

**EFFECT OF HUMAN RESOURCE PLANNING PRACTICES ON THE PERFORMANCE OF  
THE BUSIA COUNTY GOVERNMENT IN KENYA**

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**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
THE AWARD OF MASTER OF BUSINESS ADMINISTRATION DEGREE IN HUMAN  
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**JUNE, 2025**

## DECLARATION AND APPROVAL

### Declaration

This thesis/project is my original work and has never been presented for any academic award in any institution.

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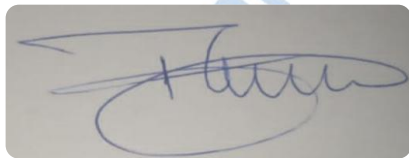
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## DEDICATION

Dedicated to my family, friends, and colleagues for their unwavering support, encouragement, and understanding throughout my academic journey.



## ACKNOWLEDGEMENT

I thank God for granting me the strength and wisdom to complete my studies. I am sincerely grateful to Mount Kenya University, particularly the Head of the Department of Accounting and Finance, Mr. Ndegwa, and all the lecturers for equipping me with essential managerial skills. My special thanks go to my supervisor, Dr. Tom Ongeso, for his invaluable guidance and support throughout this research. I also deeply appreciate the unwavering encouragement from my parents and siblings. Lastly, I extend my gratitude to the management and staff of the County Government of Busia for their cooperation during data collection.



## ABSTRACT

The study investigates the impact of Human Resource Planning Practices (HRPP) on enhancing organizational performance within public institutions, specifically county governments in Kenya. Despite the increasing pressure from globalization to adopt effective HRPP, many public entities continue to face challenges in implementing these practices effectively. This inadequacy has led to suboptimal performance, negatively affecting service delivery and competitiveness. The research focuses on the County Government of Busia, which has consistently ranked among the lowest in service delivery due to insufficient adoption of HRPP. The study aims to assess the impact of HRPP on the county's operational efficiency, with specific objectives including: evaluating the effect of compensation policies on performance, examining the role of employee training in enhancing efficiency, and analyzing how performance appraisals influence organizational outcomes. A descriptive research design was adopted, utilizing a quantitative approach to explore the relationship between HRPP and county performance. The study targeted 300 managerial staff at the county headquarters, with a representative sample of 173 respondents selected through probability sampling. Data collection was conducted using structured questionnaires, and both descriptive and inferential statistical analyses were performed using SPSS version 24. Hypotheses were tested at a 0.05 significance level, with findings presented through tables and figures for clarity. The results reveal that employee training significantly enhances organizational performance within Busia County Government. Additionally, compensation policies and performance appraisals demonstrate strong positive correlations with overall performance. These findings offer valuable insights for policymakers and stakeholders in formulating and implementing HRPP strategies to improve service delivery in county governments. Addressing gaps in HRPP execution can enable the Busia County Government to enhance operational efficiency and strengthen its competitive edge. This study provides a comprehensive understanding of how HRPP encompassing compensation policies, employee training, and performance appraisals influences operational efficiency, identifies areas for improvement, and proposes actionable recommendations to enhance service delivery and overall performance.

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## LIST OF ACRONYMS AND ABBREVIATIONS

<b>HRP</b>	-	Human Resource Planning
<b>HRPP</b>	-	Human Resource Planning Practices
<b>HRM</b>	-	Human Resource Management
<b>RBV</b>	-	Resource Based view theory
<b>GOK</b>	-	Government of Kenya
<b>MOSPA</b>	-	Ministry of State for Sub-County administrators and Internal Security
<b>SMEs</b>	-	Small and Medium Enterprise
<b>KLB</b>	-	Kenya Literature



Mount Kenya University

## CHAPTER ONE

### 1.0 Introduction

This chapter presents an overview of the study, including the background, problem statement, research objectives, hypotheses, significance, limitations, scope, assumptions, and definitions of key terms.

### 1.1 Background to the Study

Human Resource Planning Practices (HRPP) are essential for enhancing organizational performance, particularly within public institutions such as county governments. Effective HRPP involves systematically forecasting an organization's future human resource needs and developing strategies to meet those requirements. It encompasses critical aspects such as recruitment, compensation, employee training, performance appraisal, and succession planning (Armstrong, 2014). Properly implemented HRPP ensures that organizations attract, develop, and retain competent employees essential for achieving strategic objectives and improving service delivery.

In today's fast-changing economic environment, organizations are reevaluating their strategic priorities to enhance performance objectives. Key strategic management practices—such as cost reduction, brand marketing, and product innovation—have proven to be crucial in shaping organizational performance outcomes. This research paper explores how effective Human Resource Planning Practices (HRPP) can function as strategic tools, enabling organizations to achieve improved performance results. To enhance performance, and organizations must develop and implement efficient process mechanisms. In this regard, employees are regarded as the most valuable asset, as they contribute creativity and effort to daily business operations. Their roles include managing cash flow, executing business transactions, communicating through various media channels, and engaging with customers (Armstrong, 2009). By adopting effective Human Resource Management (HRM) practices, organizations can maximize employee potential, drive performance improvements, and accomplish strategic objectives.

According to Singh and Kass (2016), Human Resource Planning (HRP) practices play a vital role in acquiring, developing, and enhancing organizational knowledge by shaping employees' skills, abilities, and behaviors. Similarly, Langseth (2016) emphasizes that HR strategies are essential for understanding how human resources are managed within organizations. Several studies exploring the relationship between HR configurations and knowledge management processes suggest that HR structures contribute significantly to improving employee competencies. Key HRM practices that enhance workforce skills include recruitment, performance-based compensation, training and development, and performance evaluation. Kim, Pathak, and Werner (2015) argue that as organizations navigate an increasingly globalized business landscape, comparative HRM issues have become more significant. Effective HRM practices are crucial in enhancing the quality of services offered by organizations. HRP strategies—such as training, performance appraisals, and compensation—are widely recognized for their substantial impact on organizational performance (Choi & Yoon, 2015). The concept of "high-performance work practices" is also referred to as high-commitment management, high-involvement management, or innovative work practices (Ganli, Long & Ming, 2014). These approaches encompass a broad range of HRM strategies designed to increase employee engagement, adaptability, and competitiveness in dynamic business environments (Kalleberg, 2016). High-Involvement Work (HIW) practices focus on three key dimensions: skill development, job design to optimize those skills, and an incentive structure that encourages maximum effort (Appelbaum, Bailey, Berg & Kalleberg, 2015). These strategies aim to enhance business performance by improving employees' skills, motivation, and capacity to contribute effectively. Additionally, implementing such practices ensures that all employees actively support the organization's objectives (Renwick, Redman & Maguire, 2015).

