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## Effect of Implementation Strategy on Employee Behavioural Wellbeing at East African Portland Cement Company Ltd, Kenya

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### ABSTRACT

This study explored how the implementation of performance contracting, particularly through structured implementation strategies, affect employee behavioural wellbeing at East African Portland Cement Company. Anchored in Goal-Setting and Social Exchange theories, the research adopted a quantitative approach to examine how effective implementation processes affect staff motivation, job satisfaction, and employee behavioural wellbeing. Using stratified random sampling, data were gathered from 467 employees. Cochran's formula was used to draw a sample size by use of stratified sampling. Structured questionnaires were drawn based on a five point likert scale. A pilot study was done to ensure reliability of the research instrument involving ten participants. Descriptive statistics means percentage and standard deviations were utilized for data summary. Correlation and regression technique was carried out using inferential analysis. Statistical analysis revealed strong positive links between performance contracting element especially implementation process strategy ( $\beta$  value of 0.313 ( $B = 0.309$ ,  $p < .001$ ) and employee behavioural wellbeing. This study recommends the active involvement of employees in the implementation strategy process to foster ownership and alignment with organizational goals. Strengthening implementation frameworks through inclusive participation can enhance shared accountability. Human Resource professionals may embed employee well-being within performance management systems to balance organizational demands with individual needs. Policymakers are encouraged to develop supportive regulations that promote the integration of well-being into workplace practices. Ultimately, a balanced and people-centered approach is essential for cultivating a motivated and productive workforce.

Keywords: Performance Contracting, Employee Behavioural Wellbeing, Implementation Strategy Process, HRM

### 1.0 INTRODUCTION

Performance contracting has emerged as a widely utilized approach across multiple sectors including cement manufacturing as a way to better align individual contributions with broader organizational goals. In resource-intensive environments like the cement industry, where both human and capital assets play critical roles, effective implementation of such strategies can support improved resource utilization, higher safety standards, and stronger employee engagement. Despite these benefits, bringing performance contracts to life in day-to-day operations often proves difficult. Common obstacles such as resistance to change, limited training opportunities, and unclear communication can weaken the intended impact of these initiatives (Muriithi, 2019). In industrialized nations such as the United States, United Kingdom, and Germany, performance contracting is recognized for promoting a culture focused on measurable outcomes, especially in manufacturing, where meeting efficiency and quality standards is essential (Odongo et al., 2020). Still, even well-structured implementation strategies can sometimes put undue pressure on staff. The pursuit of ambitious performance targets when not balanced thoughtfully may unintentionally affect employee well-being. In public service sectors, for example, while performance-based systems often lead to better service delivery, overly rigid or demanding expectations have been linked to increased stress and declining morale (Ndungu & Mumbi, 2024). When these frameworks are not designed with care, they may end up doing more harm than good in terms of workforce motivation. As Zeitoun and Pamini (2021) point out, persistent pressure tied to performance outcomes can gradually wear down employee morale, undermining the very goals these strategies aim to achieve.

The way organizations structure and implement performance strategies plays a crucial role in shaping how employees connect with institutional goals. According to Bahadır et al. (2024), institutions that embrace flexible and decentralized systems often benefit from faster decision-making and higher levels of staff engagement both vital for realizing performance targets. Conversely, more rigid hierarchical structures may hinder responsiveness and contribute to reduced morale. Models such as flat or matrix structures, which support open communication and cross-functional collaboration, tend to be more effective in advancing performance-based approaches that also respect and protect employee well-being (Mohamed, 2023). In these environments, employee commitment becomes a fundamental driver of success. Employees are more likely to remain engaged when they feel acknowledged, treated equitably, and given realistic, meaningful goals (Sikira, Madaba, & Filbert, 2024). Thus, integrating behavioural well-being into performance strategies is not merely beneficial it is essential for ensuring long-term organizational sustainability. This study examines how the implementation strategy process influences employee behavioural well-being at East African Portland Cement Company, a state-owned enterprise operating in a dynamic and high-demand context. At the heart of this research is the company's Performance Management Policy (PMP), which provides a structured approach for setting, communicating, and evaluating performance expectations (Dubey, 2021). In accordance with the State Corporations Act (Cap. 446), the organization is required to implement performance frameworks that reflect national goals for efficiency and

accountability in the public sector (Ochieng, 2024). Accordingly, this study uses the PMP as a focal point to explore how performance contracts are developed and enacted, and how these processes influence employees' psychological well-being and motivation (Ameen, 2023).

