

**EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
EMPLOYEE PERFORMANCE IN NANDI COUNTY
GOVERNMENT, KENYA**

BY

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**A Research Project Submitted In Partial Fulfillment of the Requirements for the
Award of Master of Business Administration Degree in Human Resource
Management of Mount Kenya University.**

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DECLARATION AND APPROVAL

Student's Declaration

I declare that this research project is my original work and has never been presented for a degree in any other university.

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MBA/2022/55787



Signature : _____

Date: 11/7/2024

Supervisor's Approval

This research project has been presented for examination with my approval as the University Supervisor.



Signature : _____

Date: 11/7/2024

Dr. Mary Odenyo (PhD)

Mount Kenya University

DEDICATION

I dedicate this work to my husband, Festus Lagat and my children; Cindy, Carson and Carlos. May it be your source of inspiration.



ACKNOWLEDGEMENT

I thank the Almighty God for His endless grace that has seen me this far. May the glory be unto Him forever.

I would like to express my gratitude to my parents: Stephen Metto and Agnes Metto for their unwavering moral, material and psychological support. I am forever indebted to your priceless words of encouragement especially when I encountered obstacles.

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I owe so much to my family: my husband Festus, and our children Cindy, Carson and Carlos. Thank you so much for understanding my absent time, taking up my responsibilities and giving me moral support as I toiled in the night.

May Almighty bless you all in abundantly.



Mount Kenya University

ABSTRACT

The purpose of this study was to determine the effect of Human Resource Management Practices on employee performance in Nandi county government. The specific HRM practices to be examined in the study are training and development, work-life balance, compensation and benefits and performance management. The purpose of the study was to examine the effect of training and development, compensation and benefits, work-life balance and performance management on performance of the employees of NCG hence answering the specific research questions: To what extent do HR practices affect employee performance and what are the effects of HR practices on employees Performance. This study was guided by Expectancy theory, Social Comparison theory and Spill over theory. Descriptive research design was used to collect. The target population of the study was 980 employees of NCG working currently within different departments in county headquarters; Kapsabet which includes top level management, middle level management and lower level management as unit of observation. A sample size is 286 and the study adopted stratified and simple random. The study utilized both qualitative and quantitative data collection methods. Primary data was obtained by use of questionnaires and interviews which was pilot tested before its administration in order to ensure that there is data validity and reliability. On the other hand, secondary data was sourced from existing literature. Data that was collected from the study yielded both qualitative and quantitative data hence it was analyzed through descriptive and regression analysis techniques with the help of Statistical package for social sciences (SPSS). The study findings indicated that there was a statistically significant positive effect of compensation and benefits and employee performance ($r=0.507$, $p<0.05$). This implies that compensation and benefits lead to a 50.7% change in Employee performance are positive work life balance is also positive. Therefore, work life balance ($r=0.637$; $p<0.05$). This showed that work life balance leads to a 63.7% change in employee performance. The study findings indicated that there was a statistically significant positive work life balance ($r=0.387$; $p<0.05$). This implies that a unit change in work life balance leads to a 38.7% change in employee performance. The study findings indicated that there was a statistically significant positive effect of performance management ($r=0.434$; $p<0.05$). This implies that a unit change in employee performance leads to a 43.4% change in employee performance is positive. Based on the findings and conclusions reached, the study makes a number of recommendations, including: Conduct regular evaluations of compensation and benefits packages to ensure they remain competitive and aligned with industry standards. Consider factors such as cost of living, market trends, and employee feedback when adjusting. Aim to offer fair and attractive compensation packages that recognize employees' contributions and motivate them to perform at their best. Implement policies and practices that support work-life balance, such as flexible work hours, remote work options, and wellness programs. Encourage managers to lead by example and prioritize work-life balance within their teams.

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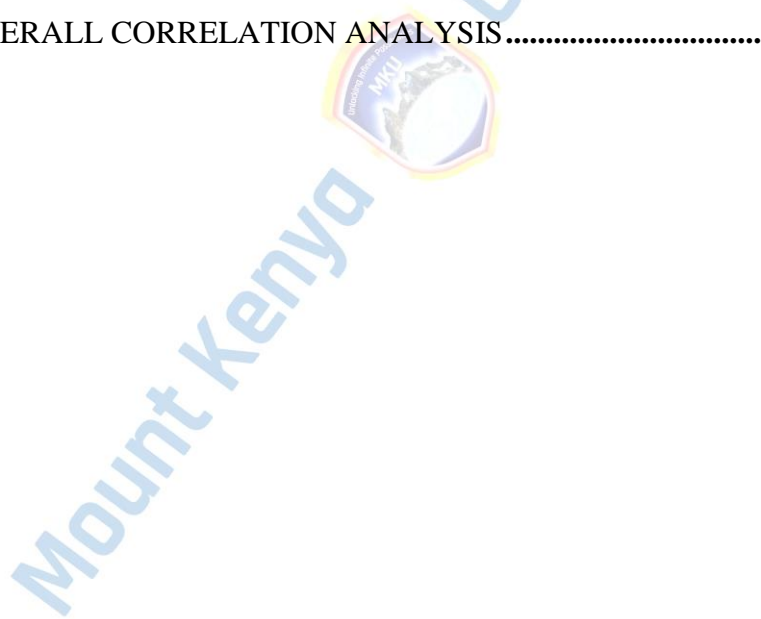
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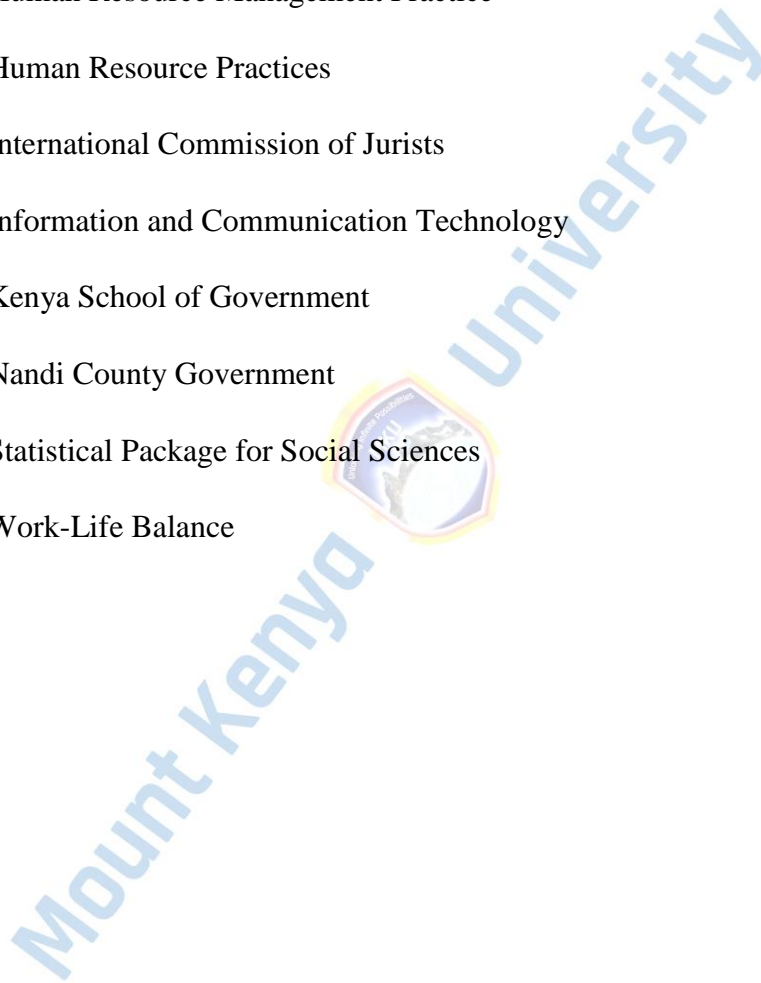
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LIST OF ABBREVIATIONS AND ACRONYMS

EAP	Employee Assistance Program
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
HRMP	Human Resource Management Practice
HRP	Human Resource Practices
ICJ	International Commission of Jurists
ICT	Information and Communication Technology
KSG	Kenya School of Government
NCG	Nandi County Government
SPSS	Statistical Package for Social Sciences
WLB	Work-Life Balance



CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Introduction

In this chapter, the researcher presents the background of the study, statement of the problem, research objectives, significance of the research, and scope of the study.

1.1 Background of the Study

Human Resource Management (HRM) practices play a crucial role in shaping organizational performance and employee behavior (Raman,2023).In today's fiercely competitive business landscape, employers increasingly recognize the pivotal role of employees in driving organizational success (Abdullahi,2023). When firms implement specific human resource management practices, employees perceive varying motives and intentions behind these practices. Existing research suggests that employees play a determining role in the success or failure of an organization, as they are essential assets that, when combined with other resources such as technology, finance, and information, contribute to the organization's competitive advantage (Tahmasebi & Babashahi, 2021). Scholars argue that aligning human resource management practices with upper-level management beliefs can lead to more effective implementation of environmental practices, thus enhancing human capital and employee performance (You, Zhou, & Jia, 2021). Therefore, fostering positive relationships with employees is crucial for employers (Suparjo & Nurchayati, 2023).

Human resource management practises are implemented globally with the objective of optimising organisational effectiveness by means of resource utilisation. It is believed that performance is a multifaceted, intricate term that calls for an all-encompassing strategic approach to management inside companies (Kaaria, 2022). Human resource management is in charge of finding, choosing, and integrating qualified people into the workforce. It also handles training, incentive, and keeping staff members involved with the company (Mahapatro, 2022). An increasing amount of research indicates that implementing particular sets of HRM practices can have a good effect on an

organization's success (Mahapatro, 2022). However, inadequate HRM procedures prevent businesses from operating at peak efficiency and accomplishing their goals (Haldorai, Kim, & Garcia, 2022).

While European human resource management techniques are typically more constrained in terms of employee development, American institutions enjoy a higher degree of administrative autonomy (Kaufman, 2019). HR departments in Asian transitional economies prioritize the development of organizational learning as a means of augmenting knowledge management and stimulating innovation. The individualistic culture and success oriented that are common in the United States lead to incentive systems that are based on individual accomplishment and merit, according to Wilckens, Wöhrmann, Deller, and Wang (2019). This emphasis on individualism helps organizations—where workers are valued as vital assets—develop their human capital. On the other hand, a collectivist attitude that shapes industrial relations in Europe prioritizes trade union registration and collective bargaining, whereas direct employee development and communication practices are more common in the United States (Ballard & Grawitch, 2017). In order to foster employees through internal on-the-job training and provide them with the knowledge and abilities unique to the firm for better productivity and quality, Japanese HR practices frequently give lifetime employment (Hayashi, Ozawa, Kawabata & Takemi, 2016). In Germany, labor unions often engage in regional, industry-wide negotiation to decide pay and working hours (Eckardstein & Konlechner, 2017).

Though they have changed throughout time, indigenous development techniques and ideals in Africa are still important in many developing nation organizations. Human resource management methods are currently undergoing a paradigm shift and fierce competition throughout Africa, as they are acknowledged as a crucial component of improving institutional performance (Horwitz, 2017). The incorporation of indigenous development approaches and strategic alignment with cultural values and fundamental business objectives are critical to the efficacy of human resource management strategies and institutional performance. Ensuring that employee performance meets the complicated expectations of an increasingly knowledgeable and rising population is a hard task for human resources development in the public sector (Kiiza & Basheka,

2018). According to Lufunyo (2015) in Tanzania, decentralized local government services that are multifaceted and integrated present difficulties for human resource development in East Africa. These impediments include those resulting from organizational policies, skill, task, and skill gaps, as well as barriers related to performance motivation. According to Ndikumana (2018), they include low job satisfaction brought on by low pay, a lack of resources for training and development, and unequal opportunities for training and development for all workers.

Human resource development is identified as a key element in Kenya's Vision 2030. For example, in the public service sector, performance improvement is the primary goal of training and capacity building, not just facilitating advancement within the Vision 2030 framework. In addition, it is the duty of the Ministry of Labor, specifically through the Directorate of National Human Resource Planning and Development (DNHRPD), to collect and examine information from regional organizations and businesses regarding the supply and demand for labor. This ministry's main goal is to improve staff members' general and technical competencies through specialized training and development programs so they can provide services that are both effective and efficient (MoL, 2020).

Workplace performance is improved by the application of human resource management techniques (de Miranda Castro, de Araújo, Ribeiro, Demo, & Meneses, 2020; Alqudah, Carballo-Penela, & Ruzo-Sanmartín, 2022). These procedures are useful instruments for developing and converting resources into human capital, which helps organizations fulfill their missions and goals (Haldorai, Kim, & Garcia, 2022). Effective HRM practices are essential for businesses to succeed in the fiercely competitive world of today. This is especially true when HR directors actively influence corporate strategy and decision-making to improve employee performance (Segbenya & Ansah, 2020; Storey, 2023). On the other hand, high failure rates and company liquidations are caused by managers' ineffective use of HRM techniques (Bandari, 2020; Nyathi & Kekwaletswe, 2023).

The association between business performance and human resource management methods has been the subject of recent research in strategic human resource management (Khan & Roy, 2023). But research on HRM practices and worker performance is still dispersed; there is no systematic categorization of HRM characteristics, and there is no coherent framework for the studies (Hu & Oh, 2022). The prevailing research posits that

proficient human resource management strategies enhance employee motivation and commitment, consequently impacting productivity and performance favorably. However, the task of proving that the application of efficient HRM techniques results in enhanced worker performance is a constant problem for HR managers.

1.2 Statement of the Problem

In today's world, effectively managing employee performance has proven to be even more challenging (Gilli, Nippa, & Knappstein, 2023). In a constantly changing world, the adoption of certain bundles of human resource management practices can positively influence organizational performance (Mahapatro, 2022). The effective implementation of human resource management practices plays a major role in helping a company thrive, especially when human resource leaders are involved in shaping overall business decisions to enhance employee performance (Storey, 2023). However, the inefficient use of human resource management practices by managers contributes to the high failure rate of firms and business liquidation (Bandari, 2020; Nyathi & Kekwaletswe, 2023).

Among the nation's public sector's major concerns is the difficulty of finding qualified workers who can perform their jobs well under minimal supervision (Dei, 2014). According to Katou and Gachunga (2014), competent employees show freedom in task execution without extensive supervision, and optimal employee performance significantly contributes to organizational success. Furthermore, competent workers provide significant advantages for companies, such as increased employee loyalty and productivity (Masinde and Kwasira, 2013). Even though county governments' devolved units play a crucial role in the national economy, many face poor staff performance (Maxwell, 2012). According to Mukanzi (2013), unethical labor practices like low pay and a lack of assistance for employees' professional growth lead to lower productivity at work. According to a 2018 Institute of Economic Affairs (IEA) research, only nine of the 47 counties made more money than the Sh718 million national average in 2015. According to the IEA, this circumstance placed a heavy load on the federal government, which was forced to allocate more money to underperforming counties in order to pay for salaries, benefits, and operating costs. This reduced the amount of financing that could be allocated to programs aimed at development. Nevertheless, no research has yet looked into how Nandi County Government employee performance is impacted by HRM

methods. In light of this, the researcher's goal is to investigate how Nandi County's HRM practices and worker performance are related.

Understanding the relationship between HRM practices and company success has been the focus of recent strategic HRM research (Khan & Roy, 2023). Nonetheless, the current body of research on HRM practices and worker performance is still dispersed, lacking a strong study framework and a methodical classification of the different HRM characteristic kinds (Hu & Oh, 2022). Less is known about the effects of recruiting, reward, training, and human resource planning practices on employee performance, despite the fact that prior research has provided insightful information about the impact of HRM practices on worker performance (Vuorenmaa, Sumelius, & Sanders, 2023). Regretfully, inconsistent results have been found in the empirical literature currently available on the relationship between employee performance and HRM practices (Kanan et al., 2023; Nyathi & Kekwaletswe, 2023).