There are various Human Resource Planning Practices (HRPP) that organizations can adopt to evaluate their impact on overall performance. According to Dessler (2016), key HRPP include training and development, compensation, and job design, among others. Zaitouni, Sawalha, and Sharif (2017) emphasize that employee commitment and performance should be a central concern for management within the scope of human capital. To maintain a competitive edge, organizations must continuously assess their internal processes and capabilities. Research by Guthrie (2017) indicates that human resource management plays a crucial role in business performance, with many studies demonstrating a positive link between HRPP and organizational success. Therefore, organizations should embrace strategic human resource management to differentiate themselves

from competitors and sustain continuous improvement. By effectively implementing HRPP, businesses can maximize their human capital, strengthen employee commitment, and drive long-term organizational growth.

Organizations should take a global approach to strategic human resource planning to attract, nurture, and retain top talent, ultimately improving overall performance. In today's highly competitive landscape—driven by globalization and rapid technological advancements—businesses are increasingly prioritizing competitive advantage to successfully navigate emerging challenges. Given that adaptability and strong competencies are now critical for success, companies must establish performance standards that not only maintain profitability but also foster growth and innovation. Achieving these objectives requires employees to continuously enhance their skills and excel in their roles. Therefore, aligning human resource management strategies with broader organizational goals is essential to ensuring HR practices contribute directly to overall success. This alignment should be evaluated through a combination of financial and non-financial performance indicators. Financial metrics may include sales growth, goal attainment, service quality, and productivity, while non-financial measures could assess leadership effectiveness, strategic focus, continuous improvement, and employee engagement. Additionally, employee commitment, work quality, and operational flexibility should be factored in when assessing overall performance. After defining its mission, identifying key stakeholders, and setting clear performance goals, an organization must establish effective systems to measure and monitor progress. By integrating a global outlook into strategic HR planning, businesses can cultivate a high-performing workforce, enhance their competitive standing, and achieve long-term success in an increasingly complex and evolving global market.

In certain developed countries, Human Resource Planning and Practices (HRPP) remain underutilized and are not widely appreciated in the public sector. For example, in Australia, only a small percentage of public sector organizations effectively implement HRPP processes. Several factors contribute to this situation: Lack of Appreciation for Comprehensive Workforce Data: Many public sector organizations fail to recognize the importance of gathering and analyzing comprehensive workforce data. Without accurate data on employee skills, qualifications, and needs, it becomes challenging to develop effective HRPP strategies. Inadequate Competencies and Roles: In some cases, public sector organizations lack the necessary competencies and roles within their HR departments to effectively carry out HRPP activities. This may include a shortage of

trained HR professionals or a lack of clarity regarding the responsibilities related to HRPP. Failure to Identify HRP as an Area Requiring Investment: Some organizations may not prioritize human resource planning as an area requiring investment. They may allocate limited resources to HRPP activities, leading to inadequate implementation and suboptimal outcomes. Lack of Skills, Resources, and Technology: Limited skills, resources, and access to technology can hinder the effective implementation of HRPP in the public sector. Without proper training, tools, and technology, HR departments may struggle to develop and execute HRPP strategies effectively. Addressing these challenges requires a concerted effort from public sector organizations to recognize the importance of HRPP and allocate the necessary resources and support for its implementation. By investing in workforce data management, building HR competencies, recognizing HR planning as a strategic priority, and providing adequate skills, resources, and technology, public sector organizations can improve their HRPP processes and ultimately enhance organizational performance and effectiveness.

In Africa, several studies have been conducted to assess the effectiveness of Human Resource Planning Practices (HRPP), mirroring similar research carried out in Western nations. The most commonly identified HR practices in African organizations include recruitment and selection, training and development, performance appraisal, monitoring and evaluation of HR practices, compensation, health and safety, and welfare services (Okpara, 2016). However, within the African context, the combined forces of globalization and the transition to an information-based economy present unique challenges to effective HR planning and implementation. One key challenge is the applicability of HR concepts, theories, principles, and practices—many of which were originally developed in Western contexts—within developing nations or the Global South. The dynamic and evolving nature of African nations makes them increasingly heterogeneous, meaning that direct comparisons with developed countries can be difficult and often inappropriate (Okpara, 2016). As a result, context-specific approaches to human resource planning become essential, ensuring that HR strategies are tailored to the socio-economic, cultural, and institutional realities unique to African nations.

Kenya, like many other African nations, faces significant challenges in implementing Human Resource Planning and Practices (HRPP). The Business Management Review of 2013 identifies specific issues in Kenya, including recruitment processes, talent development, and the retention

and motivation of professional talent. Prioritizing talent development in scientific fields is crucial for Kenya, drawing comparisons with other African countries such as Egypt and South Africa. Since independence, Kenya has struggled with a rapidly expanding public sector, particularly following the introduction of devolution in 2010. This policy change led to a significant increase in the number of civil servants, resulting in over-employment and inefficiencies within the sector. Currently, the civil service employs approximately 600,000 individuals. The expansion has strained management and development efforts, as a disproportionate share of government expenditures is allocated to salaries. Consequently, the annual growth rates of the public sector wage bill have soared to between 40% and 50%, outpacing the growth rate of the economy. These inefficiencies in HRPP have contributed to a ballooning public sector wage bill, surpassing the target set by the Public Finance Management Authority. As of 2020, the public wage bill stands at more than Sh800 billion, a substantial increase from Sh458 billion in 2013 (KNBS, 2020). This figure exceeds the global average of 35% for middle-income countries and has become a significant concern for the government. Effective HRPP within the public service is urgently needed to address these challenges and ensure the efficient allocation of resources.