The Performance Management Policy (PMP) offers a structured framework designed to align institutional priorities with individual roles and responsibilities (Rutto & Paul, 2024). It emphasizes the importance of setting clear, measurable objectives, fostering transparent feedback processes, and promoting equitable performance evaluations (Muthoka, 2024). This structure provided a useful foundation for assessing how effectively East African Portland Cement Company (EAPCC) translated its strategic goals into day-to-day practices. The study found that while the PMP is grounded in values such as fairness and professional growth, its inconsistent implementation has led to concerns around bias and insufficient attention to psychosocial well-being (Mwangi, 2024). These issues have contributed to reduced employee engagement and rising behavioural stress (Asugah, 2021; Yahya, 2021). The findings underscore that, when consistently and fairly applied, the PMP has the potential to bridge the gap between institutional efficiency and employee well-being. By reinforcing clear expectations and equitable practices, it offers a pathway to improved performance outcomes alongside a more positive workplace experience. Based on these insights, the study recommends a shift toward more inclusive, employee-centered approaches. Fostering a motivated, supported workforce is not only critical for employee resilience but also essential for sustaining productivity in Kenya's industrial landscape. In this context, performance strategy implementation must extend beyond formal compliance and numeric targets. It should include deliberate efforts to empower staff, clarify performance standards, and cultivate a work environment that values well-being ensuring long-term success for both the organization and its people.

### Acronyms and Abbreviations

ANOVA Analysis of Variance

|       |                                             |
|-------|---------------------------------------------|
| PMP   | Performance Management Policy               |
| EAPCC | East African Portland Cement Company        |
| SPSS  | Statistical Package for the Social Sciences |
| UK    | United Kingdom                              |
| WHO   | World Health Organization                   |
| EBW   | Employee Behavioural Wellbeing              |
| HRM   | Human Resource Management                   |
| PC    | Performance Contracting                     |
| SPSS  | Statistical Package for the Social Sciences |

### 1.1 STATEMENT OF THE PROBLEM

In Kenya's cement manufacturing sector, a longstanding challenge lies in the weak and often fragmented implementation strategy processes associated with performance contracting an issue increasingly linked to a decline in employee behavioural well-being. While performance contracting is widely recognized as a tool to drive efficiency, accountability, and goal alignment, its success hinges not only on policy design but also on the quality of its execution. At organizations such as East African Portland Cement Company (EAPCC), the rollout of performance contracts frequently lacks inclusivity, clarity, and genuine engagement with employees. Targets are often introduced without involving staff in their formulation, resulting in goals that are perceived as externally imposed, misaligned with operational realities, and difficult to achieve. This disconnect undermines employee motivation, contributes to elevated stress levels, and triggers psychological strain.

The implementation phase tends to be characterized by top-down directives, rigid timelines, and limited communication. In such environments, when employees are excluded from planning and feedback mechanisms, they lose the opportunity to align their own capacities with organizational priorities. Rather than enabling performance, the process becomes a stressor marked by heightened pressure, anxiety, and eventually burnout (Schaufeli & Taris, 2021). Sector-wide trends reinforce these concerns. An estimated 30–40% of employees in Kenya's cement industry report experiencing significant work-related stress often linked to demanding performance expectations and extended working hours. While external pressures and managerial approaches are frequently cited, a key underlying factor is the ineffective implementation process, which too often fails to provide the necessary support for employees to succeed.

