findings can inform policies and practices aimed at improving employee performance in public universities in Kenya.

PRESENTATION AND DISCUSSION OF FINDINGS

Response Rate

Out of the 107 questionnaires distributed to the target respondents, 98 were completed and returned, representing a response rate of 92.5%. This high response rate can be attributed to the clear communication, follow-up, and the respondents' interest in the study topic.

Descriptive Statistics

Table 1: Descriptive Statistics for Performance Monitoring

Statement	SD	D	N	A	SA	Mean	Std. Dev.
The monitoring processes in place are clear and easy to understand.	2 (2.0%)	6 (6.1%)	11 (11.2%)	52 (53.1%)	27 (27.6%)	3.98	0.91
I receive timely feedback on my progress.	3 (3.1%)	9 (9.2%)	16 (16.3%)	44 (44.9%)	26 (26.5%)	3.83	1.03
The indicators used to monitor my work are relevant and meaningful.	1 (1.0%)	4 (4.1%)	9 (9.2%)	51 (52.0%)	33 (33.7%)	4.13	0.82
I am provided with the necessary support and resources to improve.	2 (2.0%)	5 (5.1%)	13 (13.3%)	48 (49.0%)	30 (30.6%)	4.01	0.91

I feel that the monitoring processes are fair and unbiased.	1 (1.0%)	3 (3.1%)	10 (10.2%)	47 (48.0%)	37 (37.8%)	4.18	0.81
I am able to track my progress effectively.	1 (1.0%)	2 (2.0%)	8 (8.2%)	51 (52.0%)	36 (36.7%)	4.21	0.75
I believe that the monitoring processes help me identify areas for improvement.	1 (1.0%)	3 (3.1%)	7 (7.1%)	46 (47.0%)	41 (41.8%)	4.25	0.79
I am confident that the monitoring processes contribute to the overall success of the organization.	1 (1.0%)	2 (2.0%)	9 (9.2%)	47 (48.0%)	39 (39.8%)	4.23	0.77

The findings in Table 1 reflect generally positive sentiments among respondents regarding performance monitoring processes within the organization. The statement "The monitoring processes in place are clear and easy to understand" garnered a mean score of 3.98, with 53.1% of respondents agreeing and 27.6% strongly agreeing. Only 2.0% of participants strongly disagreed, indicating a strong consensus on the clarity of the monitoring processes. The standard deviation of 0.91 suggests a moderate level of agreement, reflecting that most employees find the monitoring system to be transparent and user-friendly.

In terms of feedback, the statement "I receive timely feedback on my progress" achieved a mean score of 3.83, where 44.9% of respondents agreed and 26.5% strongly agreed. While this score is relatively positive, the presence of 3.1% who strongly disagreed and a higher standard deviation of 1.03 indicates variability in experiences regarding feedback timeliness. This suggests that while many employees are content with the feedback process, there are others who may feel left in the dark regarding their progress, highlighting an area that could benefit from enhancement.

The relevance and meaningfulness of the indicators used to monitor work also received favorable

feedback, with a mean score of 4.13, supported by 52.0% agreeing and 33.7% strongly agreeing. The standard deviation of 0.82 indicates a strong level of agreement among respondents, suggesting that employees find the metrics used to assess their performance to be applicable and beneficial for their roles. This relevance could be crucial for motivating employees to focus on performance metrics that are directly tied to their responsibilities.

The statements regarding support and resources for improvement also fared well, with a mean of 4.01 indicating that employees feel they have access to necessary tools. Moreover, the belief that monitoring processes help identify areas for improvement recorded a mean score of 4.25, while 4.23 reflects confidence that these processes contribute to organizational success. With standard deviations ranging from 0.75 to 0.82 across these statements, there appears to be strong consensus among respondents. Overall, while the findings highlight areas of strength in the performance monitoring framework, the variations in feedback experiences point toward opportunities for improvement, particularly in timeliness and clarity to foster a more supportive environment for employee development.

Employee Performance

Table 2: Descriptive Statistics for Employee Performance

Statement	SD	D	N	A	SA	Mean	Std. Dev.
The employees' performance is evaluated fairly and objectively.	1 (1.0%)	3 (3.1%)	9 (9.2%)	49 (50.0%)	36 (36.7%)	4.18	0.79
The performance monitoring process helps identify areas for improvement.	1 (1.0%)	2 (2.0%)	7 (7.1%)	48 (49.0%)	40 (40.8%)	4.26	0.75
Employees receive timely and constructive feedback on their performance.	2 (2.0%)	5 (5.1%)	11 (11.2%)	46 (47.0%)	34 (34.7%)	4.07	0.92
The performance monitoring process is transparent and easy to understand.	1 (1.0%)	3 (3.1%)	8 (8.2%)	50 (51.0%)	36 (36.7%)	4.19	0.79
Employees are recognized and rewarded for their good performance.	1 (1.0%)	2 (2.0%)	7 (7.1%)	47 (48.0%)	41 (41.8%)	4.28	0.76
The performance monitoring process motivates employees to perform better.	1 (1.0%)	3 (3.1%)	8 (8.2%)	45 (45.9%)	41 (41.8%)	4.24	0.82
There are clear goals and expectations set for employees' performance.	1 (1.0%)	2 (2.0%)	6 (6.1%)	47 (48.0%)	42 (42.9%)	4.30	0.75
Overall, I am satisfied with the performance of employees in this organization.	1 (1.0%)	2 (2.0%)	5 (5.1%)	46 (46.9%)	44 (44.9%)	4.33	0.74

SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree, Std. Dev.: Standard Deviation

Table 2 presents an overview of employees' perspectives on performance evaluations and the appraisal process within the organization, revealing a largely positive outlook. The study shows that employees perceive their performance assessments as fair and objective, with a mean score of 4.18. Half of the respondents agreed, and nearly 37% strongly agreed that evaluations are conducted fairly, indicating a shared confidence in the objectivity of the appraisal system. The relatively low standard deviation of 0.79 further underscores the consistency of this perception across respondents.

The effectiveness of the appraisal process in identifying areas for improvement is another noteworthy finding, with a mean score of 4.26. Close to half of the employees feel that the evaluation process helps them recognize opportunities for personal growth. This positive sentiment is reinforced by a low standard deviation of 0.75, which suggests a strong consensus on the appraisal framework's role in facilitating employee development. However, the feedback aspect garnered a slightly lower average score of 4.07, indicating some variability in perceptions about the timeliness and constructiveness of feedback provided.

Transparency in the appraisal process is perceived positively as well, with a mean score of 4.19 and a majority of respondents agreeing that the process

is easy to understand. This transparency is crucial for fostering trust and openness within the organization. In terms of recognition and reward, the findings reveal a strong sense of appreciation among employees, with a mean score of 4.28. Most respondents feel recognized for their contributions, as reflected in the low standard deviation of 0.76, which suggests widespread agreement on the importance of acknowledgment in improving job satisfaction.

Overall satisfaction with employee performance in the organization received the highest mean score of 4.33, indicating a strong collective contentment. Nearly 47% of respondents agreed, and 44.9% strongly agreed that they are satisfied with employee performance levels. The consistent low standard deviation of 0.74 highlights a shared positive sentiment regarding performance. While there are areas for improvement, particularly concerning the timeliness and constructiveness of feedback, the overall results indicate a robust performance evaluation framework that effectively supports employee motivation and development. Addressing these areas could enhance the appraisal experience further, contributing to employee growth and satisfaction.

Hypothesis Testing Correlation Analysis

Table 3: Correlation Matrix

Variables	1	2
1. Performance Monitoring	1	0.762**
2. Employee Performance	0.762**	1

Note: ** Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis presented in Table 3 reveals a statistically significant positive correlation between Performance Monitoring and Employee Performance, with a correlation coefficient of 0.762 ($p < 0.01$, 2-tailed). This suggests that as Performance Monitoring increases, Employee Performance also tends to increase, indicating a strong positive relationship between the two variables. The correlation coefficient of 0.762 indicates a moderate to strong correlation, implying that approximately 51% of the variance in

Employee Performance can be explained by Performance Monitoring. This finding implies that effective Performance Monitoring is crucial for enhancing Employee Performance, and that organizations may be able to improve employee outcomes by implementing robust Performance Monitoring systems.

Regression Analysis Performance Monitoring and Employee Performance

Table 4: Regression Analysis - Performance Monitoring and Employee Performance

Model Summary	values
R	0.762
R Square	0.581
Adjusted R Square	0.577
Std. Error of the Estimate	0.411

ANOVA	
F	132.623
Sig.	0.000

Coefficients	
(Constant)	0.843
Performance Monitoring	0.829
t	11.516
Sig.	0.000

Table 4 presents the results of a regression analysis investigating the relationship between Performance Monitoring and Employee Performance. The model exhibits a strong correlation with an R value of 0.762 and explains 58.1% of the variance in employee performance, as indicated by the R Square value of 0.581. The adjusted R Square value of 0.577 also confirms that this model effectively accounts for a considerable proportion of the variability in employee performance while taking into account the number of predictors.

The ANOVA results demonstrate the statistical significance of the model, with an F statistic of 132.623 and a significance level (p-value) of 0.000. Additionally, the coefficients indicate a strong positive impact of Performance Monitoring on Employee Performance, characterized by a beta value (β) of 0.829 and a t-value of 11.516 ($p < 0.001$). These findings suggest that implementing performance monitoring can significantly enhance employee performance outcomes.