In contrast, developing countries, including Kenya, continue to grapple with challenges in implementing effective HRPP. Public institutions, particularly county governments, often face issues such as inadequate resources, lack of skilled personnel, bureaucratic processes, and weak policy frameworks (Obong'o, 2018). Consequently, poor HRPP implementation has negatively impacted organizational performance, leading to inefficiencies, low employee morale, and substandard service delivery.

Kenya's devolution, enshrined in the 2010 Constitution, aimed to enhance service delivery by decentralizing power and resources to county governments. However, many counties, including Busia, have struggled to establish effective HRPP to optimize their workforce and improve performance (Mwangi & Waiganjo, 2019). Reports from the Commission on Revenue Allocation (CRA) and the Controller of Budget (COB) have consistently highlighted poor performance in Busia County, attributing it to inadequate HRPP, particularly in areas of recruitment, training, compensation, and performance appraisal.

The Busia County Government has faced persistent challenges related to low employee motivation, inefficient service delivery, and limited organizational productivity. This situation is exacerbated by ineffective HRPP, which has hindered the county's ability to attract, develop, and retain a competent workforce capable of achieving its strategic objectives. Addressing these challenges requires a comprehensive evaluation of existing HRPP and their impact on the county's overall performance.

This study seeks to examine how various HRPP, including compensation policies, employee training, and performance appraisals, influence the operational performance of Busia County Government. The findings of this research will contribute valuable insights for policymakers and stakeholders to develop strategies aimed at enhancing service delivery and organizational efficiency in the county.

## **1.2 Statement of the Problem**

Effectively handling human resources presents a complex challenge involving diverse factors. Within the County Government of Busia, concerns arise regarding the efficacy of its Human Resource Planning practices. Crucial elements to explore within Busia County encompass the leadership style adopted and the effectiveness of their HR planning strategies, including performance evaluations, compensation policies, and training initiatives.

Recent global changes in the business environment have driven many organizations to refine and adjust their Human Resource Planning and Practices (HRPP) strategies to maintain a competitive edge and enhance performance (Shehadeh, Al-Zubi, Abdallah, & Maqableh, 2016). Globalization has pushed both public and private enterprises to acknowledge their workforce as vital to achieving success. This heightened awareness has increased competition in both domestic and international markets, prompting organizations to actively seek and retain highly skilled employees. Organizations increasingly rely on their workforce to secure a market advantage, highlighting the critical role of effective HRPP in ensuring organizational sustainability. Effective HRPP, including compensation, training and development, and performance evaluations, have emerged as key solutions for improving overall business performance. However, globalization has notably impacted the public sector, leading to a shift towards a more market-oriented approach. As a result, many public sector entities encounter significant challenges in implementing effective HRPP.

The county governments of Kenya are among the public organizations facing challenges of managing employees to meet changing customer's needs (Maina & Kwasira, 2017). The performance of most of the county governments has been noticeably unsatisfactorily. Busia government is one of the counties that manifest challenges emanating from HRPP. The county has insufficient policies that touch on compensation, training, and guidelines on performance appraisals management systems. The performance of the county is relatively low compared nationally with other counties like Makueni and Kakamega. The county government continues to face a myriad of challenges associated with ineffective implementation of HRPP. According to Infotrak County Performance Index (2020) Busia County was not among the best performing counties in Kenya. This has been the trend in the previous years. The county had a performance index of less than 50 percent in the financial 2019/2020. In the light of these challenges facing this county, a study to assess HRPP practices and their effect on service delivery is inevitable. If immediate measures are not taken the performance will continue to deteriorate and eventually hinder service delivery in Busia County. Hence, the aim of this study is to evaluate how Human Resource Planning Practices (HRPP) affect the performance of the Busia County Government in Kenya.

The lack of a well-structured HRPP framework has led to various challenges within the county government, including low employee morale, inadequate training programs, poor performance appraisal systems, and ineffective compensation policies. These shortcomings have undermined the county's ability to achieve its strategic objectives, resulting in inefficiencies and reduced quality of services provided to the public. Furthermore, the absence of comprehensive HRPP has negatively affected the county's ability to attract, develop, and retain skilled personnel essential for enhancing productivity and achieving optimal performance. While other counties in Kenya have implemented structured HRPP frameworks that contribute to improved service delivery, Busia County continues to lag behind, necessitating an in-depth investigation into the underlying causes of this disparity.

This study aims to address the identified problem by evaluating the impact of HRPP—specifically compensation policies, employee training, and performance appraisal systems—on the performance of Busia County Government. Understanding the relationship between HRPP and

organizational performance will provide valuable insights for developing effective strategies to improve service delivery and enhance the county's operational efficiency.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

To assess the impact of Human Resource Planning Practices (HRPP) on the operational efficiency of the Busia County Government.

#### **1.3.2 Specific Objectives**

1. To investigate the impact of compensation on the performance of the Busia County Government.
2. To evaluate how employee training influences the overall performance of the Busia County Government.
3. To assess the effect of performance evaluations on the operational efficiency of the Busia County Government.

### **1.4 Research Hypotheses**

The study aims to examine the impact of Human Resource Planning Practices (HRPP) on the performance of the County Government of Busia. To achieve this, the following hypotheses have been formulated:

- **H<sub>01</sub>:** Effective compensation does not have a positive impact on the performance of the Busia County Government.
- **H<sub>02</sub>:** Employee training does not significantly enhance the operational efficiency of the Busia County Government.
- **H<sub>03</sub>:** Performance appraisals do not positively influence the overall performance of the Busia County Government.

## **1.5 Significance of the Study**

This study aims to enrich academic and practical knowledge on HRPP and performance. It offers valuable insights for scholars, researchers, policymakers, and practitioners. Researchers may use the findings as a reference for future studies. Practically, the findings will inform managers on how to optimize training, compensation, and performance appraisals to improve workforce productivity. Policymakers will benefit from insights on how to design effective HR policies to boost county government performance. Additionally, organizations and potential investors in Kenya can use these findings to assess the impact of HRPP on service delivery and competitiveness.