Among the various human resource management issues contributing to low employee performance, deficient human resource planning, reward management, recruitment management, and training management have the potential to dampen motivation among workers (Taylor & Woodhams, 2022). The overarching business challenge lies in the ineffective utilization of human resource management practices by managers in tea exporting companies, resulting in subpar employee performance. A specific business issue is the lack of human resource management strategies among some tea exporting managers to enhance employee performance. Therefore, there exists a critical research gap necessitating empirical investigation into the effect of human resource management practices on employee performance to establish theoretical credibility.

1.3 Purpose of the Study

The study aimed to determine the effect of human resource management practices on employee performance in Nandi County Government, Kenya.

1.3.1 Specific Objectives

1. To determine the effect of compensation and benefits on employee's performance in Nandi county Government.
2. To establish the influence of work life balance on employee performance in Nandi county Government.

3. To analyze the effect of staff training and development on employee performance in Nandi county Government.
4. To assess the influence of performance management on employee performance in Nandi county Government.

1.4 Research Question

The study aimed to answer the following research questions:

1. What is the effect of compensation and benefits on the performance of employees within Nandi County Government?
2. How does work-life balance affect the performance of employees within Nandi County Government?
3. What are the effects of staff training and development programs and the performance of employees within Nandi County Government?
4. What is the extent of the influence of performance management on the performance of employees within Nandi County Government?

1.5 Significance of the Study

The significance of a study refers to the general contribution of the research findings to the body of knowledge or broad set of the research problem under investigation, (Kombo and Tromp, 2014). The findings of this study are considered paramount in providing insight into the various HRMP needed and give feedback to the Nandi county Government to apply recommendations which was useful to top management as well as HRM officers and practitioners to design the HRM functions at departmental level in order to maximize productivity towards achieving its objectives.

Also, this study will be useful for other researchers and other readers who would like to know about the HRM functions and practices issues for future research and the recommendations.

1.6 Scope of the Study

The investigation is limited to Nandi County Government; departmental offices within its headquarters, Kapsabet. There are many HRM practices, but just four discussed, that is; training and development, compensation and benefits, performance appraisal and

work-life balance. The study's main purpose was to improve findings on the effect of HRM practices on an employee's performance in an organization.

1.7 Limitations and Delimitation of the Study

The study relied mainly on the employees of Nandi County to provide information that was of great help to the researcher to analyze the effect of HRMP on employees' performance in the county of which it was biased. The researcher was faced with the challenge of time and financial constraints. Considering the fact that the researcher is a family and a career woman, she was required to have a balance of time between completing the research project and family time. The researcher might also experience financial constraints in which the researcher has to go to the research site, produce research tools and print the proposal document which requires an extra spending. Geographical area, cooperation and willingness from respondents might also limit the study. I intended to overcome the limitations by having interviews, zoom meetings, WhatsApp chats, emails and follow-up questionnaires with my respondents and to assure them that the research benefited them to have a comprehensive package.

1.8 Assumptions of the Study

The study was carried out on the basis of the following assumptions:

That all the respondents would give genuine, truthful, and honest responses to the research questions and interviews. That the sample taken was a fair representation of the population and therefore the findings would be generalized.

1.9 Operational Definition of Key Terms

Benefits: a payment or service provided for under an annuity, pension plan, insurance policy, healthcare coverage, disability insurance and other perks that support employees' well-being and financial security.

Bonuses: they are a one-time payment made to employees, often as a reward for achieving specific performance goals or targets.

Compensation: Something given or received as an equivalent for services, debt, loss, injury or suffering.

Development: a system of educating employees within a company.

Financial compensation: it is a compensation that is directly submitted by the company to its employees in the form of wages and bonuses.

Human Resource Management: This is an approach to managing human resources that supports long-term business goals and outcomes with a strategic framework.

Human Resource: The division of an organization that is focused on activities relating to employees. These activities normally include recruiting and hiring of new employees, orientation and training of current employees, employee benefits, and retention.

Incentives programs: it's like a profit sharing plans or gain sharing program where a portion of company's profit are distributed to employees based on their contributions to the organizations' success.

Motivation: describes why a person does something. It is the driving force behind human actions. It is the process that initiates, guides, and maintains goal-oriented behaviors.

Non-financial compensation: it is the compensation that employees receive indirectly such as reward or award, facilities, training and development.

Organization: an organized group of people with a particular purpose, such as a business or a government department.

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Recruitment: Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it.

Selection: the action or fact of carefully choosing someone or something as being the best or most suitable.

Service Delivery: It is a component of business that outlines the coming together of service providers and clients such that the provider offers a service and this can be in

form of information or performing of a task, whereby a client may either derive value or dissatisfaction in return.

Shift differentials: they are additional pay made to employees working non-standard shifts, such as weekend or night shifts.

Training: Organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will give a synopsis of the literature review in relation to the study variables which includes compensation and benefits, work life balance, staff training and development and performance management on employee performance. The main emphasis is to analyse the effect of human resource practices on employee performance in County Government of Nandi, Kenya. Hence, main focus in this section is to establish the degree in which human resource management practices contributes to employee performance noted by a number of scholars. Also, empirical literature reviews on the study variables will be done in order to identify and fill existing knowledge gaps. Expectancy theory, Social Comparison theory and Spill over theory will be used to support the study. Finally, the chapter presents the conceptual framework, which is a diagrammatic expression showing the two variables and their measures inside this research.

2.2 Theoretical Literature Review

2.2.1 The Expectancy Theory

Victor Vroom proposed several theories of motivation, including the expectation theory in 1964. It covers the things that inspire workers in an organization. According to Nteere (2012), motivation is a force that propels, directs, and maintains behavior. According to Saleem (2010), motivation may also be defined as the combination of factors that encourage an employee to willingly use his skills in order to accomplish specific goals. Expectations stem from the conviction that an individual's initiative will undoubtedly lead to the accomplishment of their objectives. An example of this in the workplace is when a worker puts in extra effort to meet productivity goals in order to increase his or her efficiency. The expectation for an incentive, such as a fringe benefit given to a top-performing employee in a firm, moves this goal. When a company rewards its hardworking employees with benefits, their motivation increases and productivity rises (Raheel, 2013).

The University of Cambridge (2015) states that a person's concept is derived from their prior experiences as well as their perception of the difficulty in achieving their objectives. When used to this study, it demonstrated the outcome that an employee faced when they finished a work assigned more quickly than anticipated. According to the span concept, people can still be motivated to work even though they have different sets of goals if they think that efficiency and effort are positively correlated (Robbins & Judge, 2012). Positive performance is equivalent to a prize and might help to keep the momentum going.

Three components make up the expectations concept: agency, expectancy, and frame (Lunenburg, 2012). According to Sinha (2015), valency is the worth a private stance has on the incentives. There could be external factors like promotion benefits, time off, wage increases, and recognition, or intrinsic factors like satisfaction. Expectations as they relate to the level of assumption and assurance in one's ability to complete a task. It was affected by factors like perceived control over efficiency, self-efficacy, and objective difficulty (Sanders, 2012).

The idea that one was rewarded more heavily if they perform up to expectations is known as instrumentation (McShane & Von Glinow, 2011). This motivation may take the shape of a pay increase, promotion, or feeling of achievement. According to Vroom, an employee's expectations, instrumentality, and valence should emotionally resonate with them in order to create a motivating force that encourages them to act in ways that both minimize discomfort and provide them joy (Hartzell, 2015). Employee motivation and morale are raised as a result of the three variables communicating with one another. When workers feel valued and supported, their full potential is realized, and the company runs smoothly. They undoubtedly also consent to put in more effort in their role alongside other members of the firm in order to increase efficiency. The Expectancy Theory is significant because it provides support for variable remuneration by positing that employees were more driven to perform well if they anticipate benefits like retirement plans, health insurance, and other perks.

2.2.2 Social Comparison Theory

Social psychologist Leon Festinger first put forth the social comparison hypothesis in 1954. It is based on the idea that people have a need to accurately assess themselves. In order to reduce uncertainty in these areas and learn how to define oneself, the theory

explains how people assess their own beliefs and talents by contrasting them with those of others (Gerber, Wheeler & Suls, 2018). People judge themselves in a variety of ways, and comparing oneself to others—a process known as social contrast—is one of the primary ways that we do this. Psychologist Leon Festinger believed that we engage in this contrast process to create a standard by which we may accurately assess ourselves. Social comparison processes are prevalent in various social contexts, including workplaces, educational settings, and social media platforms. In organizational settings, employees may compare their performance, achievements, and compensation levels with coworkers, influencing their job satisfaction, motivation, and career aspirations. Similarly, in educational environments, students may compare their academic performance and achievements with peers, shaping their academic goals and study habits.

People learn about themselves through comparing their own attitudes, skills, and characteristics to those of others. This process is known as social comparison. Most of the time, we attempt to evaluate ourselves against people in our peer group or who share comparable characteristics. According to Wheeler and Suls (2019), there are two different types of social comparisons: upward and downward. We compare ourselves to those we think are superior to us, which is known as upward social comparison. The goal of these upward comparisons is frequently to raise our existing standing or degree of competence. These look for ways that we can get comparable results and compare ourselves to someone who is better off. When we contrast ourselves with those who are less fortunate than ourselves, we engage in downward social comparison. These kind of negative comparisons are frequently motivated by our desire to feel better about certain qualities or abilities. This illustrates the idea that, despite our shortcomings, we are still superior than others. The Social Comparison Theory is pertinent because it provides insight into the performance management component where we conduct this comparison process to create a standard by which we can measure ourselves accurately.

HRM practices often involve performance appraisals where employees receive feedback on their work. Employees are likely to compare their performance ratings with those of their peers. If they perceive themselves as performing better or worse, it can significantly impact their motivation and self-esteem. Organizations used social comparison to set performance benchmarks. By highlighting top performers, HRM can motivate other

employees to improve their performance to match or exceed these benchmarks. Social Comparison Theory aligns with the concept of equity theory in HRM. Employees compare their compensation and rewards with those of their peers. If they perceive inequities, it can lead to dissatisfaction and affect performance. Transparent reward systems where employees know the criteria for bonuses and promotions can encourage healthy competition and drive performance improvements (Ahmad, 2018).

2.2.3 Spill Over Theory

First, this idea was presented by Guest (2002) and it states that there are multiple circumstances that lead to spillover from the family's microsystem to the larger system. These relationships might be inverted or direct. When relationships at work and with family members are rigidly structured in terms of time and scope, there is a significant probability that the spillover of energy, time, and behavior will be inverted. This is known as an inverse nexus. Flexible work arrangements that allow for integration and overlap of employees' work in terms of time and geography are likely to have a favorable impact on family interactions and work. As a result, this has a beneficial knock-on effect that is important for attaining work-life balance (Greenhaus, Collins & Shaw, 2003). The Spill Over Theory highlights the interconnectedness of various domains of life and underscores the importance of considering holistic approaches to well-being and behavior change. It suggests that interventions or improvements in one area of life can potentially lead to positive outcomes and improvements in other related or unrelated areas. Understanding and leveraging the spill over effect can be beneficial in promoting positive behaviors, enhancing overall life satisfaction, and achieving holistic well-being.

An employee's work-life balance is influenced by both their home and work surroundings. Different words are used to describe the kind and degree of juggling work and life; some are objective while others are subjective. The claim that both imbalance and a state of balance exist informs subjective measurements. Conversely, goal refers to a combination of work hours and leisure time. When interferences between one area of life and another arise, spill over surfaces (Guest, 2002). In practical terms, organizations, educators, and individuals can use the Spill Over Theory to design interventions and

strategies that foster positive spill over effects. For example, workplaces that promote a supportive and positive environment can enhance employee well-being, which may spill over into improved productivity and job satisfaction. Similarly, individuals who cultivate healthy habits and positive relationships in their personal lives may experience spill over effects that contribute to their professional success and overall life satisfaction. The claim that positive policies that balance work and personal life are anticipated from institutions and that these policies should help employees to have a correspondingly favorable work-life balance is the basis for the significance of the spillover theory. As a result, employees' commitments are strengthened, which is reflected in their individual performance and ultimately helps the organization achieve its goals and objectives (Remus Ilies, 2009).

HRM practices that support work-life balance, such as flexible working hours, telecommuting options, and parental leave policies, can lead to increased job satisfaction and lower stress levels. This positive spill over from personal life can enhance employee performance and productivity at work. HRM practices that promote overall well-being, such as wellness programs, mental health support, and recreational activities, can create a positive spillover effect. Employees who feel physically and mentally healthy are likely to perform better at work. HRM practices that focus on continuous learning and development not only improve job-related skills but also boost employees' confidence and satisfaction (Debono, 2020).

2.3 Empirical Review

2.3.1 Compensation and employee Performance

Employee motivation acted as a mediating mechanism in Manzoor, Wei, and Asif's (2021) study, which looked at the effects of intrinsic rewards on worker performance in small and medium-sized businesses in Pakistan. Their findings demonstrated a strong and favorable correlation between worker performance and intrinsic incentives. Furthermore, the research demonstrated that the relationship between intrinsic rewards and employee performance was considerably mediated by employee motivation.

At Pt. Andalan Bakti Niaga in Saudi Arabia, Saputro and Nawangsari (2021) looked into how green reward management affected worker performance. Their study showed that green reward management has a favorable and noteworthy impact on worker performance. Compensation serves as a tool for recognizing and rewarding high

performers. Merit-based pay increases and bonuses reinforce desired behaviors and outcomes, encouraging employees to strive for excellence and exceed performance expectations. This recognition not only motivates individuals to maintain high levels of productivity but also reinforces a culture of performance excellence within the organization.

In a study published in 2023, Alkandi et al. investigated how incentive and reward programs affected worker performance in the primary, secondary, and tertiary industrial sectors. The findings showed that there was little direct impact of incentives and rewards on worker performance. Nonetheless, there was unmistakable proof that incentives and rewards had a major, direct impact on job satisfaction. It's interesting to note that the study discovered a strong indirect relationship between incentives and rewards and worker performance, with job satisfaction acting as a mediator. Furthermore, incentives and rewards had a significant impact on worker performance when job satisfaction acted as a mediator. Strategic compensation practices contribute to employee satisfaction and loyalty. When employees feel adequately compensated and rewarded for their efforts, they are more likely to remain committed to the organization over the long term. This reduces turnover rates and associated costs while promoting stability and continuity within the workforce, which is crucial for organizational effectiveness and growth.

In the public health sector of Nairobi City County, Mmbusa (2019) looked into how pay schemes affected worker performance. With a target population of 1100, the study used stratified random sampling with a descriptive research design to choose 110 staff members. In order to examine how competitive pay, incentives, indirect compensation, and awards affect employee performance, survey responses were gathered. According to the research, offering a competitive wage package can boost employee motivation, lower attrition, and raise overall performance. Additionally, incentive schemes have been shown to motivate staff to reach greater performance and efficiency standards, which improves workflow and working procedures. Furthermore, when a company appropriately recognizes an employee's achievement, indirect compensation—that is, non-cash benefits—has been shown to boost employee engagement. Benefits are another critical aspect of compensation, encompassing health insurance, retirement plans, paid time off, and other non-cash perks. These benefits not only provide financial security and support to employees but also play a vital role in enhancing their overall job satisfaction and well-being. Furthermore, non-financial rewards, such as recognition programs,

career development opportunities, and a positive work environment, contribute to an employee's sense of value and engagement within the organization. Benefits are another critical aspect of compensation, encompassing health insurance, retirement plans, paid time off, and other non-cash perks. These benefits not only provide financial security and support to employees but also play a vital role in enhancing their overall job satisfaction and well-being. Furthermore, non-financial rewards, such as recognition programs, career development opportunities, and a positive work environment, contribute to an employee's sense of value and engagement within the organization.