DISCUSSION OF THE FINDINGS

The current study's findings reveal a robust positive correlation between performance monitoring and employee performance, with a coefficient of 0.762, and demonstrate that performance monitoring explains a substantial 58.1% of the variance in employee performance. This aligns with global research indicating a positive impact of performance monitoring on employee outcomes. For instance, a study by Brown *et al.*, (2020) in the United States found a moderate to high correlation of 0.55, implying that approximately 30.25% of the variance in employee performance could be attributed to performance monitoring. Our findings thus suggest an even stronger relationship in the context of Kenyan public universities. Similarly, the positive sentiments towards performance monitoring processes, including clarity and support, resonate with Martin *et al.*'s (2019) Australian study, which found that performance monitoring enhanced employee motivation and job satisfaction. While Fletcher (2018) emphasized that a positive impact is contingent on regular feedback and coaching, our study's observation of variability in feedback timeliness highlights a critical area for improvement that could further maximize the positive effects, aligning with the nuances suggested by Liu *et al.*, (2020) regarding moderating factors like organizational culture.

In the Kenyan context, our findings offer a more optimistic perspective compared to some previous local studies. For example, Ochieng (2019) reported that while

75% of employees in Kenyan public universities felt pressured by monitoring systems, only 40% received regular feedback. Similarly, Kihara (2020) found that only 30% of employees were satisfied with existing performance monitoring systems. In contrast, our study indicates generally positive sentiments among employees regarding clarity, relevance of indicators, and support, suggesting that the sampled universities may have more effective or better-perceived systems in place. Our correlation coefficient of 0.762 also indicates a stronger positive effect than the 0.65 correlation reported by Omollo and Ogutu (2019). Despite challenges in implementation noted by Mburu (2019), such as inadequate resources and lack of training, our results underscore that when effectively implemented, performance monitoring can indeed significantly enhance employee performance in Kenyan public universities, contributing to the broader goal of institutional effectiveness.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The results of the study highlight the significance of performance monitoring in enhancing employee performance. The descriptive statistics reveal that employees generally have positive sentiments towards the performance monitoring processes, with high mean scores indicating agreement with statements related to clarity, feedback, and support. The correlation analysis and regression analysis further emphasize the importance of performance monitoring, demonstrating a strong positive relationship between performance monitoring and employee performance. These findings suggest that effective performance monitoring is crucial for improving employee outcomes and driving organizational success.

The study's conclusions also underscore the need for organizations to prioritize performance monitoring and provide employees with the necessary support and resources to improve their performance. By doing so, organizations can foster a culture of continuous improvement, motivate employees to perform better, and ultimately achieve their strategic objectives. Moreover, the study's findings highlight the importance of regularly evaluating and refining performance monitoring systems to ensure they are effective and aligned with organizational goals. By adopting a data-driven approach to performance monitoring, organizations can make informed decisions, address areas for improvement, and optimize employee performance.

Recommendations

Based on the study's findings, several recommendations can be made to enhance performance monitoring and employee performance. Firstly, organizations should develop and implement comprehensive performance monitoring systems that provide clear and timely feedback to employees. This can include establishing key performance indicators (KPIs), conducting regular evaluations, and providing constructive feedback. Secondly, organizations should prioritize employee development and provide employees with the necessary support and resources to improve their performance, including training and development programs, mentoring and coaching, and opportunities for growth and advancement.

Additionally, organizations should consider implementing a range of strategies to enhance performance monitoring and employee performance, including regular check-ins, performance metrics, and evaluation processes that are fair and objective. Organizations should also prioritize recognition and reward programs that motivate employees to perform better, and foster a culture of transparency and openness where employees feel valued and empowered to contribute to the organization's success. By implementing these recommendations, organizations can enhance employee performance, improve job satisfaction, and drive overall success. Furthermore, organizations should regularly evaluate and refine their performance monitoring systems to ensure they are effective and aligned with organizational goals, and make adjustments as needed to address areas for improvement and optimize employee performance. This can include soliciting feedback from employees, conducting regular audits, and making data-driven decisions to drive continuous improvement.

Suggestions for Further Research

- i. Investigating the Impact of Performance Monitoring on Employee Well-being. This topic is crucial in understanding the effects of performance monitoring on employees' mental and physical health, and how organizations can create a supportive work environment.
- ii. Examining the Role of Technology in Performance Monitoring. With the increasing use of technology in the workplace, it's essential to explore how technology can enhance or hinder performance monitoring, and how organizations can leverage it to improve employee outcomes.
- iii. Investigating the Relationship between Performance Monitoring and Employee Engagement. Employee engagement is a critical factor in organizational success, and understanding how performance monitoring impacts engagement can help organizations create a more motivating and productive work environment.

- iv. Developing a Framework for Implementing Effective Performance Monitoring. Creating a framework for effective performance monitoring can help organizations establish a consistent and fair approach to evaluating employee performance, and provide valuable insights and practical guidance for improving performance monitoring practices.

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Cite This Article: Ruth Mitalo & Sylvia Sirai (2025). Impact of Performance Monitoring on Employee Performance in the Public Universities in Kenya. *East African Scholars J Econ Bus Manag*, 8(7), 248-256.