## **1.6 Limitations and Delimitations of the Study**

This study is delimited to senior management staff stationed at the headquarters of the Busia County Government. It focuses on three key Human Resource Planning Practices (HRPP) compensation policy, staff training, and performance appraisal with the objective of assessing their impact on organizational performance. The exclusive focus on the headquarters may limit the generalizability of the findings to other departments within the county government or to other county governments across Kenya. Several limitations are anticipated. First, maintaining respondent confidentiality and securing active participation may present challenges that could affect data completeness and reliability. To mitigate this, strict adherence to confidentiality and anonymity protocols will be maintained throughout the data collection process. Second, the sole use of questionnaires as the primary data collection tool may lead to methodological limitations, including response bias and limited contextual depth. To address this, the study will utilize validated instruments and employ stratified random sampling techniques to minimize bias and enhance data reliability. Despite these limitations, deliberate efforts will be made to uphold the integrity of the research process. These include the application of rigorous methodological standards to ensure the validity and credibility of the study's findings.

## **1.7 Scope of the Study**

This study aimed to assess the impact of Human Resource Planning Practices (HRPP) on the organizational performance of the Busia County Government in Kenya. The research specifically focused on managerial staff stationed at the county headquarters, emphasizing senior management

officials who have held their positions for at least five years. These senior managers were selected as the primary respondents due to their extensive experience and knowledge of HRPP implementation within the county government. The study was confined to examining the following three key HRPP components: Compensation Policy: The study examined how existing compensation policies within the Busia County Government influence organizational performance. It assessed the effectiveness and fairness of compensation structures and their role in enhancing employee motivation, satisfaction, and retention. Staff Training: The research analyzed the impact of training programs on employee performance. It explored how training initiatives enhance skills, knowledge, and competencies, ultimately contributing to improved organizational efficiency and service delivery. Performance Appraisals: The study investigated the role of performance appraisal systems in enhancing organizational performance. This included an evaluation of performance evaluation methods, their effectiveness, and their impact on employee motivation, productivity, and alignment with organizational goals. By concentrating on these three HRPP elements, the study aimed to provide a comprehensive understanding of how they individually and collectively affect the performance of the Busia County Government. This focused approach was intended to identify areas for improvement and develop strategies to enhance HRPP effectiveness within the county government framework.

### **1.8 Assumptions of the Study**

This study is based on several key assumptions. First, it presumes that the Busia County Government has established and is implementing formal Human Resource Planning Practices (HRPP). It also assumes that organizational performance within the county is evaluated using indicators such as service delivery, income generation, and competitive advantage. Furthermore, it is assumed that employees in the county government regularly participate in training programs, receive compensation, and undergo performance appraisals as part of the HRPP framework. The study also operates on the assumption that HRPP have a positive effect on the overall performance of the organization. Additionally, it is believed that government regulations play a role in shaping and influencing organizational performance. Lastly, the study assumes that respondents will provide honest, accurate, and reliable data, which is essential for effective analysis and the generalization of findings.

## 1.9 Definition of Terms

- **Compensation:** Payment or benefits provided to employees in exchange for their labor.
- **Human Resource Planning Practices (HRPP):** Policies and strategies that guide the recruitment, development, and management of employees.
- **Human Resource Management (HRM):** Organizational functions related to workforce recruitment, training, appraisal, and retention.
- **Performance:** The effectiveness and efficiency with which tasks or goals are achieved.
- **Performance Appraisal:** Systematic evaluation of employee performance against established standards.
- **Training:** Structured activities designed to improve employee competencies and skills.
- **Resource-Based View (RBV):** A strategic framework that emphasizes internal resources as key to achieving competitive advantage.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter presents an overview of recent literature pertaining to Human Resource Planning and Practices (HRPP) and their implications for organizational performance. The primary focus is to analyze how HRPP influences income generation, service delivery, and competitive advantage, especially within governmental frameworks like the Busia County Government. This review aims to provide a comprehensive understanding of the current state of research on HRPP and its impact on organizational outcomes, highlighting key findings, methodologies, and identified research gaps.

#### 2.2 Theoretical Review

In this section, the researcher explored the theoretical underpinnings that underlie this study, focusing on fundamental theories concerning Human Resource Planning and Practices (HRPP) and their impact on organizational performance. The primary theories examined encompass Abraham Maslow's Theory of Human Needs, the Resource-Based View (RBV), Human Capital Theory, and Organizational Learning Theory.

##### 2.2.1. Abrahams Maslow's theory of Human Needs

Maslow's theory suggests that humans possess various needs, which must be met in a specific order of importance, forming a hierarchy. He proposed that people are driven by a continual desire for progress, where their aspirations are influenced by their current state. Maslow organized human needs into a hierarchical structure comprising five tiers. In this framework, human needs are depicted akin to a pyramid, with fundamental requirements like food and shelter forming the base. Once these basic needs are satisfied, individuals strive for security (such as job stability), social

connections (friendships, relationships), a sense of achievement (acknowledgment, successful tasks), and ultimately, self-fulfillment (meaningful work). According to Maslow, each level must be addressed before advancement to higher tiers is possible. Hence, an employee preoccupied with job insecurity may struggle to pursue loftier performance objectives. Leveraging this theory, the compensation structures within the Busia County government will be analyzed to motivate employees effectively, thus enhancing the county's performance.

### **2.2.2. Resource Based View Theory**

The Resource-Based View (RBV) theory is a strategic framework in human resource management (HRM) that emphasizes the importance of a firm's internal resources in achieving and sustaining competitive advantage. It assumes that resources—such as materials, skills, systems, and information—are unevenly distributed across firms and are relatively stable over time. RBV suggests that each organization's unique combination of tangible and intangible resources, especially human capital, can create value that is difficult for competitors to replicate. While HR practices may be imitated, the distinctiveness of an organization's workforce and internal capabilities remains a key source of competitive advantage. Scholars differentiate between resources (inputs like labor, capital, and information) and capabilities (the firm's ability to use those inputs effectively). Grant (1999) notes the difficulty in identifying an organization's full resource base, particularly intangible assets, due to the limitations of conventional data sources like financial statements. To better understand resource classification, resources are grouped into six categories: Financial, Physical, Human, Technological, Reputational and Organizational, in summary, RBV underscores the strategic role of unique, inimitable internal resources—especially human capital—in building a firm's long-term success.