In South Kalimantan, Candra, Hana, and Deasy (2018) looked into how pay affected employees' decisions to leave coal mining support firms. The purpose of their study was to investigate the impact of monetary and non-monetary incentives on the intentions of employees to leave heavy equipment repair and maintenance positions. The study used multiple linear regression analysis to evaluate hypotheses after collecting data from 60 employees via questionnaires using a census sampling technique. Employees' intents to leave have been proven to be considerably reduced by rewards, both monetary and non-monetary. It was suggested by the study that CEOs in mining companies acknowledge the non-financial and financial parts of their workers' labor as significant assets. The study's focus on coal mining businesses in South Kalimantan, however, is unrelated to the Kenyan government of Nandi County, which leaves a conceptual vacuum regarding relevance.

A study on staff retention, work satisfaction, and compensation packages at private colleges in Jalalabad, Afghanistan was carried out by Adil, Rao, Ayaz, and Shinwari (2020). Their findings showed that financial rewards—like pensions, gratuities, and annual raises—have a big impact on worker motivation. Structured questionnaires were utilized to gather quantitative data using a descriptive survey approach. The study suggested that in order to improve academic performance, university workers should undergo ongoing compensation reviews. Pay packages, however, only made up 28% of work satisfaction, indicating that variables other than monetary pay had a substantial impact. The impact of compensation on employee performance is multifaceted. Effective compensation strategies align employees' financial rewards with their performance, fostering a sense of fairness, motivation, and loyalty. When employees perceive their compensation as equitable and directly tied to their efforts, they are more likely to be engaged, productive, and committed to their organization. Inadequate or perceived unfair compensation can lead to dissatisfaction, reduced motivation, and higher turnover rates. Employees who

feel underpaid or unappreciated may become disengaged, leading to decreased productivity and potentially seeking opportunities elsewhere.

2.3.2 Work-Life Balance and Employee Performance

166 workers from particular private banks in the Batticaloa area of Sri Lanka participated in a study by Nathen and Thambi (2018) to investigate the connection between work-life balance and job performance. Their results showed a strong and favorable relationship between job performance and work-life balance. Similarly, Johari et al. (2018) looked into the relationship between 302 teachers' work-life balance and performance, and they discovered a substantial effect between the two. A other study that looked at work-life balance in Nigerian government-owned businesses found a strong correlation between work-life balance and worker productivity (Odeloye et al., 2020). In their study of 84 workers from a top shipping company in Sri Lanka, Preena and Preena (2021) confirmed comparable results, emphasizing a substantial positive correlation between work-life balance and worker performance.

Begall et al. (2020) evaluated the relationship between the availability of supplemental family leave and employee performance in order to comprehend the ways in which supplemental family leave affects employees' extra-role activities and work efforts. The study investigated the effect of an additional family leave policy on organizational commitment using the signaling theory and the organizational support theory. Data from European multilevel organizations—11,011 workers distributed throughout 869 teams or departments from 259 corporations—were used for the hypothesis test. The findings showed that, in part because of a stronger sense of organizational commitment, workers perform better when they believe that more family leave is available. This study adds to the body of research, but it is focused on European multilevel organizations, whereas the current study is focused on Kenya, more precisely the Nandi County Government, which falls under the developing nation category.

The effect of work-life balance on staff performance in public hospitals was examined by Musyoka and Kimencu (2020), with a particular focus on Machakos Level 5 Hospital. Using stratified random sampling, 200 medical professionals—nurses, support personnel, and other professionals—were included in the study. The impact of compensation on employee performance is significant and multifaceted. Incentive plans that reward performance with bonuses and profit-sharing can motivate employees to increase their

productivity and strive for excellence. When employees know that their efforts will be financially rewarded, they are more likely to go above and beyond in their roles. Additionally, when compensation is perceived as equitable and fair, it fosters a sense of trust and loyalty towards the organization. Employees who believe they are being compensated fairly for their work are more likely to be motivated, committed, and satisfied, which in turn enhances their performance and productivity. The study's multiple regression analysis showed a substantial correlation between working conditions and worker performance, indicating that managers should continuously improve working conditions. The prior study focused on level 5 hospitals in Machakos and isolated leave policy as a crucial component of work-life balance, while also adding to the body of current material. On the other hand, one of the specific goals of the current study is leave management, and it is focused on Nandi County.

Organizations that prioritize work-life balance initiatives recognize the importance of supporting employees in managing their professional obligations alongside personal commitments. By offering flexible work schedules, telecommuting options, and family-friendly policies, employers empower their workforce to achieve greater harmony between work and personal life Chungo et al. (2019). This flexibility not only enhances employee morale and satisfaction but also fosters a sense of loyalty and commitment to the organization. Promoting work-life balance is integral to sustaining employee well-being and mental health. Overburdened employees facing chronic stress or burnout are less productive and more likely to experience absenteeism and turnover. In contrast, a supportive work environment that values work-life balance contributes to reduced stress levels, improved job performance, and enhanced overall job satisfaction. Employees who feel adequately supported in managing their work and personal responsibilities are more likely to demonstrate higher levels of engagement and productivity.

The effect of work-life balance on employee performance was investigated by Mulanya et al. (2018), concentrating on Kenya's constitutional commissions, namely the Commission on Revenue Allocation. The study, which included 68 Commission workers, found that improving organizational performance was hampered by a lack of suitable flexible work arrangements. The commission should adopt efficient flexible work schedules, according to the report, to allow staff members to handle both personal and professional responsibilities. The current study investigates the impact of work-life balance on the performance of medical workers in Nandi County, while the preceding

study, although also focused on Kenya, specifically targeted the Commission on Revenue Allocation.

With a focus on Rift Valley Bottlers, Chungo et al. (2019) examined the impact of employee leave on organizational performance. The impact of different leave types—such as yearly, sick, bereavement, and paternity/maternity leaves—on organizational performance was investigated in this study. A census method and descriptive survey research were used in the study to poll 69 respondents from various departments. The results showed that leave had a major impact on business performance, and Rift Valley Bottlers Limited was advised to give yearly leave, support grieving staff members, and take flexible sick leave policies. However, other factors of work-life balance, like career growth and working conditions, were left out of the prior survey and included in the present one. The previous study concentrated only on leave management. Furthermore, the current study looks at work-life balance in Nandi County, whereas the earlier study focused on bottlers in the Rift Valley.

The impact of work-life balance on employee performance is profound and multifaceted. Employees who experience a healthy balance between work and personal life tend to exhibit reduced stress levels and lower rates of burnout. This, in turn, translates into higher levels of job satisfaction and morale. When employees feel supported in managing their time and energy, they are more likely to remain engaged and motivated in their roles. This engagement often leads to increased productivity, as well as a willingness to go beyond basic job requirements to contribute creatively and effectively to organizational goals. Organizations that prioritize work-life balance are better positioned to attract and retain top talent. In today's competitive labor market, flexible work arrangements, telecommuting options, and supportive leave policies are significant factors that job seekers consider when evaluating potential employers. By promoting work-life balance, organizations not only enhance their employer brand but also reduce turnover rates and associated recruitment costs. Challenges in implementing work-life balance initiatives exist, particularly in industries where work demands are inherently

unpredictable or require on-site presence. Balancing operational needs with employees' desire for flexibility requires thoughtful planning and clear communication. Effective leadership and managerial support are crucial in fostering a culture where work-life balance is valued and actively promoted(Nawang Sari ,2021).

2.3.3 Staff Training and development and Employee Performance

Numerous studies e.g Mvuyisi and Mbukanma (2023) emphasize that well-structured training programs enhance employees' skills, knowledge, and competencies, thereby improving their job performance. For instance, training helps employees adapt to new technologies and methodologies, increasing their efficiency and productivity. Development programs, which focus on long-term growth and career progression, also play a critical role. They encourage continuous learning and professional development, fostering a culture of innovation and improvement. Additionally, training and development boost employee morale and job satisfaction by making employees feel valued and invested in their growth. This, in turn, leads to higher motivation and commitment, reducing turnover rates. Research also indicates that companies with robust training and development programs enjoy better organizational performance, as skilled and knowledgeable employees contribute more effectively to achieving business goals(Shrivastava's ,2018).

When Saputro and Nawangsari (2021) looked into how Pt. Andalan Bakti Niaga's employees performed, they discovered that green training management had a big and good impact. At PT Matahari Putra Prima TBK (Hypermart) Cimanggis Depok Branch, Farida et al. (2023) investigated the relationship between staff performance, motivation, and training. They found that both factors significantly improved performance. training and development initiatives contribute to employee motivation and job satisfaction by demonstrating organizational commitment to individual growth and career advancement. When employees perceive that their professional development is valued and supported by the organization, they are more likely to feel engaged and motivated to contribute their best efforts. This positive correlation between training investment and employee morale underscores the importance of aligning development opportunities with both individual career aspirations and organizational goals.

At the Labuhanbatu Youth and Sports Culture and Tourism Service, Siagian, Siregar, and Rambe (2023) investigated the impact of training on worker performance as well as the possible mediating roles of organizational commitment and motivation. Their findings demonstrated that training had a favorable effect on worker performance. Mvuyisi and Mbukanma (2023) evaluated the influence of on-the-job training at Walter Sisulu University on employee performance and discovered a noteworthy improvement in performance. Training and development programs are designed to equip employees with the knowledge, skills, and competencies necessary to perform their roles effectively and contribute to organizational goals. This investment in employee development not only enhances individual capabilities but also strengthens employee engagement, job satisfaction, and retention rates.

From a strategic perspective, investing in staff training and development enhances organizational agility and competitiveness. Employees who are continuously learning and improving their skills are better equipped to tackle challenges, seize opportunities, and contribute to achieving strategic objectives. This alignment between training initiatives and organizational goals not only improves overall performance but also enhances employee retention and talent attraction. Organizations that prioritize employee development are perceived as employers of choice, attracting top talent who seek opportunities for growth and advancement (Deogaonkar, 2020).

Despite the benefits, implementing effective training and development programs requires careful planning, alignment with organizational goals, and ongoing evaluation of outcomes. Challenges may include allocating resources effectively, ensuring accessibility of training programs to all employees, and measuring the impact of training on performance metrics. Overcoming these challenges requires a commitment to creating a supportive learning culture and investing in tools and processes that facilitate continuous improvement and development.

Damei (2020) investigated the impact of job training on employee retention in Somtel, Nation Link, and Hormuud, three Somali telecommunications enterprises. The study looked into how 260 employees' retention was affected by job training, rotation, coaching, and mentoring. The findings emphasized the value of putting training programs in place to improve retention by showing a strong positive correlation between job instruction, coaching, mentoring, job rotation, and employee retention.

Pallangyo ,2020) used a stratified selection technique to choose 370 employees from eleven banks in order to examine the impact of training and development on employee retention in Tanzanian banks. The results showed that training and development had a significant effect on employee retention in the banking industry, especially when it came to career planning and advancement prospects.

The relationship between supervisor support and training development and employee retention was studied by Bibi, Ahmad, and Majid (2018), with the working environment acting as a moderator. Using PLS route modeling, their study—which drew participation from 250 universities in Pakistan—showcased a noteworthy impact on employee retention. The study's concentration on academic staff members in a single Pakistani region, however, might limit its applicability to other university staff members or workers in other organizations. Consequently, increasing the study's sample size and geographic reach may improve its generalizability.

2.3.4 Performance Management and Employee Performance

The purpose of the Deogaonkar et al. (2020) study was to investigate the relationship between variables affecting employee performance and Performance Management Systems (PMS). This study's research data came from 416 professionals working for Indian telecom businesses. The three stages of the study's suggested paradigm were design, implementation, and employee motivation. The findings indicated the rationale of the PMS design by suggesting that people, as intellectual assets, show higher motivation when a performance management system is put into place. This is explained by the fact that the PMS design acts as a tool for performance evaluation and documentation in relation to predetermined goals. Because PMS adoption entails direct interaction with managers and discussions regarding individual performance, it has a substantial impact on employee performance. Performance management and employee performance consistently demonstrates that effective performance management systems are critical for enhancing employee performance.

The advent of technology and data analytics in the 21st century has further transformed performance management. Advanced software and tools now enable real-time tracking and analysis of employee performance, allowing for more timely and precise feedback. The rise of the gig economy and remote work has necessitated new approaches to performance management that accommodate flexible work arrangements and virtual

teams. Performance management involves a continuous process of setting objectives, assessing progress, providing ongoing coaching and feedback, and recognizing achievements. Studies show that clear performance expectations and regular feedback significantly improve employee performance by aligning individual goals with organizational objectives. Performance appraisals and evaluations help identify areas for improvement and development, enabling employees to focus on their strengths and address weaknesses. Research on performance management emphasizes its pivotal role in aligning employee efforts with organizational objectives, thereby fostering a culture of accountability and continuous improvement. Effective performance management systems not only clarify job expectations but also provide employees with the necessary resources and support to achieve their goals.

The purpose of Shrivastava's (2018) study was to assess PMS efficacy and investigate how it relates to employee commitment and satisfaction. The results showed a statistically significant relationship between employee contentment, PMS effectiveness, and the typical relationship between commitment and job satisfaction among employees. According to the study, a productive PMS can be used to create an employee loyalty index, which will increase employee satisfaction and boost output. Central to the effectiveness of performance management systems is their ability to clarify job expectations and provide employees with the necessary tools, resources, and support to succeed in their roles. By clearly defining performance criteria and expectations, organizations can empower employees to understand how their contributions directly impact overall organizational success. This clarity not only enhances employee motivation and commitment but also promotes a sense of ownership and accountability for outcomes. Empirical evidence consistently demonstrates that well-implemented performance management processes contribute positively to employee engagement and job satisfaction. When employees receive regular feedback on their performance, they are better equipped to identify their strengths, address development areas, and align their professional growth with organizational goals. This continuous feedback loop not only enhances individual performance but also cultivates a culture of learning and adaptability within the organization.

To this end, Kaur and Singla (2019) critically examined the significant studies that have been done on this topic and the findings that have been reached. The goal of the study was to carefully assess the aspects of performance management that have a major

influence on employee engagement and, as a result, improve organizational effectiveness. Despite being a relatively new idea in the literature, employee engagement has become quite popular in the commercial world. Employee engagement proponents contend that there is a substantial correlation between organizational performance and employee engagement, both within the workplace and among coworkers. Employee engagement is significantly influenced by empowerment, recognition, and participatory decision-making, according to the study. As a result, companies are in a better position to create PMS that encourage worker engagement and improve overall company performance. From a strategic perspective, performance management enables organizations to monitor progress towards strategic objectives and make informed decisions based on performance data. By analyzing trends and patterns in employee performance, organizations can identify systemic challenges and implement targeted interventions to improve overall efficiency and effectiveness. This data-driven approach not only enhances operational performance but also enables organizations to adapt swiftly to changing market conditions and competitive pressures. When employees understand how their individual contributions impact organizational success, they are more likely to feel valued and motivated to perform at their best (Chaponda (2014)). The feedback provided through performance management processes helps employees identify their strengths and areas for improvement, facilitating targeted development initiatives and skill enhancement. This continuous feedback loop not only enhances individual performance but also promotes a culture of learning and adaptation within the organization.

The 2020 Adam Study sought to assess how well UN-Somalia Habitat program workers performed in terms of Performance Management Systems (PMS) and looked into the effects of measures, performance standards, quality improvement procedures, and progress reporting within the program. The study discovered no connection at all between employee performance and evaluations, performance standards, or methods for improving quality. Throughout its history, performance management has continuously evolved to address the changing needs of organizations and their employees. Today, effective performance management systems are characterized by ongoing communication, regular feedback, and a focus on development and growth. These systems aim to create a supportive environment where employees can thrive and contribute to the organization's success. It did, however, find a significant beneficial

relationship between employee performance and progress reporting. Regression analysis also demonstrated that staff performance benefited significantly from progress reporting.