A sound implementation strategy should incorporate clear goal communication, sufficient training, supportive supervision, transparent evaluation, and ongoing feedback. Yet, in many cases, these elements are either missing or inconsistently applied, leading to unintended negative outcomes such as low morale, mental fatigue, and declining commitment to organizational objectives (Salas-Vallina et al., 2021). Although performance contracting holds promise as a mechanism for aligning institutional goals with individual development, the implementation process remains its most fragile component. Despite its significance, little research has examined how the strategic execution of performance contracts especially in high-pressure, high-risk environments like cement manufacturing impacts employee well-being. Most existing studies focus predominantly on performance metrics, overlooking how execution flaws contribute to stress, burnout, and disengagement. This study seeks to fill that gap by exploring the link between the implementation strategy process of performance contracting and employee behavioural well-being at EAPCC. It aims to investigate how inclusive

planning, effective communication, and supportive structures can alleviate psychological strain while promoting employee resilience, satisfaction, and sustained performance.

### 1.2 Study Objective

To determine the effect of implementation strategy process strategy process on employee behavioural wellbeing at East African Portland Cement Ltd in Kenya

### 1.3 Study Hypotheses

H<sub>02</sub>: Implementation strategy process strategy process has no significant effect on employee behavioural wellbeing at East African Portland Cement Ltd in Kenya

## 2.0 LITERATURE REVIEW

Social Exchange Theory (SET), introduced by George Homans in 1958, provides a meaningful lens through which to understand employee behaviour, particularly in the context of performance implementation. The theory is based on the principle that workplace relationships thrive when they offer mutual benefit. When employees feel respected, supported, and fairly treated, they tend to reciprocate with loyalty, trust, and enhanced performance (Cropanzano et al., 2022). In relation to implementation strategy process, SET suggests that the way organizations roll out performance targets especially whether they engage employees, provide feedback, and acknowledge effort has a strong influence on employee behavioural wellbeing. If employees feel the process is transparent and inclusive, they are more likely to commit fully to organizational goals and maintain psychological resilience (Gacheru, 2023). Fair and participatory implementation strategies cultivate a sense of shared responsibility, reducing stress and encouraging proactive behaviours such as innovation and collaboration.

A well-executed implementation strategy process where goals are clearly communicated, support is readily available, and feedback is constructive encourages employees to go beyond the bare minimum. It reinforces the sense that the organization values their contributions and, in turn, motivates greater engagement and satisfaction (Bakker, 2022). This reciprocal dynamic is key to achieving both high performance and employee wellbeing. However, the theory also has limitations. It often assumes that workplace exchanges are purely rational and balanced, which doesn't always reflect the complexities of organizational life. Emotions, power dynamics, and cultural differences play significant roles in shaping employee experiences. Power imbalances can distort the exchange, where employees may feel compelled to deliver without feeling equally supported (Emerson, 2021). Social Exchange Theory originates from Western individualist perspectives and may not fully capture values in collectivist cultures where group cohesion and harmony are prioritized over personal gains.

Despite these challenges, SET remains a valuable tool for understanding how performance strategies impact employee wellbeing. In the context of this study, the theory helps explain why employees at the East African Portland Cement Company respond more positively when they experience fairness and support throughout the performance implementation process. Access to resources, leadership engagement, and inclusive target-setting were found to contribute directly to improved morale, motivation, and psychological health. Further evidence supports this: a fair and supportive work environment enhances motivation and reduces stress-related outcomes (Ike, 2025). When employees feel included in setting their targets and are confident that evaluations are fair, they are more likely to maintain a positive emotional state and exhibit constructive behaviour. Social Exchange Theory illustrates how reciprocal relationships between employees and organizations anchored in fairness, involvement, and support can significantly improve the implementation of performance strategies and, ultimately, strengthen behavioural wellbeing. In combination with Goal-Setting Theory, it reinforces the importance of designing performance processes that not only drive results but also nurture a healthy and engaged workforce.