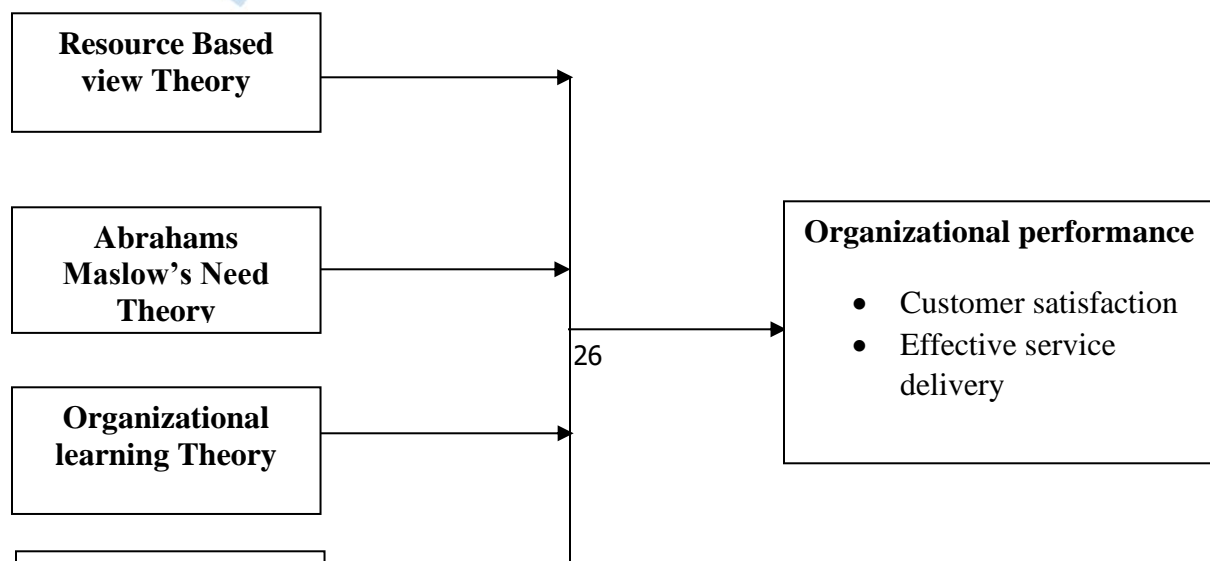
### **2.2.3. Human Capital Theory**

Human Capital Theory emphasizes the value of individuals' knowledge, skills, and abilities (KSAs) as key contributors to organizational performance. According to Davenport (1999), human capital includes inherent talents, behaviors, and personal energy that influence workplace outcomes. Armstrong (2010) further highlights that people generate, retain, and share knowledge also contributing to social capital through collaboration—thus enriching the organization's intellectual assets. The theory advocates for investing in employees through training, development,

and fair compensation to enhance performance and drive organizational success. However, critics like Block (1990, as cited in Muchomb, 2016) argue that the theory overly simplifies human value by treating labor as a tradable commodity. Block suggests that capital is a social construct that accumulates value over time, not simply a measurable output of individual capability. He also challenges the direct correlation between education, training, productivity, and compensation, noting the influence of contextual factors like industry type, employer location, and labor union rules. In essence, while the theory supports investing in human resources to boost organizational outcomes, it faces criticism for its reductionist view of human value. The theory aligns with key HR practices such as training, compensation, and performance appraisal, which are central to the study's variables.

#### 2.2.4. Organizational Learning theory

Organizational Learning (OL) theory explores how organizations acquire, share, and apply knowledge to improve performance and adapt to change. While definitions vary, early scholars like Argyris and Schön (1978) defined OL as the ability to detect and correct errors, whereas later researchers such as Oh (2019) emphasized knowledge creation, dissemination, and adaptability. The theory has multidisciplinary roots and has been extensively studied, though comprehensive and consistent models remain limited. Scholars like Huber (1991), Elnaga et al. (2013), and Oh (2019) have worked to build theoretical frameworks linking OL with organizational strategy. A central challenge in OL is balancing the integration and implementation of new knowledge. Effective OL involves social interaction among employees, adoption of innovative practices, and a progression through learning stages. These processes often overlap across individual, group, and organizational levels. Notably, some processes like institutionalization—though occurring at lower levels—are only recognized at the organizational level. OL differs from individual learning as it involves complex, collective mechanisms not limited to personal insights.



## **Figure 1: Theoretical Framework**

**Source: Researcher (2021)**

### **2.3 Empirical Review**

This section presents a summary of pertinent empirical studies examining the associations between training, compensation, and organizational performance.

#### **2.3.1 Compensation and Organization Performance**

Compensation policy plays a critical role in attracting, retaining, and motivating employees, directly influencing organizational performance. It shapes the psychological contract—the unwritten expectations between employers and employees—impacting employee commitment, trust, and organizational citizenship behavior (OCB). Effective compensation policies align with an organization's reward systems, values, and corporate strategy. When clearly defined and well-managed, these policies help establish fair and transparent reward practices, strengthen the employer-employee relationship, and foster employee motivation and loyalty. Researchers like Armstrong (2007) and Zacher (2015) emphasize that strong compensation frameworks enhance employees' sense of being valued, which increases their willingness to go beyond basic job duties. Ultimately, strategically developed compensation policies contribute to improved individual performance, stronger workplace relationships, and higher overall organizational performance.

Compensation is defined as the financial rewards employees receive in exchange for their work (He, 2019). Organizations often focus on offering attractive compensation packages to recruit and retain talent (Garcia-Zamor, 2013). However, some employees may undervalue these packages, not

fully recognizing their benefits. Job satisfaction is strongly influenced by organizational support, involvement, and motivation strategies (Salman, 2018). A well-structured reward management system can encourage employees to perform more effectively. Nonetheless, compensation alone is not enough—motivation and a positive work environment are equally vital. As highlighted in recent research (2021), motivation significantly boosts employee performance.