Mangipudi et al. (2019) used a survey of 924 employees from tech service companies in India to carry out a preliminary analysis on how PMS affects employee performance. Thirteen distinct metrics were included in the evaluation of the performance management system. Nine components improved performance, while five elements affected performance management, according to multiple regression analysis. The performance management system greatly increases employee productivity, according to the study's findings. Aly & El-Shanawany (2016) conducted a cross-sectional comprehensive relationship research study with 323 registered nurses to investigate the effects of performance appraisal satisfaction on nurses' motivation and job results in critical care and toxicology units. The study found that nurses' job outcomes and intrinsic motivation were positively impacted by their satisfaction with performance reviews in a highly significant way. In addition, nurses felt that organizational and managerial demands might make it more difficult for them to be satisfied with the performance review procedure.

Chaponda (2014) looked into how performance reviews affected the motivation of workers in non-governmental organizations situated in slum areas. The study, which used a descriptive research approach and a sample size of 171 people chosen through stratified sampling, focused on all 300 workers of NGOs operating in slum areas. Structured questionnaires were used to collect data. The study's conclusions showed that employee motivation is greatly impacted by the performance appraisal process, and that employees' views and assessment accuracy are improved when a diverse range of raters participates. Furthermore, the way in which managers handle skill gaps can have a significant effect on worker motivation.

2.4 Conceptual Framework

Singh (2023) defines the conceptual framework as the interconnection between the independent variables and the dependent variables. It delineates the anticipated relationship between the predictor variables and the predicted variable, as well as any other variable that might influence this relationship, such as the moderating variable. Presented graphically, the conceptual framework allows the researcher to visually

represent the hypothesized relationships and the conceptualization of each variable, providing a deeper understanding. The conceptual framework depicted for this study is illustrated in Figure 2.1.

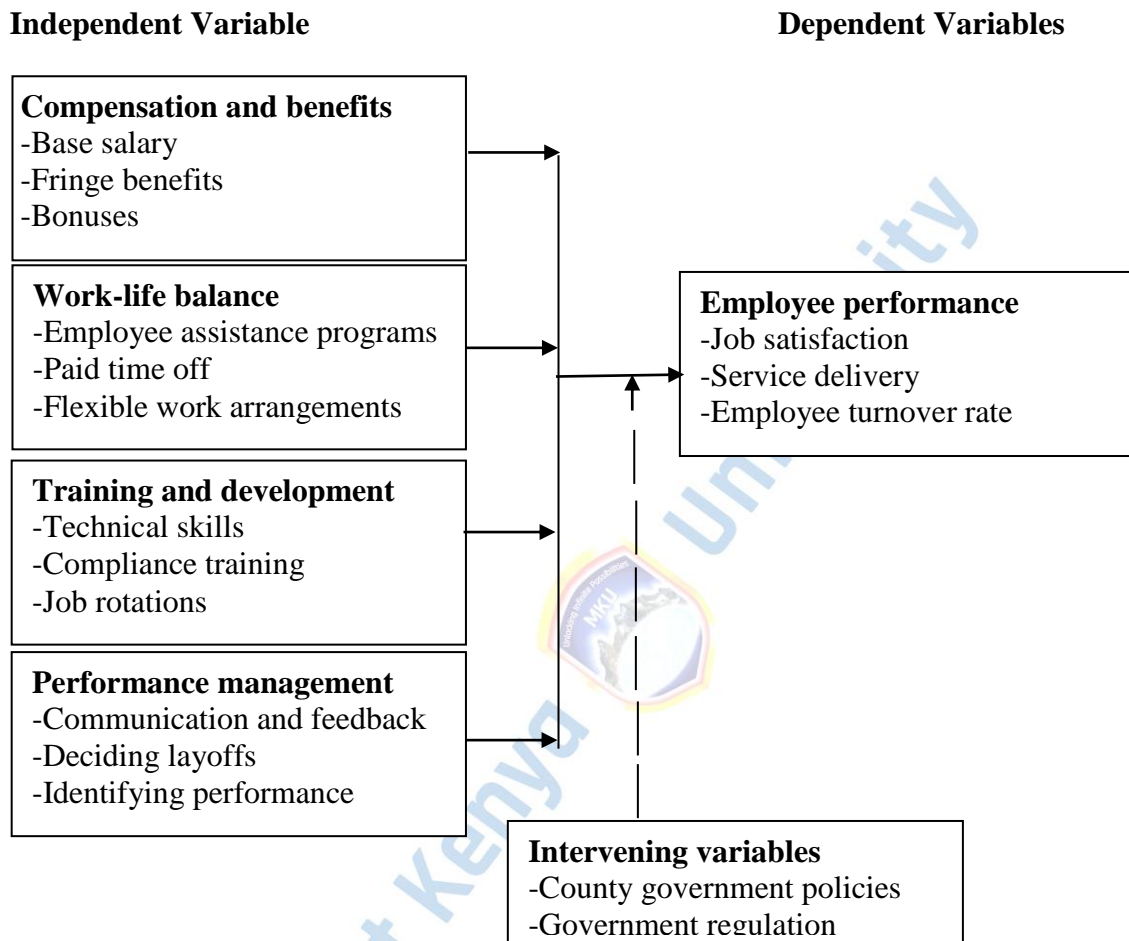


Figure 2.1: Conceptual Framework

Source: Author, (2024)

2.5 Research Gap

Manzoor, Wei, and Asif (2021) investigated how employee performance in Pakistani small and medium-sized businesses (SMEs) was affected by intrinsic rewards. Although the results showed a favorable correlation between intrinsic rewards, worker motivation, and performance, there is still a lack of information about how these conclusions might be applied to small and medium-sized enterprises (SMEs) in Kenya's Nandi County. An investigation on the effects of intrinsic rewards on worker performance in the Nandi

County setting, taking into account organizational structures, cultural variances, and economic conditions, would be beneficial.

In Saudi Arabia, Saputro and Nawangsari (2021) looked into how employee performance was affected by green reward management. Although the study demonstrated the beneficial effects of green reward management on worker performance, little is known about the effects these strategies have on workers in Nandi County, Kenyan organizations. Investigating the viability of green incentive management in Nandi County may shed light on environmentally friendly behaviors and how they affect local workers' output.

Begall et al. (2020) evaluated the relationship between employee performance in European multilevel companies and the availability of supplemental family leave. The study placed special emphasis on the function of organizational commitment in moderating the association between the availability of parental leave and worker productivity. On the other hand, nothing is known about how the provision for supplemental family leave affects worker performance in the setting of Nandi County, Kenya. Studying Nandi County would make it easier to comprehend the special dynamics and effects family leave laws have on workers' productivity in local government settings.

The impact of employee leave on organizational performance was examined by Chungo et al. (2019), with a particular focus on Rift Valley Bottlers located in Kenya. The study only looked at one firm and didn't explore other areas of work-life balance, even though it shed light on how leave management policies affect organizational performance. There is a lack of information about how several facets of work-life balance, such as career advancement and working conditions, affect worker performance in the Kenyan county of Nandi.

In Indonesia, Siagian, Siregar, and Rambe (2023) investigated the impact of training on worker performance as well as the possible moderating effects of motivation and organizational commitment. Similarly, at Walter Sisulu University in South Africa, Mvuyisi and Mbukanma (2023) evaluated the effect of on-the-job training on employee performance. The two research shed light on the beneficial correlation between employee performance and training. On the other hand, nothing is known about how training initiatives affect workers' performance in the Kenyan county of Nandi.

A comprehensive review of studies on performance management systems (PMS) and their effects on worker engagement and organizational efficacy was carried out by Kaur and Singla (2019). There is a knowledge vacuum regarding the precise ways in which PMS practices support organizational effectiveness and employee engagement in the Kenyan Nandi County Government, even though the study offered insightful information on the aspects of performance management that boost employee engagement. Undertaking an investigation in Nandi County would facilitate the identification of efficacious performance management approaches customized for the local government context.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Study methodology illuminates the systematic procedures which are complied with in achieving the outcomes capable of perfectly addressing the research goals including questions the study intends to respond to. Therefore, this chapter covers the study design which guides the research. Others incorporated sections include the targeted population and sample size, in addition, the approaches and procedures of collecting data are expounded on and finally the chapter explains how the data collected was analyzed.

3.2 Research Design

The role of research design is to link research and various aspects of research to help researchers achieve their research goals (Hartley et al., 2020). Therefore, a research design is an action plan or plan that the researcher follows while doing research to solve the best research (Debono, 2020). The best research method used for this study is the descriptive research design. Ewing and Park (2020) saw descriptive studies as studies that try to explain scientific events that occur in natural environments. This study was a descriptive in nature because no experiments have been conducted on any one variable, but reviewed current research at Nandi County.

3.3 Location of the Study

The study was carried out in Kenya's Nandi County. Majority of the services provided to the general public are provided by the County Government of Nandi staff, where all of the human resource policies that operate the County are developed. A research site is considered to be that specific ideal setting in which the study is likely to be conducted and extensively the researcher has interest in, easy to access and by extension enable the researcher to possess immediate response from the respondents (Kothari, 2008).

3.4 Target Population

Hennink, Hutter and Bailey (2020) stated that target population is a group of individual's objects or items from which samples are taken for measurements. Target population is that to which a researcher wants to take broad view of the results of a study (Ghauri *et al.*, 2020) defined it as a group of people in which a sample is drawn from. The target population is the entire population or group of people that the researcher wishes to study and analyze. The population that is targeted in this study is a total 980 employees that comprises of; County government of Nandi employees within various departments and sectors in permanent and pensionable terms as they are the ones directly affected by HR practices and whose performance is being measured. HR professionals and managers since they are responsible for implementing HR practices and policies. County government leadership which comprises of elected officials, department heads and other high-level decision makers as their policies and priorities influences HR practices and employee performance.. The distribution of target population is displayed as shown in Table 3.1.

Table 3.1 Study Population

Target Population	Number
Top level management (C.E.M, C.O, Elected officials, Directors)	50
Middle level management (H.O.D, HRM officers, directors, deputy and assistant directors)	150
Lower level management (clericals, support staff, administrative assistants, enforcement officers)	780
Total	980

3.5 Sampling Procedures and Sample Size

By obtaining information from a small sample or subgroup, sampling techniques enable researchers to reduce the amount of data that must be gathered (Saunders et al., 2019). In order to create clusters with varying degrees of leadership, this study used stratified sampling. To gather study participants, random sampling was used. Random sampling makes sure that a sample is fairly selected from each cluster, whereas stratified sampling

is used to create a sample from a population with various clusters (Rahman et al., 2022). Put another way, a representative sample was selected from the population, which was made up of homogeneous clusters. This study's target population was divided into a number of clusters. This complied with the suggestion made by Etikan and Bala (2017) that a target population be segmented into distinct, homogeneous clusters from which a random sampling technique was used to select a proportionate sample.

Random sampling guarantees that a sample taken from each cluster is proportionate to that cluster's size, according to Liyasu and Etikan (2021). We'll employ this method since it guarantees that the sample size is sufficient to represent each cluster. Furthermore, stratified sampling and random sample was more effective than systematic sampling since they hasten the process of minimizing variability within the strata and increasing variability between strata, according to Sharma (2017) and Iliyasu and Etikan (2021). To obtain the appropriate proportionate representation of different subgroups within the population, the sampling approach was employed.

A research's sample size is indicative of the population that the study is trying to reach, according to Stratton (2021). According to Creswell & Creswell (2018), the sample size should be adequate and dependable to reflect the population, neither too little nor too large. The Taro Yamane (1967) statistical formula, which is as follows: $n = N/(1+N(e)^2)$, was used to determine the sample size for this study. Here, n stands for sample size, N for population under investigation, 1 for statistical constant, and e for margin error of 0.05 (Adam 2020). Based on the Taro Yamane (1967) calculation, 286 Personnel is the sample size for this investigation.

$$n = \frac{N}{[1 + N(e)^2]}$$

Where:

Where n = sample size

N = population of the study

e = level of significance (5% level of significance)

N = target population = 980

Applying the formula,

N= 980

$$1+980(0.05)^2$$

$$\frac{N=980}{3.5} = 286$$

Sample Size = 286

Therefore, the sample size using the Taro Yamane formula is 286 for a population of 980, with a 5% margin of error and 95% confidence level.

Table 3.2: Sample Size Distribution

Stratum	Number	Sample Size
Top level management (C.E.M, C.O, Elected officials, Directors)	50	14
Middle level management (H.O.D, HRM officers, directors, deputy and assistant directors)	150	43
Lower level management (clericals, support staff, administrative assistants, enforcement officers)	780	229
Total	980	286

3.6 Data Collection Instruments

Primary data, which mostly was quantitative and descriptive, was used in the study. The purpose of the questionnaire is to gather information on constructs that are relevant to determining how the independent and dependent research variables are related to each other. According to Einola and Alvesson (2021), questionnaires are suitable for research since they gather data that cannot be observed firsthand because they don't ask about people's experiences, feelings, motives, or successes. They also note that questionnaires are less expensive and need less time to administer as data collection tools.

A standardized questionnaire containing closed-ended questions was used in the study. This assisted in directing respondents' responses within the available options to guarantee they maintain focus on the goals of the study. On a 5-point Likert scale, respondents were shown descriptive statements. They were asked to rate each statement

according to how much they believe it describes the force within the organization. The questionnaire was divided into two sections with the goal of gathering background and biographical information from the respondents as well as details about the study's variables.

The impact of HRM strategies on employee performance in Nandi County was investigated qualitatively through the use of interviews. This was distributed to the county's HRM officers in addition to the heads of departments. This involved in-person interviews in an effort to gather the necessary data. The interview approach utilized since it offers a great chance to delve deeper and consider questions (Cresswell 1994).

In order to find secondary data about the impact of HRM practices on employee performance in the Nandi County Government, a document review process was applied to all pertinent papers. Journals, articles, periodicals, and other pertinent, dependable sources was the source of these. According to Novak (1996), secondary research and data can be an affordable means of obtaining a thorough understanding of research issues and the larger idea being studied if they are conducted carefully and diligently. In addition to being crucial for research design, secondary data serves as a benchmark for comparing the outcomes of primary data gathering.

3.7 Pilot Study

Agoi (2017) noted that piloting of the research instruments means administering the instruments to a small representative sample identical to but not including the group one is going to survey. This is important in order to determine the validity of the instruments. Pilot testing refines the instruments so that respondents had no problems in answering the questions (Ørngreen & Levinsen, 2017). Piloting also assists in determining if there are any weaknesses within the questionnaire design. The information gathered during piloting is then used to revise the instrument. Suggested amendments are incorporated into the research tools; and the pilot results do not form part of the final results. A pilot study was conducted in Uasin Gishu County.

3.7.1 Instrument Validity

Validity of the instrument is the instrument being free from both systematic and non-systematic errors hence impacting the accuracy of the instrument in measuring the research phenomenon. The validity of the instrument is thus concerned with the accuracy

of the research results due to using a specific data collection instrument (Patten & Newhart, 2017). The use of expert judgments in measuring content validity was the main way that the validity of the instrument was measured in this study. Expert judges are used due to the lack of an objective means of measuring the content validity of an instrument. According to Galas, Pilat, Leonardi, and Tobiasz-Adamczyk (2018), content validity refers to the representativeness of the content of the research instrument in measuring the research phenomenon. Gathii et al. (2019) advocated for the use of a minimum of five experts in the measurement of content validity. The study used a research supervisor and three members of the pilot study to act as expert judges in the study and in the measurement of the content validity. The results of the study was used in the enhancement of the content of the research instrument.

3.7.2 Instrument Reliability

The reliability of the instrument refers to the freeness of the research instrument from random errors. The reliability of the instrument is thus about the consistency of the results over a period of time (Kar & Biswal, 2019). According to Liamputtong (2019), internal reliability referred to as internal consistency is often used in a multi-item scale in the measurement of a variable. This study has measured the variables both independent and dependent as multi-item scales thus the measurement of the internal consistency. In the measurement of internal consistency, this study used the Cronbach alpha coefficient. According to Coolican (2018), Cronbach alpha coefficient of a threshold of 0.7 is often considered of a threshold value enough to infer reliability. The Cronbach alpha coefficient was used in such a manner in this study and the result of the analysis. According to (Gathii et al., 2019) exceeding the Cronbach alpha coefficient of 0.7 leads to a conclusion of the presence of internal reliability of the variables. The results show that Cronbach's alpha coefficients for all variables exceeded 0.70. Therefore, all questions and statements in the questionnaire were reliable ($\alpha > 0.70$). All of these variables are similar and often interchangeable changes to the directory.