Goal-Setting Theory, developed by Locke and Latham (2020), offers a practical explanation of how setting specific and challenging objectives can improve employee focus, motivation, and performance. By providing clarity and direction, well-defined goals help employees prioritize their efforts, stay on task, and persist even when faced with difficulties. This becomes especially important during the implementation of performance strategies, where employees must navigate both expectations and constraints. In organizations like EAPCC, this theory supports the idea that employees perform better when they clearly understand what is expected of them. When goals are both challenging and attainable, and employees are actively involved in setting them, they are more likely to experience increased motivation, engagement, and commitment to achieving desired outcomes (Komen & Mose, 2025). This sense of ownership contributes positively to their emotional and psychological wellbeing. Goal-Setting Theory also highlights the role of supportive structures such as regular feedback and adequate resources. Locke (2020) emphasizes that simply setting goals is not enough; employees need the time, tools, and training to meet those goals. Similarly, Babapour Chafi, Maral, Hultberg, & Nina, (2021) argue that employees thrive in environments where expectations are clear and the necessary support systems are in place. These conditions empower staff to take initiative and maintain a strong sense of accountability. The theory justifies the central focus of this study: understanding how structured performance strategies influence employee behavioural wellbeing. Njuguna and Minja (2023) posit that when implementation processes include employee input, provide regular feedback, and match expectations with available resources, they create a more balanced and fulfilling work experience. According to Ndeke (2023) show that collaboration in goal-setting fosters teamwork, reduces ambiguity, and boosts morale.

However, the theory has its drawbacks. Its emphasis on measurable outcomes may unintentionally limit flexibility or suppress creativity especially in work environments that require innovation or adaptability (Elmansori & AlHindawi, Adel S (2022). Moreover, when goals are too difficult or unclear,

they can increase pressure, causing stress or even burnout (Muchiri, 2022). Goal-setting also tends to focus heavily on external rewards, without fully considering how personal values, intrinsic motivation, or emotional factors influence employee engagement ((Kant & Asefa, 2022). Despite these limitations, the theory remains a solid framework for understanding employee behaviour within structured performance systems. It emphasizes the link between goal clarity and improved mental wellbeing, making it highly applicable to performance contracting processes. When employees see how their daily efforts contribute to broader organizational goals and when they feel recognized for their contributions they are more likely to experience satisfaction, lower stress, and stronger engagement. Goal-Setting Theory supports this study by demonstrating how clear, collaborative, and well-resourced performance implementation strategies can shape employee behavioural wellbeing. When applied thoughtfully, it guides organizations in designing systems that not only drive results but also support a healthy, motivated, and committed workforce.

2.1 Conceptual Framework

The conceptual framework shows the relationship between variables.

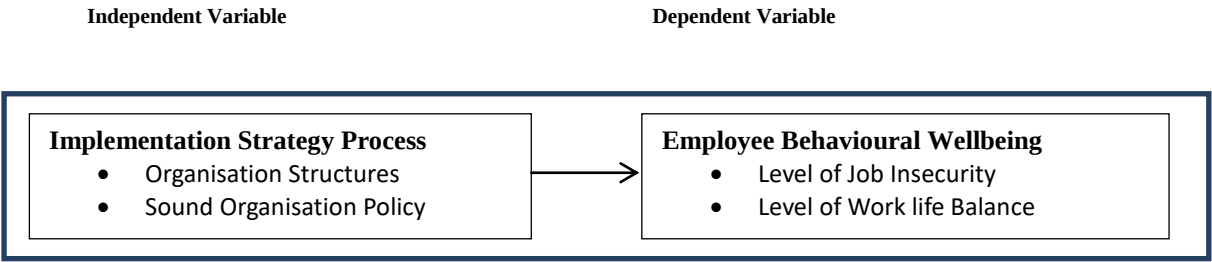


Figure 1: Conceptual Framework

3.0 RESEARCH METHODOLOGY

3.1 Research Design

This study utilized a descriptive survey design to objectively examine the effect of the implementation strategy process on employee behavioural well-being. The research was conducted at East African Portland Cement Company (EAPCC) in Machakos County, Kenya a prominent industrial area that offers meaningful insights into employee well-being within high-pressure work environments (Otieno, Linge, & Sikalieh, (2019).

3.2 Target Population

The study focused on a target population of 467 individuals, comprising 28 senior managers, 65 middle-level managers, and 374 general employees, to ensure a comprehensive representation of perspectives across different organizational levels at East African Portland Cement Company Ltd.