Compensation includes both financial and non-financial rewards that acknowledge employees' contributions and time invested in an organization. Effective compensation management involves defining philosophies, setting policies, and implementing systems to ensure fair and equitable pay and benefits. Key processes include job evaluation, creating pay structures, performance recognition, and providing benefits based on skills and competencies. A well-designed compensation system is critical for motivating high-performing employees, which in turn boosts organizational performance. This concept aligns with Drucker's view that satisfied employees are more productive. Additionally, Equity Theory supports the importance of fairness in compensation. It suggests that employees compare their input-output ratios with others'. When compensation is perceived as unfair, motivation and performance can decline, ultimately impacting productivity and organizational success (Segbenya, Aggrey & Peniana, 2020). In essence, fair, transparent, and performance-linked compensation systems are essential drivers of employee satisfaction and organizational effectiveness.

Tulenan (2015) defines compensation as including both monetary and non-monetary rewards given to employees for their work and contributions to organizational success. This broad view emphasizes that compensation goes beyond salary to include other forms of recognition and benefits. According to Azhdar et al. (2015) and Obi Anike & Ekwe (2014), compensation varies based on factors like job type, organizational setting, country, and industry. They stress that fairness and adequacy in compensation are crucial, as they contribute to job satisfaction, employee loyalty, lower absenteeism, and a positive organizational reputation, all of which enhance performance. Nigusie & Getachew (2019) classify compensation into: Extrinsic compensation: tangible rewards like salary, bonuses, promotions, and benefits and Intrinsic compensation: intangible rewards such as recognition, empowerment, job security, and personal growth (Gey van Pittius-Bergh, 2018). Lai (2012) supports this by noting that extrinsic compensation—especially salary and benefits—is the most direct way to provide value to employees.

Setting compensation is crucial for motivating employees. Analyzing the significance of compensation is essential for enhancing worker credibility. Hung (2018) noted that motivated employees consistently contribute to strong organizational performance. Compensation involves transactions between employer and employee in exchange for the employee's services. It is also a major economic concern, as compensation programs account for a significant portion of an organization's operating expenses (Chenga, 2018). Providing rewards is vital because high-quality output requires high-quality input. It is the responsibility of human resource management to offer rewards to employees, improving their physical and mental health and thereby boosting productivity (Ahmad, Aziz, Kamaruddin, & Bakhtiar, 2012). This analysis leads to the following hypothesis.

According to Simamora (2016), compensation can be divided into two types: financial compensation and nonfinancial compensation. Yu (2013) elaborates on this by explaining that direct compensation encompasses base compensation and incentives in the form of cash payments, such as wages, salary, bonuses, commissions, economic benefits, or profit-sharing. Indirect compensation, on the other hand, includes benefit programs like unemployment insurance, life insurance, health insurance, pensions, payments for time outside of regular working hours (such as annual leave, maternity leave, and holiday programs), and parking privileges. Furthermore, nonfinancial compensation can be categorized into two main types: occupations and working environment. Occupations involve factors such as a sense of responsibility, accomplishment, recognition, challenges, and engaging tasks. Working environment encompasses aspects like a comfortable workspace, a relaxed atmosphere, competent supervision, and well-defined policies.

When compensation is tied to a robust performance appraisal system, it positively impacts both employee and organizational performance. Compensation is often regarded as the primary predictor of organizational success. The performance and retention of individual employees are significantly influenced by a well-designed performance-linked compensation and rewards system. Incentive plans within organizations increase employee satisfaction and foster loyalty. For compensation practices to be effective, they must align with organizational objectives. Employees perceive compensation as a means for employers to regulate their behavior. Implementing performance-contingent compensation encourages employees to prioritize long-term organizational success over short-term gains. In today's competitive business landscape, many companies are exploring innovative compensation strategies directly linked to enhancing organizational performance.

Das (2018) investigated the relationship between pay and performance, finding that pay is often closely tied to performance in organizations with merit-based salary increase systems. However, he observed that many businesses fail to effectively link pay to specific performance tasks to enhance productivity. Some organizations believe their pay structure is merit-based, especially at the top management level, suggesting a connection between pay and productivity. Adeoye (2019) echoed this view, asserting that performance measurement and compensation systems must carefully consider the factors driving organizational practices. Adeoye highlighted that compensation is a comprehensive package linked to work performance, with employee promotions often tied to full compensation packages. This underscores the importance of integrating performance metrics with compensation strategies. Medoff and Abraham (2018) found that earnings differences between job levels are more significant than those within job levels, implying that pay structures emphasizing substantial increases with promotions are more effective at motivating employees than those focusing on smaller raises within the same level. Despite the benefits of linking pay to performance, many organizations are hesitant to implement bonus-based compensation plans with enough financial support to significantly motivate employees.

Onwuka and Onwuchekwa (2018) argued that inadequate pay is a primary reason for low productivity among workers in many organizations. They highlighted that poor compensation diminishes employee motivation, leading to reduced performance. To achieve excellent job performance, it is crucial for organizations to institutionalize effective motivation packages. This includes not only fair and competitive base pay but also performance-based bonuses and other incentives that align employee efforts with organizational goals. Properly designed compensation systems that reward high performance can significantly enhance employee motivation and productivity, leading to better overall organizational outcomes.

According to Ndingue (2017), maintaining a strong market image requires the organization to implement a robust compensation plan. This is because achieving business goals is closely linked to having a workforce that is both participative and engaged. Therefore, the role of Human Resources (HR) is crucial for organizational effectiveness. The study's findings also indicate that organizational competitiveness relies significantly on compensation, which is essential for attracting and retaining high-performing employees. Consequently, a well-structured compensation plan can greatly enhance organizational effectiveness. Furthermore, during the implementation of

the reward system, it is crucial to focus on specific behaviors that align with the organization's strategic goals (Orakwe, 2021).

Establishing an effective compensation plan is crucial as it serves to motivate employees. Understanding the significance of compensation is essential for enhancing employee credibility. As noted by Hung (2018), motivated employees contribute to superior organizational performance. Compensation represents a series of transactions between employers and employees in return for the employees' services. Additionally, compensation is a major economic factor since compensation programs account for a significant portion of an organization's operating expenses (Chenga, 2018). Providing rewards is vital for the organization; to ensure high-quality outputs, the quality of inputs must also be high. Therefore, it is the responsibility of human resource management to offer rewards that improve employees' physical and mental well-being, thereby boosting their productivity (Ahmad, Aziz, Kamaruddin, & Bakhtiar, 2012). This analysis supports the following hypothesis.