3.8 Data Collection Procedures

In order for the researcher to address the research objectives, data must be collected from the field and scientifically analyzed. This section details the systematic manner in which the data relating to the research phenomenon will be collected. Approval was granted from Mount Kenya University to conduct the study, and clearance was sought from the

National Council of Science Technology and Innovation (NACOSTI). This authorization was key in facilitating the undertaking of the research process. Once granted, visits to the sampled respondents was conducted, and authority was sought to administer the questionnaires and collect data. The researcher further administered the consent statement to the respondents before issuing them with the structured questionnaires. According to Veal (2018), self-administration refers to the issuance of the questionnaires to the respondents who are able to fill in the questionnaires without any further assistance. The drop-off and pick-up later process of questionnaire self-administration used in the study. Various benefits of drop-off and pick-up later methods have been expounded by various scholars including an increase in response rates due to the provision of sufficient time for filling the questionnaire and a low number of missing responses (Atkinson et al., 2020; Hansen & Ren, 2020).

3.9 Data Analysis Procedures and Presentation

The primary data was processed through coding and entered into the data sheet before being run in the Statistical Package for Social Science (SPSS) version 28.0 for analysis. According to Stone-Romero and Rosopa (2020) the data analysis procedures refer to the manipulation of data with a view of discerning the emergent patterns from the data and addressing the research objectives. The study undertook the frequency distributions, means and standard deviations as descriptive statistics. According to Mugenda and Mugenda (2019), descriptive statistics seek to describe the data for the study. The frequency distribution was undertaken for all the questions in the questionnaires while the means and standard deviations was undertaken only for the Likert-based questionnaires. The data analyzed was presented in frequency tables and percentages.

The following stages was taken into consideration after the theme framework is used to analyze the interview data. Thematic analysis concepts will be used in this study. It is a technique for finding, examining, and reporting patterns (themes) inside data, and claims (Lochmiller, 2021). It minimally arranges and gives a (rich) detailed description of the data set. Moreover, the thematic analysis evaluates numerous research (Kiger, & Varpio, 2020) elements. Thematic analysis is versatile because it is not based on any specific theoretical or epistemological framework and can be used with a variety of qualitative research methods.

3.10 Ethical Considerations

Ethical considerations are the moral compass of the research (Stone-Romero & Rosopa, 2020). The ethical considerations serve to ensure that all the applicable standards and moral requirements of research are undertaken with a view of protecting the research participants from possible harm as a result of participating in the study (Saridakis & Cowling, 2020).

This study involved ethical principles which was considered in the whole research process. Kombo and Tromp (2016) argued that the researcher must obtain informed consent from any subject used in the study and ensure all subjects participate voluntarily. Before the collection of data, the researcher presented the duly signed proposal to Mount Kenya University Research Ethics Committee to get a clearance that was attached to the proposal which was submitted to NACOSTI to get a research permit before proceeding to the field data collection. The researcher sought permission from other relevant authorities such as the hospital management and from the sampled respondents.

During data collection, the researcher introduced himself and then explain the purpose of the study to the participants to enable them to have adequate information regarding the research. Comprehension of the information gave the respondent the power of free choice thus enabling them to consent or decline participation in the research. The researcher made it very clear to the participants that they are free to participate or withdraw without any penalty whatsoever. The participants were assured of anonymity and confidentiality.

The research was careful not to cause any harm to the participants by using friendly language that is non-threatening. The researcher treated the respondent with dignity and courtesy, protecting every person's rights. A consent form was provided for them to sign after providing the required information. After meeting the ethical protocols, the researcher proceeded with data collection and analysis. Participants was assured that after collecting the data, their responses could be used solely for academic purposes. An explanation of what was expected of them was guided and taken through the interview. The researcher sought permission to use a tape recorder so as to refer in case of missing out some information. The researcher shared the findings with participants and was able to read back to them to ensure conformability and trustworthiness. After data collection,

the researcher acknowledged all the sources used in the study. This was necessary for academic honesty.



CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0 Introduction

This chapter focuses on data analysis, results presentation and discussion of the findings.

4.1 Demographic Information

4.2 Response rate

From the table 4.1 the sample size of this study was 286 responses out which 260 filled and returned their questionnaires, which represent a response rate 90.91 percent. The non-response rates of 26(9.09%) represents the proportion of surveys that were not completed or returned.

Table 4.1 Response Rate

Response rate	Frequency	Percentage
Response	260	90.9%
Non response	26	9.1%
Total	286	100

4.2.1 Gender

In Table 4.2, the data presents the gender distribution among respondents in the study. 97 were male, 37.3% of the sample. 163 respondents were female, constituting 62.7% of the total. HR practices related to work-life balance, such as flexible working arrangements and parental leave policies, have differential effects on male and female employees. Gender roles and societal expectations influence how these policies are utilized and perceived, impacting employee satisfaction, retention, and ultimately performance.

Table 4.2 Gender

Gender	Frequency	Percentage %
Male	97	37.3%
Female	163	62.7%
Total	260	100%

4.2.2 Level of Education

In Table 4.3, the breakdown of educational attainment among respondents reveals that the largest proportion holds diplomas, constituting 30% of the total sample, with a frequency of 78 individuals. Secondary education is represented by 62 individuals, making up 23.9% of the sample. Meanwhile, primary education comprises 35 respondents, accounting for 13.5%. Degrees are held by 45 individuals, totaling 17.3%, while 40 respondents have attained master's degrees, representing 15.4% of the sample. Employees with higher levels of education often possess advanced skills and knowledge that directly impact their performance. HR practices related to training and development, such as skills enhancement programs or continuing education opportunities, were more effective for employees with higher levels of education who are able to leverage and apply new knowledge in their roles.

Table 4.3 Level of Education

Level of Education	Frequency	Percentage %
Primary	35	13.5%
Secondary	62	23.9%
Diploma	78	30%
Degree	45	17.3%
Master's degree	40	15.4%
Total	260	100%

4.2.3 Age Bracket

In Table 4.4, the breakdown of respondents by age bracket indicates that the most populous group falls within the 25-30 years range, comprising 92 individuals, accounting for 35.4% of the sample. Following this, the 36-40 years category encompasses 65 respondents, representing 25% of the sample. Meanwhile, the 31-35 years bracket includes 58 individuals, constituting 22.3% of the sample. Lastly, the 41 and above years group consists of 45 respondents, contributing to 17.3% of the surveyed population. Employees at different stages of their careers have varying developmental needs and aspirations. Younger employees prioritize opportunities for skill development, career growth, and advancement, while older employees value stability, work-life balance, and opportunities for mentorship or knowledge transfer. HR practices that cater to these diverse needs influence employee performance by addressing relevant developmental opportunities.

Table 4.4 Age Bracket

Age bracket	Frequency	Percentage%
25-30 years	92	35.4%
31-35 years	58	22.3%
36-40 years	65	25%
41 and above years	45	17.3%
Total	260	100

4.2.4 How long have you worked for your organization

In Table 4.5, the tenure distribution of employees within the organization showcases that the most prevalent duration falls within the 11-15 years range, with 104 individuals, constituting 40% of the sample. Following this, the 6-10 years bracket encompasses 55 respondents, representing 21.2% of the sample. Meanwhile, the 1-5 years category includes 40 individuals, accounting for 15.4% of the sample. Additionally, the 16-20 years group consists of 36 respondents, contributing to 13.8% of the surveyed population. Lastly, the 21 years and above duration is represented by 25 individuals, making up 9.6% of the sample. Long-tenured employees develop stronger emotional connections and a sense of loyalty towards the organization. HR practices that promote employee engagement, recognition, and career development reinforce this commitment, leading to higher levels of job satisfaction and performance while ineffective HR practices erode loyalty and diminish performance among long-serving employees.

Table 4.5 Duration in years at the organization

Duration in years at the organization	Frequency	Percentage %
1-5year	40	15.4%
6- 10years	55	21.2%
11-15 years	104	40%
16-20 years	36	13.8%
21 years and above	25	9.6%
Total	260	100%

4.2.5 Employment Level

In Table 4.6, the distribution of employment levels within the organization highlights that the majority of respondents hold positions as General Employees, with 170 individuals, representing 65.4% of the total sample. Following this, Mid-level Managers comprise 54 respondents, constituting 20.8% of the sample and Senior Managers account for 36 individuals, making up 13.8% of the surveyed population. Different employment levels entail varying degrees of responsibility, authority, and expectations. HR practices such as performance management, goal setting, and feedback mechanisms need to be tailored to address the specific needs and objectives of employees at different levels. Aligning HR practices with the roles and responsibilities of each employment level is crucial for enhancing performance.

Table 4.6 Employment Level

Employment Level	Frequency	Percentage%
Senior Manager	36	13.8%
Mid-level Manager	54	20.8%
General Employee	170	65.4%
Total	260	100%

4.3 Compensation and benefits**Table 4.7 Compensation and benefits**

STATEMENT RATING	SA	A	U	D	SD	N
My current compensation accurately reflects my level of skills and experience	82	60	25	55	38	260
	31.5%	23.1%	9.6%	21.2%	14.6%	100
My salary is paid in time as required	100	70	61	9	20	260
	38.5%	26.9%	23.5%	3.5%	7.7%	100
I am given annual financial bonus based on individual performance of the year.	87	70	29	54	20	260
	33.5%	26.9%	11.2%	20.8%	7.7%	100
I am given top up allowances periodically	95	87	42	25	11	260
	36.5%	33.5%	16.2%	9.6%	4.2%	100
I am satisfied with variety and quality of benefits provided by my employer (e.g. health insurance, retirement plans, etc.)	55	37	69	44	55	260
	21.2%	14.2%	26.5%	16.9%	21.2%	100
My employer gives competence or skill-based pay increment	106	76	55	15	8	260
	40.8%	29.2%	21.2%	5.8%	3.1%	100
They give annual group bonus based on team performance of staff or any others.	78	41	58	45	38	260
	30.0%	15.8%	22.3%	17.3%	14.6%	100
I feel that the compensation system is fair and equitable for all employees	90	85	35	30	20	260

within the organization	34.6%	32.7%	13.5%	11.5%	7.7%	100
My employer usually organizes recognition events for high achievers periodically	30 11.5%	67 25.8%	49 18.8%	55 21.2%	59 22.7%	260 100
My employer usually organizes small non-cash awards (e.g., dinners, trips abroad) to its staff.	95 36.5%	85 32.7%	40 15.4%	25 9.6%	15 5.8%	260 100
As a rewarding system, staff members are given better office facilities frequently to motivate them	78 30.0%	83 31.9%	22 8.5%	39 15.0%	38 14.6%	260 100
There is gender and diversity equity in compensation within the organization	105 40.4%	75 28.8%	55 21.2%	15 5.8%	10 3.8%	260 100

From table 4.7 the following were the results according to statements respectively, regarding the accuracy of compensation reflecting skills and experience, the responses were diverse. 31.5% (82 individuals) strongly agreed, with 23.1% (60 individuals) agreeing. Conversely, 9.6% (25 individuals) were undecided, 21.2% (55 individuals) disagreed, and 14.6% (38 individuals) strongly disagreed. When it comes to timely salary payments, a significant portion (38.5%, 100 individuals) strongly agreed, while 26.9% (70 individuals) agreed. However, 23.5% (61 individuals) were undecided, and a small minority disagreed (3.5%, 9 individuals), with 7.7% (20 individuals) strongly disagreeing. For annual financial bonuses based on individual performance, 33.5% (87 individuals) strongly agreed, and 26.9% (70 individuals) agreed. Meanwhile, 11.2% (29 individuals) were undecided, 20.8% (54 individuals) disagreed, and 7.7% (20 individuals) strongly disagreed. In terms of periodic top-up allowances, 36.5% (95 individuals) strongly agreed, and 33.5% (87 individuals) agreed. However, 16.2% (42 individuals) were undecided, 9.6% (25 individuals) disagreed, and 4.2% (11 individuals) strongly disagreed. Regarding satisfaction with the variety and quality of benefits, opinions were divided. While 21.2% (55 individuals) strongly agreed, 14.2% (37 individuals) agreed, and 26.5% (69 individuals) were undecided. Conversely, 16.9% (44

individuals) disagreed, and 21.2% (55 individuals) strongly disagreed. Regarding competence or skill-based pay increments, the majority (40.8%, 106 individuals) strongly agreed, with 29.2% (76 individuals) agreeing. Yet, 21.2% (55 individuals) were undecided, 5.8% (15 individuals) disagreed, and 3.1% (8 individuals) strongly disagreed. For annual group bonuses based on team performance, 30.0% (78 individuals) strongly agreed, and 15.8% (41 individuals) agreed. However, 22.3% (58 individuals) were undecided, 17.3% (45 individuals) disagreed, and 14.6% (38 individuals) strongly disagreed. In evaluating the fairness and equity of the compensation system, 34.6% (90 individuals) strongly agreed, and 32.7% (85 individuals) agreed. Yet, 13.5% (35 individuals) were undecided, 11.5% (30 individuals) disagreed, and 7.7% (20 individuals) strongly disagreed. Regarding recognition events for high achievers, 11.5% (30 individuals) strongly agreed, 25.8% (67 individuals) agreed, and 18.8% (49 individuals) were undecided. Meanwhile, 21.2% (55 individuals) disagreed, and 22.7% (59 individuals) strongly disagreed. In terms of small non-cash awards, such as dinners or trips abroad, the majority of respondents expressed positive sentiments. 36.5% (95 individuals) strongly agreed that their employer usually organizes such awards, with an additional 32.7% (85 individuals) in agreement. However, 15.4% (40 individuals) were undecided, while 9.6% (25 individuals) disagreed, and 5.8% (15 individuals) strongly disagreed. Regarding the provision of better office facilities as a motivational tool, opinions were somewhat divided. While 30.0% (78 individuals) strongly agreed and 31.9% (83 individuals) agreed, indicating a considerable proportion in favor, 8.5% (22 individuals) were undecided. On the other hand, 15.0% (39 individuals) disagreed, and 14.6% (38 individuals) strongly disagreed, suggesting some dissatisfaction or skepticism about this rewarding approach. Regarding gender and diversity equity in compensation, the majority of respondents expressed positive views. 40.4% (105 individuals) strongly agreed that there is equity, with an additional 28.8% (75 individuals) in agreement. However, 21.2% (55 individuals) were undecided, while 5.8% (15 individuals) disagreed, and 3.8% (10 individuals) strongly disagreed, indicating some uncertainty or disagreement with the perception of equity within the organization.

A study on staff retention, work satisfaction, and compensation packages at private colleges in Jalalabad, Afghanistan was carried out by Adil, Rao, Ayaz, and Shinwari (2020). Their findings showed that final rewards—like pensions, gratuities, and annual raises—have a big impact on worker motivation. Structured questionnaires were utilized

to gather quantitative data using a descriptive survey approach. The study suggested that in order to improve academic performance, university workers should undergo ongoing compensation reviews. Pay packages, however, only made up 28% of work satisfaction, indicating that variables other than monetary pay had a substantial impact.