3.3 Sample size and sampling Technique

This study employed a stratified random sampling technique to guarantee fair representation of all subgroups within the population. By doing so, the approach reduced selection bias and strengthened the reliability and validity of the research findings (Danie et al., 2024).
$$N = \frac{1.962 \cdot 0.5 \cdot (1 - 0.5)}{(0.05)^2}$$
Applying the finite population corrections:

$$n = \frac{(0.05)^2 \cdot 1.962 \cdot 0.5}{0.0025 \cdot (1 - 0.5)} = \frac{3.8416 \cdot 0.250}{0.0025} = \frac{0.96040}{0.0025} = 384.16 \approx 384 \text{ respondents}$$

Study population is 467 employees and Sample size is 384 respondents

3.4 Ethical Consideration

The researcher took intentional steps to ensure participants were well-informed about the study’s purpose, objectives, and their rights, emphasizing that participation was entirely voluntary. Confidentiality of organizational information was prioritized, and participants were assured that any sensitive data would be protected. The study adhered strictly to ethical research standards, upholding participants’ autonomy and dignity throughout the process. All sources were properly cited and referenced, and official approval was secured from the relevant authorities in line with established regulatory guidelines (World Health Organization, 2024).

## 4.0 DATA ANALYSIS, RESULTS AND DISCUSSION

Primary quantitative data for this study were collected using structured questionnaires administered to employees. The questionnaires consisted of closed-ended questions and items rated on a 5-point Likert scale, where 1 stood for "Strongly Agree (SA)," 2 for "Agree (A)," 3 for "Neutral (N)," 4 for "Disagree (D)," and 5 for "Strongly Disagree (SD)." The questionnaire was organized into four sections to address different aspects of the research. To reach participants efficiently, the researcher employed a drop-and-pick method for questionnaire distribution. Once the questionnaires were returned, the data entry process began with sorting and organizing the responses, assigning identification numbers, and systematically coding the data. Microsoft Excel was used to input and structure the information before transferring it to SPSS Version 21 for statistical analysis. The data were thoroughly cleaned and verified to ensure accuracy and consistency. Both descriptive and inferential statistics were applied during analysis.

Correlation and regression analyses were conducted to assess the relationships between variables and to test the study's hypotheses. The analysis used the following linear regression model:  $Y = \beta_0 + \beta_1 X_1 + \varepsilon$

Where;  $Y$  is the dependent variable representing behavioural wellbeing,

$X_1$  is the independent variable representing target setting,

$\beta_0$  is the intercept,

$\beta_1$  is the coefficient for  $X_1$  and

$\varepsilon$  is the error term.

### 4.1 Response Rate

A total of 331 out of the 384 questionnaires distributed to employees at East African Portland Cement Company Ltd were completed and returned, resulting in a notable response rate of 86.2%. This exceeds the commonly accepted benchmark in empirical research, where a response rate above 70% is considered exemplary for survey-based studies (Muturi & Njoroge, 2022). The strong participation rate contributed significantly to the credibility and overall robustness of the study's findings.

**Table 1: Response Rate**

| Description             | Value |
|-------------------------|-------|
| Target Sample Size      | 384   |
| Complete questionnaires | 331   |
| Response Rate (%)       | 86.1% |

### 4.2 Demographic Characteristics of the respondents

Demographic analysis involves examining the characteristics of a study population such as gender, age, education, and other attributes to ensure balanced representation and enhance the validity of findings.

**Table 2: Gender of respondents**

| Gender       | Frequency  | Percentage   |
|--------------|------------|--------------|
| Female       | 162        | 48.9         |
| Male         | 169        | 51.1         |
| <b>Total</b> | <b>331</b> | <b>100.0</b> |

The study revealed a fairly balanced gender representation among respondents, with 51.1% (169) identifying as male and 48.9% (162) as female. Such proportionality enhances inclusivity and enriches the diversity of perspectives captured. It also reflects compliance with Kenya's constitutional two-thirds gender rule, which seeks to prevent dominance by any one gender in public or institutional representation (Muchiri, 2022).

**Table 3: Employees Work Experience**

| Work Experience in current position | Frequency  | Percent     |
|-------------------------------------|------------|-------------|
| More than 6 years                   | 109        | 32.9%       |
| 4 to 6 years                        | 85         | 25.7%       |
| 1 to 3 years                        | 100        | 30.2%       |
| Less than 1 year                    | 37         | 11.2%       |
| <b>Total</b>                        | <b>331</b> | <b>100%</b> |

The majority of respondents indicated substantial experience in their current positions, with 32.9% having served for more than six years, 25.7% between four and six years, 30.2% between one and three years, and 11.2% for less than a year. This distribution of tenure suggests that many employees possess a strong understanding of EAPCC's internal operations, making their insights especially valuable in evaluating the impact of performance contracting on behavioural well-being.