Compensation serves as recognition for employees' contributions to the company's operations and is a crucial component of human resource management, encompassing all forms of individual remuneration (Thaief et al., 2015). It functions as a means to improve employee performance (Rama Kumari et al., 2017). Competitive compensation motivates employees to meet job expectations and enhance their performance, thereby promoting long-term retention. Companies endeavor to enhance employee performance continually by offering appealing compensation packages. Numerous studies have demonstrated the significant impact of compensation on employee performance (Indrasari et al., 2019; Jean et al., 2017; Oetomo & Budiyo, 2020; Yang, 2016; Zafar et al., 2021). Compensation acts as an indicator of employee performance, ensuring that those who contribute and perform well are fairly rewarded, both financially and non-financially. Overall, employee compensation aims to attract skilled individuals, encourage high performance, and improve job effectiveness (Musriha, 2019), thereby playing a critical role in influencing both employee performance and organizational success.

Nhema (2015) highlights the importance of compensation in motivating and attracting employees, ultimately contributing to the performance of the organization. Compensation, which includes rewards, pay, and benefits, serves as an output that management utilizes to enhance organizational performance. In the service sector particularly, more than half of the cash flow is allocated towards compensation, emphasizing its significance in this industry (Ivanceikh and Glueck, 2014). Various

forms of compensation exist, ranging from individual pay plans to performance-based long-term incentives, bonuses, and merit pay rewards (Millviev and Newman, 2013). These components of compensation are designed to incentivize employees and align their efforts with organizational goals. Pay plans are commonly utilized to increase organizational performance, with appraisal often being tied to compensation (Chani). Heneman and Warner (2011) emphasize the prevalence of pay plans as a means of evaluating employee performance. Overall, Compensation is vital for motivating employees and enhancing organizational performance.

Chebet (2015) emphasized that county governments needed to understand and implement strategies to enhance employee productivity to achieve desired results. This challenge was compounded by the competitive nature of the organizational environment. Following the devolution of the National Government of Kenya into County Governments, many employees sought employment in County Governments. However, 20% of jobs in the County Government were on a contractual basis, while 80% were permanent. The study discussed strategies that County Governments should adopt to retain employees and ensure good performance. These strategies are essential for maintaining a motivated and productive workforce within the County Governments.

Safuan and Kurnia (2021) stated that the compensation systems of organizations were severely impacted during the COVID-19 pandemic. Their research, based on a contextual analysis supported by a literature review, indicated significant fluctuations in pay structures during the lockdown. Financial compensation consistently acts as a catalyst for companies, creating a dominant impact on business performance and fostering the growth and development of employees. The findings also revealed that poor pay structures

Employee satisfaction is closely related to performance appraisal, as satisfied employees tend to perform better. When employees are satisfied with the performance appraisal process, it reflects positively in their overall performance (Lee, 2014). Positive reactions, such as satisfaction with the performance appraisal system, are critical outcomes of the appraisal process (Jawahar, 2007; Kithuku, 2012). When employees perceive the evaluation process as fair, it leads to positive attitudes and increased satisfaction, contributing to the achievement of performance appraisal goals (Erdogan, Kraimer, & Liden, 2001; Palaiologos, Papazekos, & Panayotopoulou, 2011).

According to Armstrong (2016), it is essential for employers to align employee salaries with market rates and adjust them in accordance with inflation to prevent strikes and poor performance. Keeping salaries competitive is a fundamental practice in maintaining a motivated and productive workforce. This approach not only helps in retaining current employees but also attracts new talent, particularly those with valuable experience who can contribute to the organization's performance. Livingstone (2015) reinforces this viewpoint, emphasizing that despite the inefficiencies often associated with basic pay structures, it is crucial for organizations to offer compensation that meets or exceeds market rates. This is particularly important in negotiations led by labor unions, which advocate for the welfare of employees. Paying employees at or above market rates is a strategic move in a competitive market, aimed at securing and retaining skilled employees whose performance can enhance organizational outcomes. Ignoring this principle can lead to significant negative consequences for organizations, including reduced employee morale, increased turnover, and potentially harmful labor disputes. Consequently, competitive pay not only serves as a commitment from the organization to its employees but also forms the baseline for other compensation systems, such as those based on skills and competencies. In summary, both Armstrong and Livingstone highlight the critical role of market-related pay in fostering a committed and high-performing workforce. By ensuring that salaries keep pace with inflation and market trends, organizations can avoid the pitfalls of employee dissatisfaction and underperformance, thereby sustaining a robust and effective workforce.

A well-designed employee compensation system can substantially boost employee commitment and enthusiasm for their work. However, both private and public sector organizations often overlook the importance of such a system in enhancing employee performance. This oversight has been documented in various studies across different contexts and industries. For instance, Mutahi (2015) emphasized the need for improved compensation systems, noting that inadequate compensation in the private sector led to subpar performance against key performance indicators. This highlights a common issue where insufficient compensation fails to unleash employee potential and maximize organizational performance. Several researchers have delved into the impact of compensation on employee performance: Jiang and Korankye (2020): Their study at AngloGold Ashanti Obuasi in Ghana revealed that various elements of compensation, including salary, rewards, incentives, and indirect compensations, positively and significantly influence employee performance, illustrating the multifaceted nature of compensation- Afriyie, Twumasi,

Sarpong, and Darko (2020): Through their research at Accra Technical University, they found that addressing specific employee needs such as housing loans and accommodation through compensation can enhance performance.- Abdul-Jaleel and Millan (2017): At the University of Cape Coast, Ghana, junior staff responded positively to the university's compensation packages, indicating that a well-received compensation system can boost employee satisfaction and performance. Oboreh and Arukaroha (2021): Their study in universities in Edo State revealed that various components of compensation, including salary increases, cash bonuses, promotions, recognition, and career development, significantly impact organizational performance, highlighting the diverse elements of compensation that can drive performance. These studies collectively underscore the significant influence of compensation systems on both employee and organizational performance. However, the effectiveness of these systems hinges on how well they align with the specific needs and preferences of employees. It is clear that a strategic approach to compensation is essential, necessitating organizations to continuously evaluate and adjust their compensation policies to effectively motivate and engage employees.