4.4 Work-life balance

Table 4.8 Work-life balance

STATEMENT RATING	SA	A	U	D	SD	N
My organization offers flexibility as to when to start and end the day's work.	110 42.3%	98 37.7%	7 2.7%	15 5.8%	30 11.5%	260 100
Once I notify my supervisor, I am sometimes allowed to work from home.	30 11.5%	67 25.8%	49 18.8%	55 21.2%	59 22.7%	260 100
I have the time and energy to fulfill my responsibilities outside work.	55 21.2%	47 18.1%	11 4.2%	65 25.0%	82 31.5%	260 100
My employer frequently hosts free health screenings and health checkups for its employees	80 30.8%	63 24.2%	26 10.0%	45 17.3%	46 17.7%	260 100
The policy of compassionate leave is used by employees when they have to take time off for urgent personal reasons	60 23.1%	79 30.4%	41 15.8%	53 20.4%	27 10.4%	260 100
In the event of a family emergency, I am permitted to take a few hours or many days off work to respond to the situation	102 39.2%	90 34.6%	6 2.3%	33 12.7%	29 11.2%	260 100
There is a gym in my immediate	80	63	45	26	46	260

proximity, as well as other sports activities	30.8%	24.2%	17.3%	10.0%	17.7%	100
My employer often organizes family-friendly events and fun days for us to participate in.	60 23.1%	53 20.4%	16 6.2%	55 21.2%	76 29.2%	260 100
Work-life balance leads to increase in job performance.	36 13.8%	32 12.3%	17 6.5%	60 23.1%	115 44.2%	260 100

From table 4.8 the following were the results according to statements respectively, in terms of workplace flexibility regarding start and end times, opinions varied among respondents. A significant portion (42.3%, 110 individuals) strongly agreed that their organization offers flexibility, with an additional 37.7% (98 individuals) agreeing. Conversely, a minority expressed dissatisfaction, with 5.8% (15 individuals) disagreeing and 11.5% (30 individuals) strongly disagreeing, while 2.7% (7 individuals) were undecided. Regarding the possibility of working from home upon notification to supervisors, responses were mixed. While 11.5% (30 individuals) strongly agreed and 25.8% (67 individuals) agreed, indicating a considerable proportion in favor, 18.8% (49 individuals) were undecided. Conversely, 21.2% (55 individuals) disagreed, and 22.7% (59 individuals) strongly disagreed. Concerning the ability to fulfill responsibilities outside of work, opinions were diverse. 21.2% (55 individuals) strongly agreed, and 18.1% (47 individuals) agreed that they had the time and energy to do so. However, 4.2% (11 individuals) were undecided, 25.0% (65 individuals) disagreed, and 31.5% (82 individuals) strongly disagreed. Regarding health-related benefits, such as free health screenings, the majority had positive sentiments. 30.8% (80 individuals) strongly agreed that their employer frequently hosts such events, with an additional 24.2% (63 individuals) in agreement. Yet, 10.0% (26 individuals) were undecided, and 17.3% (45 individuals) disagreed, while 17.7% (46 individuals) strongly disagreed. When it comes to policies for taking compassionate leave, responses varied. While 23.1% (60 individuals) strongly agreed and 30.4% (79 individuals) agreed, indicating a significant portion in favor, 15.8% (41 individuals) were undecided. Conversely, 20.4% (53 individuals) disagreed, and 10.4% (27 individuals) strongly disagreed. In terms of handling family emergencies, a considerable majority expressed satisfaction with their organization's policies. 39.2% (102 individuals) strongly agreed that they were

permitted to take time off, with an additional 34.6% (90 individuals) in agreement. However, 2.3% (6 individuals) were undecided, while 12.7% (33 individuals) disagreed, and 11.2% (29 individuals) strongly disagreed. Regarding onsite fitness facilities and sports activities, opinions were somewhat positive. While 30.8% (80 individuals) strongly agreed and 24.2% (63 individuals) agreed, indicating a considerable proportion in favor, 17.3% (45 individuals) were undecided. On the other hand, 10.0% (26 individuals) disagreed, and 17.7% (46 individuals) strongly disagreed, suggesting some dissatisfaction or skepticism about this aspect of workplace wellness. When it comes to family-friendly events and fun days organized by the employer, opinions were mixed. While 23.1% (60 individuals) strongly agreed and 20.4% (53 individuals) agreed, a significant portion (29.2%, 76 individuals) strongly disagreed, with an additional 21.2% (55 individuals) disagreeing. Meanwhile, 6.2% (16 individuals) were undecided. Lastly, the perception that work-life balance leads to an increase in job performance elicited diverse opinions. While 13.8% (36 individuals) strongly agreed and 12.3% (32 individuals) agreed, indicating some support for this notion, a significant majority (44.2%, 115 individuals) strongly disagreed, with an additional 23.1% (60 individuals) disagreeing. Meanwhile, 6.5% (17 individuals) were undecided.

The effect of work-life balance on staff performance in public hospitals was examined by Musyoka and Kimencu (2020), with a particular focus on Machakos Level 5 Hospital. Using stratified random sampling, 200 medical professionals—nurses, support personnel, and other professionals—were included in the study. The study's multiple regression analysis showed a substantial correlation between working conditions and worker performance, indicating that managers should continuously improve working conditions. The prior study focused on level 5 hospitals in Machakos and isolated leave policy as a crucial component of work-life balance, while also adding to the body of current material. On the other hand, one of the specific goals of the current study is leave management, and it is focused on Nandi County.

4.5 Employee Training and Development

Table 4.8 Employee Training and Development

STATEMENT RATING	SA	A	U	D	SD	N
My employer carries out on job training for every new employee to give them appropriate knowledge	82 31.5%	59 22.3%	33 12.7%	47 18.1%	39 15.0%	260 100
Different sessions of training are carried by experienced trainers to employees	75 28.9%	66 25.4%	38 14.6%	29 11.2%	52 19.6%	260 100
My employer carries out employee training often to enhance our skills	80 30.8%	63 24.2%	26 10.0%	45 17.3%	46 17.7%	260 100
My employer usually carries out off job training sessions for its employees	60 23.1%	79 30.4%	41 15.8%	53 20.4%	27 10.4%	260 100
Trainings are carried out in focus group discussion and simulations to ensure focused training	60 23.1%	79 30.4%	27 15.8%	53 20.4%	41 15.8%	260 100
To ensure focused training school managers are usually involved in the process	80 30.8%	63 24.2%	45 17.3%	26 10.0%	46 17.7%	260 100
Training and development would help improve my operational skills and knowledge thus enhancing my operational efficiency	70 26.9%	44 16.9%	53 20.4%	37 14.2%	56 21.5%	260 100
Training and development opportunities are accorded to all staff fairly	48 18.5%	71 27.3%	35 13.5%	62 23.9%	44 17.3%	260 100

Further training give me motivation towards performance improvement	76	68	22	53	41	260
	29.2%	26.2%	8.5%	20.4%	15.8%	100
My employer encourages employees to pursue external training and certifications to enhance their expertise	73	49	26	63	49	260
	28.1%	18.9%	10.0%	24.2%	18.9%	100
Training and development improves the quality of product and services offered by employees	92	73	16	55	24	260
	35.4%	28.1%	6.2%	21.2%	9.2%	100
I require further training for motivations towards performance improvement to enable me contribute to increased productivity in terms of the quantity of output	56	68	32	53	51	260
	21.5%	26.2%	12.3%	20.4%	19.6%	100

From table 4.8 the following were the results according to statements respectively, regarding my employer carrying out on-the-job training for every new employee to give them appropriate knowledge. The responses showed a diverse range of opinions. 31.5% (82 individuals) strongly agreed, with 22.3% (59 individuals) agreeing. However, 12.7% (33 individuals) were undecided, 18.1% (47 individuals) disagreed, and 15.0% (39 individuals) strongly disagreed. Different sessions of training are carried out by experienced trainers to employees. Opinions were varied, with 28.9% (75 individuals) strongly agreeing and 25.4% (66 individuals) agreeing. Nevertheless, 14.6% (38 individuals) were undecided, 11.2% (29 individuals) disagreed, and 19.6% (52 individuals) strongly disagreed. Regarding the frequency of employee training to enhance skills, 30.8% (80 individuals) strongly agreed, and 24.2% (63 individuals) agreed. However, 10.0% (26 individuals) were undecided, 17.3% (45 individuals) disagreed, and 17.7% (46 individuals) strongly disagreed. The provision of off-the-job training sessions by the employer also yielded mixed responses. While 23.1% (60 individuals) strongly agreed and 30.4% (79 individuals) agreed, indicating a substantial

proportion in favor, 15.8% (41 individuals) were undecided, 20.4% (53 individuals) disagreed, and 10.4% (27 individuals) strongly disagreed. Trainings conducted in focus group discussions and simulations to ensure focused training received varied responses. 23.1% (60 individuals) strongly agreed, and 30.4% (79 individuals) agreed. Conversely, 15.8% (41 individuals) were undecided, 10.4% (27 individuals) disagreed, and 20.4% (53 individuals) strongly disagreed. Involvement of school managers in the training process to ensure focused training was perceived differently among respondents. While 30.8% (80 individuals) strongly agreed and 24.2% (63 individuals) agreed, 17.3% (45 individuals) disagreed, and 10.0% (26 individuals) strongly disagreed, suggesting some skepticism or disagreement. Respondents expressed differing opinions on whether training and development would enhance operational skills and knowledge. While 26.9% (70 individuals) strongly agreed and 16.9% (44 individuals) agreed, 20.4% (53 individuals) were undecided, 14.2% (37 individuals) disagreed, and 21.5% (56 individuals) strongly disagreed. The fairness of according training and development opportunities to all staff was perceived differently. 18.5% (48 individuals) strongly agreed, and 27.3% (71 individuals) agreed, indicating some level of agreement, yet 13.5% (35 individuals) were undecided, 23.9% (62 individuals) disagreed, and 17.3% (44 individuals) strongly disagreed. Further training was seen as potentially motivational towards performance improvement by some respondents. 29.2% (76 individuals) strongly agreed and 26.2% (68 individuals) agreed, while 8.5% (22 individuals) were undecided, 20.4% (53 individuals) disagreed, and 15.8% (41 individuals) strongly disagreed. Encouragement from employers for employees to pursue external training and certifications varied in perception. While 28.1% (73 individuals) strongly agreed and 18.9% (49 individuals) agreed, 10.0% (26 individuals) were undecided, 24.2% (63 individuals) disagreed, and 18.9% (49 individuals) strongly disagreed. The impact of training and development on the quality of products and services offered by employees yielded diverse opinions. 35.4% (92 individuals) strongly agreed, with 28.1% (73 individuals) agreeing, while 6.2% (16 individuals) were undecided, 21.2% (55 individuals) disagreed, and 9.2% (24 individuals) strongly disagreed. Lastly, the perceived necessity for further training to motivate performance improvement and contribute to increased productivity showed a mixed response. 21.5% (56 individuals) strongly agreed, and 26.2% (68 individuals) agreed, while 12.3% (32 individuals) were undecided, 20.4% (53 individuals) disagreed, and 19.6% (51 individuals) strongly disagreed.

Damei (2020) investigated the impact of job training on employee retention in Somtel, Nation Link, and Hormuud, three Somali telecommunications enterprises. The study looked into how 260 employees' retention was affected by job training, rotation, coaching, and mentoring. The findings emphasized the value of putting training programs in place to improve retention by showing a strong positive correlation between job instruction, coaching, mentoring, job rotation, and employee retention.

4.6 Performance Management

Table 4.9 Performance Management

STATEMENT RATINGS	SA	A	U	D	SD	N
My employer carries out performance evaluation of each individual employee in the company	51 19.6%	72 27.7%	29 11.2%	84 32.3%	24 9.2%	260 100
My employer encourages performance in teams on different tasks	40 15.4%	80 30.8%	20 7.7%	70 26.9%	50 19.2%	260 100
Each performance target is aligned to the strategic objective of the organization	60 23.1%	70 26.9%	35 13.5%	50 19.2%	45 17.3%	260 100
The managers agree with employees on specific key issues objectives to achieve in a particular period of time	68 26.2%	73 28.1%	42 16.2%	39 15.0%	38 14.6%	260 100
Managers ensure that there is timely feedback on performance of all employees	76 29.2%	68 26.2%	22 8.5%	53 20.4%	41 15.8%	260 100
Managers ensure that there is positive reinforcement to all employees when performing different tasks in the company	92 35.4%	59 22.7%	34 13.1%	47 18.1%	28 10.8%	260 100
Corrective measures are undertaken	48	71	35	62	44	260

to improve staff performance after every appraisal period	18.5%	27.3%	13.5%	23.9%	17.3%	100
Performance management system used in our organization helps employees meet the set targets	81	76	29	56	18	260
Performance process is necessary for measuring employee performance	31.2%	29.2%	11.2%	21.5%	6.9%	100
I receive specific and accurate feedback from my supervisor on my performance after every appraisal process	95	85	40	25	15	260
My pay, commission, promotion and other benefits are purely based on performance appraisal results	36.5%	32.7%	15.4%	9.6%	5.8%	100
Performance management system leads to employee becoming more competent	72	62	32	51	43	260
	27.7%	23.9%	12.3%	19.6%	16.5%	100
	47	34	52	61	66	260
	18.1%	13.1%	20.0%	23.5%	25.4%	100
	73	49	26	63	49	260
	28.1%	18.9%	10.0%	24.2%	18.9%	100

From table 4.9 the following were the results according to statements respectively, regarding my employer carries out performance evaluation of each individual employee in the company. Responses varied, with 51 individuals (19.6%) strongly agreeing and 72 individuals (27.7%) agreeing. However, 29 individuals (11.2%) were undecided, 84 individuals (32.3%) disagreed, and 24 individuals (9.2%) strongly disagreed. My employer encourages performance in teams on different tasks. Opinions were diverse, with 40 individuals (15.4%) strongly agreeing and 80 individuals (30.8%) agreeing. Yet, 20 individuals (7.7%) were undecided, 70 individuals (26.9%) disagreed, and 50 individuals (19.2%) strongly disagreed. Each performance target is aligned to the strategic objective of the organization. 60 individuals (23.1%) strongly agreed, and 70 individuals (26.9%) agreed, indicating some level of agreement. However, 35 individuals (13.5%) were undecided, 50 individuals (19.2%) disagreed, and 45 individuals (17.3%)

strongly disagreed. Managers agree with employees on specific key issues objectives to achieve in a particular period. Responses varied, with 68 individuals (26.2%) strongly agreeing and 73 individuals (28.1%) agreeing. However, 42 individuals (16.2%) were undecided, 39 individuals (15.0%) disagreed, and 38 individuals (14.6%) strongly disagreed. Managers ensure that there is timely feedback on the performance of all employees. 76 individuals (29.2%) strongly agreed, and 68 individuals (26.2%) agreed, indicating a considerable proportion in favor. However, 22 individuals (8.5%) were undecided, 53 individuals (20.4%) disagreed, and 41 individuals (15.8%) strongly disagreed. Managers ensure that there is positive reinforcement to all employees when performing different tasks in the company. Responses were mixed, with 92 individuals (35.4%) strongly agreeing and 59 individuals (22.7%) agreeing. Nevertheless, 34 individuals (13.1%) were undecided, 47 individuals (18.1%) disagreed, and 28 individuals (10.8%) strongly disagreed. Corrective measures are undertaken to improve staff performance after every appraisal period. 48 individuals (18.5%) strongly agreed, and 71 individuals (27.3%) agreed, indicating some level of agreement. However, 35 individuals (13.5%) were undecided, 62 individuals (23.9%) disagreed, and 44 individuals (17.3%) strongly disagreed. The performance management system used in our organization helps employees meet the set targets. Opinions were diverse, with 81 individuals (31.2%) strongly agreeing and 76 individuals (29.2%) agreeing. Yet, 29 individuals (11.2%) were undecided, 56 individuals (21.5%) disagreed, and 18 individuals (6.9%) strongly disagreed. The performance process is necessary for measuring employee performance. 95 individuals (36.5%) strongly agreed, with 85 individuals (32.7%) agreeing. However, 40 individuals (15.4%) were undecided, 25 individuals (9.6%) disagreed, and 15 individuals (5.8%) strongly disagreed. I receive specific and accurate feedback from my supervisor on my performance after every appraisal process. Opinions varied, with 72 individuals (27.7%) strongly agreeing and 62 individuals (23.9%) agreeing. However, 32 individuals (12.3%) were undecided, 51 individuals (19.6%) disagreed, and 43 individuals (16.5%) strongly disagreed. My pay, commission, promotion, and other benefits are purely based on performance appraisal results. Responses varied, with 47 individuals (18.1%) strongly agreeing and 34 individuals (13.1%) agreeing. Nevertheless, 52 individuals (20.0%) were undecided, 61 individuals (23.5%) disagreed, and 66 individuals (25.4%) strongly disagreed. The performance management system leads to employees becoming more competent. 73 individuals (28.1%) strongly agreed, and 49 individuals (18.9%) agreed, indicating some

level of agreement. However, 26 individuals (10.0%) were undecided, 63 individuals (24.2%) disagreed, and 49 individuals (18.9%) strongly disagreed.