#### 4.3 Descriptive Statistics of the Variables under investigation

Responses were recorded using a five-point Likert scale was used to gauge respondents' level of agreement with statements on implementation Strategy Process and Employee Behavioural Wellbeing. The scale was structured as follows: 1 – Strongly Agree (SA), 2 – Agree (A), 3 – Neutral (N), 4 – Disagree (D), and 5 – Strongly Disagree (SD). The findings were computed and analyzed using the mean (M) and standard deviation (SD)

**Table4: Summary of Descriptive Statistics on Implementation Strategy Process**

| Implementation strategy process statement                                                                                            | N   | Min | Max | Mean        | SD          |
|--------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-------------|-------------|
| 1. Implementation strategy process is effective in our organization                                                                  | 331 | 1   | 5   | 2.85        | 1.09        |
| 2. Decentralized decision-making structures within the organization encourage higher accountability for meeting performance targets. | 331 | 1   | 5   | 2.8         | 1.15        |
| 3. Workplace policies on employee behavioural wellbeing are clearly defined.                                                         | 331 | 1   | 5   | 2.81        | 1.12        |
| <b>Average Mean</b>                                                                                                                  |     |     |     | <b>2.82</b> | <b>1.12</b> |

The study explored the connection between implementation strategy process and employee behavioural wellbeing at East African Portland Cement Ltd using a five-point Likert scale. The findings indicate a generally positive perception of how implementation strategy process strategy process affects employee behavioural wellbeing, with some variability in responses. The statement, "Implementation strategy process is effective in our organization," received a mean score of 2.78 (SD = 1.12), suggesting that employees generally agree with the effectiveness of performance contracting, though with some differing opinions. The statement, "Decentralized decision-making structures within the organization encourage higher accountability for meeting performance targets," had a mean score of 2.85 (SD = 1.09), reflecting a moderate agreement on the role of decentralization in promoting accountability. The statement, "Workplace policies on employee behavioural wellbeing are clearly defined," scored a mean of 2.80 (SD = 1.15), indicating that employees perceive wellbeing policies as somewhat clear but with room for improvement. With an overall mean score of 2.81 (SD = 1.12), the findings suggest that employees recognize the benefits of implementation strategy process in supporting their behavioural wellbeing, though variations in responses indicate potential areas for enhancing policy clarity and implementation strategy process effectiveness (Williams, Leaver, Mansoor, Qarout, Bilous, Mundy, Asim, & Bell, (2021).

**Table 5: Descriptive Statistics on Employee Behavioural Wellbeing and Performance Contracting**

| Employee Behavioural Wellbeing Statement                                                                                                                     | N   | Min | Max | Mean | SD   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|------|------|
| 1. The existence of level of job insecurity has adversely impacted the emotional wellbeing of employees, resulting in sensations of anxiety and uncertainty. | 331 | 1   | 5   | 2.85 | 1.0  |
| 2. Employee job satisfaction has decreased following the implementation strategy process of the performance contracting within the company.                  | 331 | 1   | 5   | 2.89 | 1.03 |
| 3. Employees experience a sense of job insecurity due to the negative impact of their inability to balance demanding work schedules with family commitments  | 331 | 1   | 5   | 2.92 | 1.05 |
| 4. Emphasizing performance contracting may adversely affect employees' level of work life                                                                    | 331 | 1   | 5   | 2.9  | 1.04 |

| Employee Behavioural Wellbeing Statement                                                                                                                | N   | Min | Max | Mean        | SD          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-------------|-------------|
| balance by prioritizing productivity over personal wellbeing.                                                                                           |     |     |     |             |             |
| 5. Positive behavioural strength plays a significant role in maintaining employee level of work life balance within our organization.                   | 331 | 1   | 5   | 2.83        | 0.98        |
| 6. Clear performance targets outlined in contracts influence employees' job satisfaction and their distribution of time between work and personal life. | 331 | 1   | 5   | 2.88        | 1.02        |
| <b>Average Mean</b>                                                                                                                                     |     |     |     | <b>2.87</b> | <b>1.06</b> |