The purpose of the Deogaonkar et al. (2020) study was to investigate the relationship between variables affecting employee performance and Performance Management Systems (PMS). This study's research data came from 416 professionals working for Indian telecom businesses. The three stages of the study's suggested paradigm were design, implementation, and employee motivation. The findings indicated the rationale of the PMS design by suggesting that people, as intellectual assets, show higher motivation when a performance management system is put into place. This is explained by the fact that the PMS design acts as a tool for performance evaluation and documentation in relation to predetermined goals. Because PMS adoption entails direct interaction with managers and discussions regarding individual performance, it has a substantial impact on employee performance.

4.7 Inferential Analysis

In this section, the study sought to test the relationship between the study variables.

4.7.1 Correlation Analysis

Pearson correlation analysis was used to test the association between the study variables. Pearson correlation was used to measure the extent of correlation between variables of the study and to show the strength of the linear relationship between variables in the correlation ranges between +1 and - 1. The study findings were as tabulated in Table 4.10.

Table 4.11 Overall Correlation Analysis

		compensation and benefits	work life balance	staff training and development	performance management
compensation and benefits	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	260			
work life balance	Pearson Correlation	0.091	1		
	Sig. (2-tailed)	0.423			
	N	260			
staff training and development	Pearson Correlation	-0.096	0.087	1	
	Sig. (2-tailed)	0.397	0.443		
	N	260	260		
performance management	Pearson Correlation	.528(**)	0.035	0.044	1
	Sig. (2-tailed)	0.000	0.756	0.696	
	N	260	260	260	
Employee Performance	Pearson Correlation	.507(**)	.637(**)	.387(**)	.434(**)
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	260	260	260	260

**Correlation is significant at the 0.01 level (2 tailed)

The study findings indicated that there was a statistically significant positive effect of compensation and benefits and employee performance ($r=0.507$, $p<0.05$). This implies that compensation and benefits lead to a 50.7% change in Employee performance are positive work life balance is also positive. Therefore, work life balance ($r=0.637$; $p<0.05$). This showed that work life balance leads to a 63.7% change in employee performance. The study findings indicated that there was a statistically significant positive work life balance ($r=0.387$; $p<0.05$). This implies that a unit change in work life balance leads to a 38.7% change in employee performance. The study findings indicated that there was a statistically significant positive effect of performance management

($r=0.434$; $p<0.05$). This implies that a unit change in employee performance leads to a 43.4% change in employee performance is positive.

4.7.2 Regression Analysis

T-test of the statistical significance of each regression coefficient was conducted in order to determine the better which indicates how strongly each independent variable affects the dependent variable. Table 4.12 shows the results.

Table 4.412 Effect of human resource management practices on employee performance in Nandi county government, Kenya

Model	Coefficients ^a				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	0.369	0.224			1.648	0.207
Compensation and benefits	0.170	0.026	0.304		6.604	0.000
Work life balance	0.263	0.024	0.485		10.744	0.000
staff training and development	0.231	0.034	0.857		9.876	0.000
performance management	0.213	0.046	0.231		7.385	0.004

a. Dependent Variable: **Employee performance**

Table 4.44 shows the regression coefficients results where Compensation and benefits had a positive and significant effect on Compensation and benefits on employee performance ($\beta=0.170, p<0.05$), Work life balance had a positive and significant effect employee performance ($\beta=0.263, p<0.05$), Work life balance ($\beta=0.231, p<0.05$) and

staff training and development had a positive and significant effect on employee performance ($\beta=0.213$, $p<0.05$). The multiple regression equation generated for the study was as follows.

Y (Compensation and benefits) = 0.369 + 0.170 (Work life balance) + 0.263 (staff training and development) + 0.231 (performance management)

$$Y=0.369 + 0.170X_1+ 0.263X_2 + 0.231X_3 + 0.213X_4$$



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Presented herein is the summary of major findings of this study, conclusions and recommendations and suggestions for further research based on the findings.

5.2 Summary of Major Findings

5.2.1 Compensation and benefits on employee's performance

The study's first goal was to determine the effect of compensation and benefits on employee's performance in Nandi county Government. Based on the descriptive statistics results, regarding the accuracy of compensation reflecting skills and experience, the responses were diverse. 31.5% (82 individuals) strongly agreed, with 23.1% (60 individuals) agreeing. Conversely, 9.6% (25 individuals) were undecided, 21.2% (55 individuals) disagreed, and 14.6% (38 individuals) strongly disagreed. When it comes to timely salary payments, a significant portion (38.5%, 100 individuals) strongly agreed, while 26.9% (70 individuals) agreed. However, 23.5% (61 individuals) were undecided, and a small minority disagreed (3.5%, 9 individuals), with 7.7% (20 individuals) strongly disagreeing. For annual financial bonuses based on individual performance, 33.5% (87 individuals) strongly agreed, and 26.9% (70 individuals) agreed. Meanwhile, 11.2% (29 individuals) were undecided, 20.8% (54 individuals) disagreed, and 7.7% (20 individuals) strongly disagreed. In terms of periodic top-up allowances, 36.5% (95 individuals) strongly agreed, and 33.5% (87 individuals) agreed. However, 16.2% (42 individuals) were undecided, 9.6% (25 individuals) disagreed, and 4.2% (11 individuals) strongly disagreed. Regarding satisfaction with the variety and quality of benefits, opinions were divided. While 21.2% (55 individuals) strongly agreed, 14.2% (37 individuals) agreed, and 26.5% (69 individuals) were undecided. Conversely, 16.9% (44 individuals) disagreed, and 21.2% (55 individuals) strongly disagreed. Regarding competence or skill-based pay increments, the majority (40.8%, 106 individuals) strongly agreed, with 29.2% (76 individuals) agreeing. Yet, 21.2% (55 individuals) were undecided, 5.8% (15 individuals) disagreed, and 3.1% (8 individuals) strongly disagreed.

For annual group bonuses based on team performance, 30.0% (78 individuals) strongly agreed, and 15.8% (41 individuals) agreed. However, 22.3% (58 individuals) were undecided, 17.3% (45 individuals) disagreed, and 14.6% (38 individuals) strongly disagreed. In evaluating the fairness and equity of the compensation system, 34.6% (90 individuals) strongly agreed, and 32.7% (85 individuals) agreed. Yet, 13.5% (35 individuals) were undecided, 11.5% (30 individuals) disagreed, and 7.7% (20 individuals) strongly disagreed. Regarding recognition events for high achievers, 11.5% (30 individuals) strongly agreed, 25.8% (67 individuals) agreed, and 18.8% (49 individuals) were undecided. Meanwhile, 21.2% (55 individuals) disagreed, and 22.7% (59 individuals) strongly disagreed. In terms of small non-cash awards, such as dinners or trips abroad, the majority of respondents expressed positive sentiments. 36.5% (95 individuals) strongly agreed that their employer usually organizes such awards, with an additional 32.7% (85 individuals) in agreement. However, 15.4% (40 individuals) were undecided, while 9.6% (25 individuals) disagreed, and 5.8% (15 individuals) strongly disagreed. Regarding the provision of better office facilities as a motivational tool, opinions were somewhat divided. While 30.0% (78 individuals) strongly agreed and 31.9% (83 individuals) agreed, indicating a considerable proportion in favor, 8.5% (22 individuals) were undecided. On the other hand, 15.0% (39 individuals) disagreed, and 14.6% (38 individuals) strongly disagreed, suggesting some dissatisfaction or skepticism about this rewarding approach. Regarding gender and diversity equity in compensation, the majority of respondents expressed positive views. 40.4% (105 individuals) strongly agreed that there is equity, with an additional 28.8% (75 individuals) in agreement. However, 21.2% (55 individuals) were undecided, while 5.8% (15 individuals) disagreed, and 3.8% (10 individuals) strongly disagreed, indicating some uncertainty or disagreement with the perception of equity within the organization.

5.2.2 Work life balance on employee performance

The second objective of the study was to investigate the influence of work life balance on employee performance in Nandi county Government. Based on the descriptive statistics results, in terms of workplace flexibility regarding start and end times, opinions varied among respondents. A significant portion (42.3%, 110 individuals) strongly agreed that their organization offers flexibility, with an additional 37.7% (98 individuals) agreeing. Conversely, a minority expressed dissatisfaction, with 5.8% (15 individuals) disagreeing and 11.5% (30 individuals) strongly disagreeing, while 2.7% (7 individuals)

were undecided. Regarding the possibility of working from home upon notification to supervisors, responses were mixed. While 11.5% (30 individuals) strongly agreed and 25.8% (67 individuals) agreed, indicating a considerable proportion in favor, 18.8% (49 individuals) were undecided. Conversely, 21.2% (55 individuals) disagreed, and 22.7% (59 individuals) strongly disagreed. Concerning the ability to fulfill responsibilities outside of work, opinions were diverse. 21.2% (55 individuals) strongly agreed, and 18.1% (47 individuals) agreed that they had the time and energy to do so. However, 4.2% (11 individuals) were undecided, 25.0% (65 individuals) disagreed, and 31.5% (82 individuals) strongly disagreed. Regarding health-related benefits, such as free health screenings, the majority had positive sentiments. 30.8% (80 individuals) strongly agreed that their employer frequently hosts such events, with an additional 24.2% (63 individuals) in agreement. Yet, 10.0% (26 individuals) were undecided, and 17.3% (45 individuals) disagreed, while 17.7% (46 individuals) strongly disagreed. When it comes to policies for taking compassionate leave, responses varied. While 23.1% (60 individuals) strongly agreed and 30.4% (79 individuals) agreed, indicating a significant portion in favor, 15.8% (41 individuals) were undecided. Conversely, 20.4% (53 individuals) disagreed, and 10.4% (27 individuals) strongly disagreed. In terms of handling family emergencies, a considerable majority expressed satisfaction with their organization's policies. 39.2% (102 individuals) strongly agreed that they were permitted to take time off, with an additional 34.6% (90 individuals) in agreement. However, 2.3% (6 individuals) were undecided, while 12.7% (33 individuals) disagreed, and 11.2% (29 individuals) strongly disagreed. Regarding onsite fitness facilities and sports activities, opinions were somewhat positive. While 30.8% (80 individuals) strongly agreed and 24.2% (63 individuals) agreed, indicating a considerable proportion in favor, 17.3% (45 individuals) were undecided. On the other hand, 10.0% (26 individuals) disagreed, and 17.7% (46 individuals) strongly disagreed, suggesting some dissatisfaction or skepticism about this aspect of workplace wellness. When it comes to family-friendly events and fun days organized by the employer, opinions were mixed. While 23.1% (60 individuals) strongly agreed and 20.4% (53 individuals) agreed, a significant portion (29.2%, 76 individuals) strongly disagreed, with an additional 21.2% (55 individuals) disagreeing. Meanwhile, 6.2% (16 individuals) were undecided. Lastly, the perception that work-life balance leads to an increase in job performance elicited diverse opinions. While 13.8% (36 individuals) strongly agreed and 12.3% (32 individuals) agreed, indicating some support for this notion, a significant majority

(44.2%, 115 individuals) strongly disagreed, with an additional 23.1% (60 individuals) disagreeing. Meanwhile, 6.5% (17 individuals) were undecided.

5.2.3 Staff training and development on employee performance

The third objective of the study was to analyze the effect of staff training and development on employee performance in Nandi county Government. The findings showed that, regarding my employer carrying out on-the-job training for every new employee to give them appropriate knowledge. The responses showed a diverse range of opinions. 31.5% (82 individuals) strongly agreed, with 22.3% (59 individuals) agreeing. However, 12.7% (33 individuals) were undecided, 18.1% (47 individuals) disagreed, and 15.0% (39 individuals) strongly disagreed. Different sessions of training are carried out by experienced trainers to employees. Opinions were varied, with 28.9% (75 individuals) strongly agreeing and 25.4% (66 individuals) agreeing. Nevertheless, 14.6% (38 individuals) were undecided, 11.2% (29 individuals) disagreed, and 19.6% (52 individuals) strongly disagreed. Regarding the frequency of employee training to enhance skills, 30.8% (80 individuals) strongly agreed, and 24.2% (63 individuals) agreed. However, 10.0% (26 individuals) were undecided, 17.3% (45 individuals) disagreed, and 17.7% (46 individuals) strongly disagreed. The provision of off-the-job training sessions by the employer also yielded mixed responses. While 23.1% (60 individuals) strongly agreed and 30.4% (79 individuals) agreed, indicating a substantial proportion in favor, 15.8% (41 individuals) were undecided, 20.4% (53 individuals) disagreed, and 10.4% (27 individuals) strongly disagreed. Trainings conducted in focus group discussions and simulations to ensure focused training received varied responses. 23.1% (60 individuals) strongly agreed, and 30.4% (79 individuals) agreed. Conversely, 15.8% (41 individuals) were undecided, 10.4% (27 individuals) disagreed, and 20.4% (53 individuals) strongly disagreed. Involvement of school managers in the training process to ensure focused training was perceived differently among respondents. While 30.8% (80 individuals) strongly agreed and 24.2% (63 individuals) agreed, 17.3% (45 individuals) disagreed, and 10.0% (26 individuals) strongly disagreed, suggesting some skepticism or disagreement. Respondents expressed differing opinions on whether training and development would enhance operational skills and knowledge. While 26.9% (70 individuals) strongly agreed and 16.9% (44 individuals) agreed, 20.4% (53 individuals) were undecided, 14.2% (37 individuals) disagreed, and 21.5% (56 individuals) strongly disagreed. The fairness of according training and development

opportunities to all staff was perceived differently. 18.5% (48 individuals) strongly agreed, and 27.3% (71 individuals) agreed, indicating some level of agreement, yet 13.5% (35 individuals) were undecided, 23.9% (62 individuals) disagreed, and 17.3% (44 individuals) strongly disagreed. Further training was seen as potentially motivational towards performance improvement by some respondents. 29.2% (76 individuals) strongly agreed and 26.2% (68 individuals) agreed, while 8.5% (22 individuals) were undecided, 20.4% (53 individuals) disagreed, and 15.8% (41 individuals) strongly disagreed. Encouragement from employers for employees to pursue external training and certifications varied in perception. While 28.1% (73 individuals) strongly agreed and 18.9% (49 individuals) agreed, 10.0% (26 individuals) were undecided, 24.2% (63 individuals) disagreed, and 18.9% (49 individuals) strongly disagreed. The impact of training and development on the quality of products and services offered by employees yielded diverse opinions. 35.4% (92 individuals) strongly agreed, with 28.1% (73 individuals) agreeing, while 6.2% (16 individuals) were undecided, 21.2% (55 individuals) disagreed, and 9.2% (24 individuals) strongly disagreed. Lastly, the perceived necessity for further training to motivate performance improvement and contribute to increased productivity showed a mixed response. 21.5% (56 individuals) strongly agreed, and 26.2% (68 individuals) agreed, while 12.3% (32 individuals) were undecided, 20.4% (53 individuals) disagreed, and 19.6% (51 individuals) strongly disagreed.