The findings suggest that employees tend to have neutral to slightly positive perceptions regarding the impact of performance contracting on their emotional wellbeing, job security, and work-life balance. For instance, the statement linking job insecurity to emotional wellbeing recorded a mean score of 2.85 (SD = 1.00), pointing to moderate concern with varied opinions. Likewise, the view that job satisfaction declined after the introduction of performance contracting had a mean of 2.89 (SD = 1.03), indicating mixed but generally neutral feelings. Other areas such as difficulties in balancing work and family responsibilities, the effect of performance expectations on personal time, and the role of clear targets in shaping time use and job satisfaction had mean scores ranging between 2.83 and 2.92, reflecting mild agreement without strong dissatisfaction. Interestingly, the idea that behavioural resilience helps support work-life balance received the lowest mean score (2.83, SD = 0.98), suggesting broad agreement on its importance. With an overall mean of 2.87 (SD = 1.06), the data points to a recognition among employees that performance contracting does affect their behavioural wellbeing, though the concerns raised are relatively moderate. These results resonate with Nyongesa and van der Westhuizen (2023), who observed that while performance contracting enhances service delivery at Huduma Centres, it must be carefully managed to safeguard employee wellbeing.

#### 4.4 Regression Analysis

To assess how performance contracting specifically the aspect of implementation strategy process affects employee behavioural wellbeing, the study applied regression analysis. This method allowed for a deeper understanding of how strongly and in what direction target setting relates to employee wellbeing. By examining these connections, the analysis provided insight into the extent to which specific elements of performance contracting shape employees' experiences and emotional health at work.

##### 4.4.1 The Relationship between Implementation Strategy Process and Employee Behavioural Wellbeing

The main objective of this study is to assess how the implementation strategy process affects employee behavioural well-being at East African Portland Cement Ltd. To achieve this, the study tested the following hypothesis:

**H0:** There is no significant relationship between the implementation strategy process and the behavioural well-being of employees at East African Portland Cement Ltd.

This hypothesis was examined using a simple linear regression model expressed as:  $Y = \beta_0 + \beta_2 X_2 + \epsilon$ , where: Y represents the dependent variable (behavioural well-being),  $X_2$  denotes the independent variable (implementation strategy process),  $\beta_0$  is the intercept,  $\beta_2$  is the regression coefficient for the implementation strategy process, and  $\epsilon$  is the error term.

A summary of the regression model is presented in the table below.

**Table 6: Model Summary for Implementation Strategy Process and Employee Wellbeing**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .726 <sup>a</sup> | .527     | .526              | .50663                     |

a. Predictors: (Constant), Implementation strategy process

The model summary, as illustrated in the table above, showed a strong positive relationship,  $R = .726$ , with implementation strategy process explaining approximately 53% of the variance in employee wellbeing ( $R^2 = .527$ ). The adjusted  $R^2$  (.526) indicates that the model's predictive strength is robust when adjusted for the number of predictors. Additionally, the standard error of the estimate was 0.50663, suggesting a reasonable level of accuracy in predicting employee wellbeing based on implementation strategy process (Tambunan et al., 2024).

**Table 7: ANOVA<sup>a</sup> for Implementation Strategy Process and Employee Behavioural Wellbeing**

| Model |            | Sum of Squares | df  | Mean Square | F       | Sig.               |
|-------|------------|----------------|-----|-------------|---------|--------------------|
| 1     | Regression | 94.087         | 1   | 94.087      | 366.287 | <.001 <sup>b</sup> |
|       | Residual   | 84.446         | 329 | .256        |         |                    |
|       | Total      | 178.534        | 330 |             |         |                    |

a. Dependent Variable: Employee Behavioural Wellbeing

b. Predictors: (Constant), Implementation strategy process

An ANOVA test was conducted to examine the significance of the regression model predicting employee behavioural wellbeing based on implementation strategy process. The results indicated that the model was statistically significant,  $F(1,329) = 295.287$ ,  $p < .001$ , indicating that implementation strategy process plays a crucial role in explaining variations in employee well-being (Mwangi, & van der Westhuizen, (2023). Given this findings, there is enough evidence to reject the null hypothesis and conclude that, implementation strategy process has a significant impact on the behavioural wellbeing of employees at East African Portland Cement Ltd.

**Table 8: Coefficients<sup>a</sup> for Implementation Strategy Process and Employee Behavioural Wellbeing**

| Model |                                 | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|-------|---------------------------------|-----------------------------|------------|---------------------------|--------|-------|
|       |                                 | B                           | Std. Error | Beta                      |        |       |
| 1     | (Constant)                      | .146                        | .042       |                           | 3.470  | <.001 |
|       | Implementation strategy process | .559                        | .014       | .726                      | 39.926 | <.001 |

a. Dependent Variable: Employee Behavioural Wellbeing

The regression coefficient testing the impact of implementation strategy process on employee behavioural well-being is shown in the table above. The resulting regression equation was:  $Y = 0.146 + 0.559X$ . Where: Y represents employee behavioural well-being, and X represents implementation strategy process. The analysis showed that implementation strategy process was a significant predictor of employee well-being,  $B = 0.559$ ,  $t(329) = 39.926$ ,  $p < .001$ . This unstandardized coefficient ( $B = 0.559$ ) suggests that for each one-unit increase in implementation strategy process, employee well-being increases by 0.559 units, holding other factors constant. Additionally, the standardized coefficient ( $\beta = 0.726$ ) indicates a strong positive relationship, supporting the hypothesis and reinforcing the conclusion that implementation strategy process significantly influences employee behavioural wellbeing at East African Portland Cement Ltd (Mohamed, 2023)

## 5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

### 5.1 Summary

Implementation strategy process also had a significant effect on employee behavioural wellbeing, with a  $\beta$  value of 0.313 ( $B = 0.309$ ,  $p < .001$ ). The study found that when employees were provided with a structured organizational framework, supportive policies, and necessary resources, their wellbeing increased by 0.309 units. Employees who felt that their organizations had clear policies and strong support systems tended to experience lower levels of job-related anxiety and higher job satisfaction. This supports the argument by Armstrong and Taylor (2020) that an efficient organizational structure and sound policies foster a positive work environment, leading to better employee engagement.

### 5.2 Conclusions

The study underscores the pivotal role of implementation strategy in shaping employee behavioural well-being. When staff are adequately resourced, appropriately trained, and supported by responsive leadership, they report higher levels of job satisfaction and reduced occupational stress. This supportive environment fosters confidence, engagement, and a sense of control over work demands. The application of the Performance Management Policy (PMP) further enhances this dynamic by offering a structured mechanism for setting clear expectations, conducting fair appraisals, and linking performance to rewards. Through this policy, organizations can systematically assess how performance requirements affect employee morale, psychological well-being, and work-life balance. The PMP helps to identify mismatches between policy intent and actual practice, revealing areas for strategic refinement. These findings align with the work of Armstrong and Taylor (2020), who assert that effective human resource management particularly in training, support, and resource allocation plays a critical role in fostering employee motivation and commitment. Organizational support that empowers employees not only enhances efficiency but also cultivates a healthier, more resilient workplace climate.

### 5.3 Recommendations

The study recommends formulating clear and enforceable national guidelines for performance contracting, with particular emphasis on a realistic and inclusive implementation strategy process. East African Portland Cement Company may enhance its implementation strategy by implementing specific, attainable performance goals that are closely aligned with individual roles. The organization may prioritize investments in capacity-building initiatives and support systems to facilitate successful goal attainment. The Human Resource professionals may integrate employee well-being indicators into the broader performance management framework. This can be achieved through participatory workshops that allow staff to co-create and periodically review performance objectives. Such practices promote openness, increase employee commitment, and help mitigate the stress often associated with unrealistic or poorly defined goals. The policymakers may embed psychological and emotional well-being assessments within national performance contracting policies. These frameworks may require the implementation strategy to be evaluated for clarity, attainability, and its impact on psychological safety. Such provisions are vital in ensuring that organizational performance efforts support, rather than undermine.

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