5.2.4 Performance management on employee performance

The fourth objective was to assess the influence of performance management on employee performance in Nandi county Government. The results indicated that, regarding my employer carries out performance evaluation of each individual employee in the company. Responses varied, with 51 individuals (19.6%) strongly agreeing and 72 individuals (27.7%) agreeing. However, 29 individuals (11.2%) were undecided, 84 individuals (32.3%) disagreed, and 24 individuals (9.2%) strongly disagreed. My employer encourages performance in teams on different tasks. Opinions were diverse, with 40 individuals (15.4%) strongly agreeing and 80 individuals (30.8%) agreeing. Yet, 20 individuals (7.7%) were undecided, 70 individuals (26.9%) disagreed, and 50 individuals (19.2%) strongly disagreed. Each performance target is aligned to the strategic objective of the organization. 60 individuals (23.1%) strongly agreed, and 70

individuals (26.9%) agreed, indicating some level of agreement. However, 35 individuals (13.5%) were undecided, 50 individuals (19.2%) disagreed, and 45 individuals (17.3%) strongly disagreed. Managers agree with employees on specific key issues objectives to achieve in a particular period of time. Responses varied, with 68 individuals (26.2%) strongly agreeing and 73 individuals (28.1%) agreeing. However, 42 individuals (16.2%) were undecided, 39 individuals (15.0%) disagreed, and 38 individuals (14.6%) strongly disagreed. Managers ensure that there is timely feedback on the performance of all employees. 76 individuals (29.2%) strongly agreed, and 68 individuals (26.2%) agreed, indicating a considerable proportion in favor. However, 22 individuals (8.5%) were undecided, 53 individuals (20.4%) disagreed, and 41 individuals (15.8%) strongly disagreed. Managers ensure that there is positive reinforcement to all employees when performing different tasks in the company. Responses were mixed, with 92 individuals (35.4%) strongly agreeing and 59 individuals (22.7%) agreeing. Nevertheless, 34 individuals (13.1%) were undecided, 47 individuals (18.1%) disagreed, and 28 individuals (10.8%) strongly disagreed. Corrective measures are undertaken to improve staff performance after every appraisal period. 48 individuals (18.5%) strongly agreed, and 71 individuals (27.3%) agreed, indicating some level of agreement. However, 35 individuals (13.5%) were undecided, 62 individuals (23.9%) disagreed, and 44 individuals (17.3%) strongly disagreed. The performance management system used in our organization helps employees meet the set targets. Opinions were diverse, with 81 individuals (31.2%) strongly agreeing and 76 individuals (29.2%) agreeing. Yet, 29 individuals (11.2%) were undecided, 56 individuals (21.5%) disagreed, and 18 individuals (6.9%) strongly disagreed. The performance process is necessary for measuring employee performance. 95 individuals (36.5%) strongly agreed, with 85 individuals (32.7%) agreeing. However, 40 individuals (15.4%) were undecided, 25 individuals (9.6%) disagreed, and 15 individuals (5.8%) strongly disagreed. I receive specific and accurate feedback from my supervisor on my performance after every appraisal process. Opinions varied, with 72 individuals (27.7%) strongly agreeing and 62 individuals (23.9%) agreeing. However, 32 individuals (12.3%) were undecided, 51 individuals (19.6%) disagreed, and 43 individuals (16.5%) strongly disagreed. My pay, commission, promotion, and other benefits are purely based on performance appraisal results. Responses varied, with 47 individuals (18.1%) strongly agreeing and 34 individuals (13.1%) agreeing. Nevertheless, 52 individuals (20.0%) were undecided, 61 individuals (23.5%) disagreed, and 66 individuals (25.4%) strongly disagreed. The

performance management system leads to employees becoming more competent. 73 individuals (28.1%) strongly agreed, and 49 individuals (18.9%) agreed, indicating some level of agreement. However, 26 individuals (10.0%) were undecided, 63 individuals (24.2%) disagreed, and 49 individuals (18.9%) strongly disagreed.

5.3 Conclusion

The conclusions presented herein are based on the findings from the analysis. The study concluded that, Compensation and benefits have a significant impact on employee performance, as they serve as powerful motivators and incentives for employees to excel in their roles. When employees feel adequately compensated for their work, they are more likely to be motivated, engaged, and committed to achieving organizational goals. Moreover, competitive compensation and benefits packages help attract and retain top talent, contributing to overall organizational success. Therefore, investing in fair and competitive compensation structures leads to improved employee performance and productivity (Candra, Hana & Deasy, 2018).

Work-life balance plays a crucial role in determining employee performance and well-being. Employees who effectively balance their professional responsibilities with personal commitments tend to be more satisfied, motivated, and productive at work. Organizations that prioritize and promote work-life balance initiatives not only foster a healthier and supportive work environment but also experience reduced turnover rates and increased employee loyalty. Therefore, creating policies and practices that support work-life balance positively impact employee performance and overall organizational success (Chungo *et al.* 2019).

Staff training and development programs are instrumental in enhancing employee performance and skill sets. By investing in continuous learning and professional development opportunities, organizations empower employees to acquire new skills, stay updated with industry trends, and perform their roles more effectively. Employees who receive adequate training and development are better equipped to handle challenges, adapt to changing work environments, and contribute to organizational growth. As a result, organizations that prioritize staff training and development typically experience higher levels of employee engagement, satisfaction, and performance (Mvuyisi & Mbukanma (2023)

Performance management systems have a direct impact on employee performance by providing feedback, setting expectations, and aligning individual goals with organizational objectives. Effective performance management processes enable employees to understand their roles and responsibilities, receive constructive feedback on their performance, and identify areas for improvement. Performance management systems facilitate recognition and rewards for high performers, which reinforces desired behaviors and motivates employees to achieve excellence. Organizations that implement robust performance management practices tend to experience higher levels of employee engagement, productivity, and overall performance. Therefore, investing in effective performance management systems is essential for optimizing employee performance and driving organizational success (Deogaonkar *et al.* 2020).

5.4 Recommendations

Based on the findings and conclusions reached, the study makes a number of recommendations, including:

Conduct regular evaluations of compensation and benefits packages to ensure they remain competitive and aligned with industry standards. Consider factors such as cost of living, market trends, and employee feedback when making adjustments. Aim to offer fair and attractive compensation packages that recognize employees' contributions and motivate them to perform at their best.

Implement policies and practices that support work-life balance, such as flexible work hours, remote work options, and wellness programs. Encourage managers to lead by example and prioritize work-life balance within their teams. Provide resources and support for employees to manage their workloads effectively while maintaining personal well-being and fulfillment.

Develop a comprehensive training and development program that addresses the evolving needs of employees and the organization. Offer a variety of learning opportunities, including workshops, seminars, online courses, and mentorship programs. Tailor training initiatives to individual employee goals and organizational objectives to maximize their impact on performance improvement.

Strengthen performance management systems by providing clear performance expectations, regular feedback, and opportunities for growth and development. Implement objective performance metrics and evaluation criteria to ensure fairness and

transparency in the appraisal process. Foster a culture of continuous feedback and recognition to motivate employees and reinforce desired behaviors.

5.5 Areas for Further Studies

This study was carried out In Uasin Gishu County Government, Kenya. The study focused was on influence of strategic leadership on change management in Uasin Gishu County government, Kenya. The study employed a descriptive research design. The researcher should Investigate how factors such as compensation, work-life balance, training and development, and performance management practices vary across different cultures and regions. Explore how cultural values, societal norms, and institutional frameworks shape employee attitudes, behaviors, and performance outcomes in diverse contexts. Compare and contrast the effectiveness of HR strategies and practices in multinational organizations operating in culturally diverse environments. This research could provide valuable insights into developing culturally sensitive HR policies and practices that optimize employee performance and organizational effectiveness on a global scale.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER

Sylvia Jepkirui Metto,
Human Resource Department,
School of Postgraduate studies,
Mount Kenya University,
P.O Box 342- 01000.

THIKA.

December 2023.

Dear Respondent,

My name is Sylvia Jepkirui Metto. I am a student pursuing a Master Degree in Business Administration; Human Resource Management Department at Mount Kenya University. I am required to carry out an academic research on The Effect of Human Resource Practices on Employee Performance in Nandi County Government, Kenya as a partial fulfillment of the requirement for the award of Master of Business Administration degree. It is in this regard that I am requesting you to please serve as one of my respondents in data collection. All the information given will be confidential and will be used for academic purposes only.

Thank you in advance for your attention and I would appreciate working with you to make this study a success.

Yours Faithfully,

Sylvia Jepkirui Metto.

APPENDIX II: QUESTIONNAIRE AND INTERVIEW GUIDE

SECTION A: Questionnaire

The questionnaire is intended to collect information related to Effect of Human Resource management practices on Employee performance in Nandi County government. Please be assured that the information you provide will be used solely for academic purposes and will be treated as confidential.

Part A: Respondents' background information

(Please tick your most right choice)

1. What is your gender?
 1. Male
 2. Female
2. What is your highest level of education?
 1. Primary
 2. Secondary
 3. Diploma
 4. Degree
 5. Master's degree
 6. Others specify.....
3. What is your age bracket?
 1. 25-30
 2. 31-35
 3. 36-40
 4. 41 and above
4. How long have you worked for your organization?
 1. 1-5 year
 2. 6- 10 years
 3. 11-15 years
 4. 16-20 years
 5. 21 years and above

5. What is your employment level?

1. Senior Manager
2. Mid-level Manager
3. General Employee

Key

1. Strongly disagree (SD)

2. Disagree (D)

3. Not sure (NS)

4. Agree (A)

5. Strongly Agree (SA)

Part B: Compensation and benefits

STATEMENT RATING	5	4	3	2	1
My current compensation accurately reflects my level of skills and experience					
My salary is paid in time as required					
I am given annual financial bonus based on individual performance of the year.					
I am given top up allowances periodically					
I am satisfied with variety and quality of benefits provided by my employer (e.g. health insurance, retirement plans, etc.)					
My employer gives competence or skill-based pay increment					
They give annual group bonus based on team performance of staff or any others.					
I feel that the compensation system is fair and equitable for all employees within the organization					
My employer usually organizes recognition events for high achievers periodically					
My employer usually organizes small non-cash awards (e.g., dinners, trips abroad) to its staff.					
As a rewarding system, staff members are given better office facilities frequently to motivate them					
There is gender and diversity equity in compensation within the organization					

Part C: Work-life balance

STATEMENT RATING	5	4	3	2	1
My organization offers flexibility as to when to start and end the day's work.					
Once I notify my supervisor, I am sometimes allowed to work from home.					
I have the time and energy to fulfill my responsibilities outside work.					

My employer frequently hosts free health screenings and health checkups for its employees					
The policy of compassionate leave is used by employees when they have to take time off for urgent personal reasons					
In the event of a family emergency, I am permitted to take a few hours or many days off work to respond to the situation					
There is a gym in my immediate proximity, as well as other sports activities					
My employer often organizes family-friendly events and fun days for us to participate in.					
Work-life balance leads to increase in job performance.					

Part D: Employee Training and Development

STATEMENT RATING	5	4	3	2	1
My employer carries out on job training for every new employee to give them appropriate knowledge					
Different sessions of training are carried by experienced trainers to employees					
My employer carries out employee training often to enhance our skills					
My employer usually carries out off job training sessions for its employees					
Trainings are carried out in focus group discussion and simulations to ensure focused training					
To ensure focused training school managers are usually involved in the process					
Training and development would help improve my operational skills and knowledge thus enhancing my operational efficiency					
Training and development opportunities are accorded to all staff fairly					
Further training can give me motivation towards performance improvement					
My employer encourages employees to pursue external training and certifications to enhance their expertise					
Training and development improves the quality of product and services offered by employees					
I require further training for motivations towards performance improvement to enable me contribute to increased productivity in terms of the quantity of output					

Part D: Performance Management

STATEMENT RATINGS	5	4	3	2	1
My employer carries out performance evaluation of each individual employee in the company					
My employer encourages performance in teams on different tasks					
Each performance target is aligned to the strategic objective of the organization					
The managers agree with employees on specific key issues objectives to achieve in a particular period of time					
Managers ensure that there is timely feedback on performance of all employees					
Managers ensure that there is positive reinforcement to all employees when performing different tasks in the company					
Corrective measures are undertaken to improve staff performance after every appraisal period					
Performance management system used in our organization helps employees meet the set targets					
Performance process is necessary for measuring employee performance					
I receive specific and accurate feedback from my supervisor on my performance after every appraisal process					
My pay, commission, promotion and other benefits are purely based on performance appraisal results					
Performance management system leads to employee becoming more competent					

Appendix III: Interview Guide

Compensation and Benefits

Can you please describe the compensation and benefits package offered to employees within Nandi County Government?

How do you think the compensation and benefits package influences employee motivation and job satisfaction?

In your opinion, how does the compensation and benefits package impact employee performance?

Can you provide examples of how changes in compensation and benefits have affected employee performance in the past?

Work-Life Balance

How would you define work-life balance within Nandi County Government?

What initiatives or policies does the county government have in place to support work-life balance for employees?

How do you believe work-life balance affects employee well-being and job performance?

Can you share any examples of how improved work-life balance has positively impacted employee performance in the county government?

Staff Training and Development Programs

What types of training and development programs are available to employees within Nandi County Government?

How do these programs contribute to enhancing employee skills and knowledge?

In your opinion, what role do staff training and development programs play in improving employee performance?

Can you provide any specific examples of how participation in training and development programs has led to improved employee performance?

Performance Management

How is employee performance managed and evaluated within Nandi County Government?

What performance appraisal methods or tools are used to assess employee performance?

In your view, how does the performance management system impact employee motivation and performance?

Can you share any instances where effective performance management has led to improved employee performance outcomes?



APPENDIX IV: RESEARCH BUDGET

EXPENSES	COST IN KENYA SHILLINGS
Stationary, printing and photocopy services	20000/=
Computer services	40000/=
Communication	10000/=
Local transport	10000/=
Data analysis	40000/=
Thesis printing and binding	10000/=
NACOSTI Charges	1000/=
Miscellaneous	10000/=
TOTAL	141000/=

APPENDIX V: WORK PLAN

Activity/Month	Oct-Dec 2023	Jan-Feb 2024	March 2024	April 2024	May 2023	June 2024	July 2024
Literature review and Concept paper Defending and defending							
Proposal of writing,							
Presentation & defense							
Obtaining research consent and testing of study instruments							
Administering of the data collection tools.							
Data cleaning and entry.							
Data analysis.							
Report writing.							
Presentation at the departmental level							
Presentation at graduate school							
Dissemination of findings and finalreport.							

**APPENDIX VI: LETTER FROM MOUNT KENYA UNIVERSITY FOR
COLLECTING DATA**



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/55787

3rd May, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,


RE: METTO SYLVIA JEPKIRUI - REGISTRATION NO. MBA/2022/55787

The purpose of this letter is to introduce the above named student who is pursuing Master of Business Administration in the Department of Accounting and Finance in the School of Business and Economics.

The title of the research is "Effect of Human Resource Management Practices on Employee Performance in Nandi County Government, Kenya." It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between May 2024, and July 2024.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies
Enc.

APPENDIX VII: LETTER FROM ERC



REF: MKU/ISERC/3682

TO: METTO SYLVIA JEPKIRUI

Date: 02 May 2024

REG: MBA/2022/55787

Dear Sir/Madam,

RE: EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN NANDI COUNTY GOVERNMENT, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2726**. The approval period is **02/05/2024 - 01/05/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.






Yours sincerely,



The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342-01000, Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

APPENDIX VIII: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 516962	Date of Issue: 23/May/2024
RESEARCH LICENSE	
	
<p>This is to Certify that Ms.. SYLVIA JEPKIRUI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nandi on the topic: EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN NANDI COUNTY GOVERNMENT, KENYA for the period ending : 23/May/2025.</p>	
License No: NACOSTI/P/24/35711	
516962 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
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See overleaf for conditions	

APPENDIX IX: PLAGIARISM REPORT

EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN NANDI COUNTY GOVERNMENT, KENYA

ORIGINALITY REPORT

15%

SIMILARITY INDEX

8%

INTERNET SOURCES

5%

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EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN NANDI COUNTY GOVERNMENT, KENYA

by METTO

Submission date: 10-Jul-2024 7:48PM (UTC+0530)

Submission ID: 2505263978

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Word count: 23955

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