A fair and unbiased implementation of a robust performance appraisal system is likely to foster a sense of fairness and justice among employees. Therefore, a merit-based performance appraisal system, free from biases and barriers, serves as a catalyst for improving organizational productivity. According to reward theory, there is a strong correlation between job satisfaction and the creation of policies for performance appraisal and promotion. Numerous researchers have demonstrated that transitioning employees from lower to higher ranking levels increases motivation and enhances organizational productivity. Organizations with a strong performance culture prioritize the recognition and reward of valuable contributions made by employees. Managers in such high-performing organizations consistently acknowledge exemplary employee contributions through tangible or intangible rewards.

### **2.3.2 Employee Training and organization performance**

Training and development are crucial human resource management practices within organizations. These practices empower individuals, making them more effective in their roles (McKenna & Beech, 2014). Training involves structured guidelines aimed at developing specific skills to improve workplace behavior and performance. In contrast, development is broader and focuses on enhancing an employee's overall abilities for long-term growth and future opportunities (Truss, Mankin, & Kelliher, 2017). Training and development are essential tools for any organization

seeking effective operation, as they enhance individual performance, which in turn benefits the entire organization. Consequently, many organizations are increasingly allocating more funds to training and development each year, with the belief that this investment will provide a competitive advantage (Falola, Osibanjo & Ojo, 2014).

Training is the most basic function of human resources management. It is the systematic application of formal processes to help people to acquire the knowledge and skills necessary for them to perform their jobs satisfactorily (Armstrong, 2020). These activities have become widespread human resource management practices in organizations worldwide (Hughes et al., 2019). In today's business world, training is the main strategy to perform the institutional objectives. It helps to improve employee and employer performance (R. A. G. Khan et al., 2011; Ruttledge & Cathcart, 2019). Employees are the most precious asset for any organization in building up or destroying its reputation and profitability (Elnaga & Imran, 2013). Some of the factors that determine the performance of employees are training of employees, organizational policies, working situations, job satisfaction, interactions with in the organization (Aktar et al., 2012;). Thus, training is one of the most effective tools to enhance the employee performance and to achieve the organizational objectives and goals effectively and efficiently (Afroz, 2018; Garavan et al., 2020)

Determining the level, type, and duration of training is crucial in the training process, as it is need-oriented. Assessing organizational training needs represents the diagnostic phase of planning training objectives. As cited by Khan and Masrek (2017) and Priyadarshini and Dave (2013), training needs assessment is a strategic process involving the identification of organizational and industry goals, gathering competencies, analyzing information, and identifying gaps between the current situation and the desired future condition. During the assessment phase, it is essential to consider non-training factors such as compensation, organizational structure, job design, and physical work plans. According to Mondy and Martocchio (2016), a systematic approach to training needs assessment involves studying the firm's strategic mission, goals, and corporate plans, along with the outcomes of strategic human resource planning. Training needs assessment helps organizations determine if training is necessary. Training needs assessment involves analyzing the difference between current job situations and future requirements based on the organization's operations and strategic goals (Lussier & Hendon, 2020). Three types of training needs analysis include organizational analysis, task/job analysis, and person analysis (Armstrong, 2014; Lussier

& Hendon, 2020; Mathis & Jackson, 2016; Mondy & Martocchio, 2016; Noe & Hollenbeck, 2019; Hartoyo & Efendy, 2017).

According to Kurnia (2019), the relationship between training and organizational performance is crucial for achieving high business success. Training is a key factor that enhances the credibility of business performance, and organizations that neglect proper training face significant challenges in managing business activities effectively. It has been observed that without training, potential organizational development is unattainable. Training programs require considerable investment in both time and money, making it essential to determine their return on investment. Measuring training effectiveness is a scientifically validated method for assessing the efficiency of an organization's training programs. To evaluate training effectiveness, it is important to identify what to train, why the training is needed, and who will conduct the training (Ibrahim, Burhanuddin, and Bakare, 2017).

Mamy, Shabbir, and Hasan (2020) conducted a study to investigate the impact of training on employee performance in the garments sector in Dhaka, Bangladesh. They used both qualitative and quantitative methods, distributing structured questionnaires to 170 participants from two garment industries: Masco Industries Limited and Walmart Garments in Narayangonj. The study found a strong positive relationship between training and employee performance; as employees received more training, their performance improved. These findings are important for stakeholders such as human resource managers, policy-makers in the garments sector, government agencies, and academic institutions. The research underscores the critical importance of investing in training and development to enhance employees' skills and knowledge, thereby boosting organizational performance. This study adds to the growing body of literature that highlights the connection between training and employee performance in the garments sector in Bangladesh. It emphasizes the need for ongoing investment in training programs as a strategic measure to improve employee skills and organizational outcomes. In conclusion, the research by Mamy, Shabbir, and Hasan (2020) shows that training is a crucial element of employee development that significantly enhances performance, supporting the idea that organizations can achieve greater productivity and efficiency by focusing on training and development, thus creating a more capable and effective workforce.

The study conducted by Raza (2014) focused on exploring the impact of training and development on organizational performance within the oil and gas sector of Pakistan. The research aimed to

gather evidence regarding several key aspects, including the role of a learning organization and its alignment with strategic training and development initiatives, the process of training needs analysis, the involvement of line managers in training and development programs, and the formalization of training processes, including implementation and evaluation. Through an analysis of these factors, the study found that organizational performance was positively influenced by several key elements. Firstly, the strategic alignment of training and development initiatives with organizational goals and objectives contributed to enhanced performance. Secondly, the active involvement of line managers in training and development programs was identified as a significant factor in driving organizational success. Additionally, the effective design, implementation, and evaluation of training and development programs were found to be crucial in improving organizational performance. Overall, the findings of the study highlighted the importance of strategic alignment, managerial involvement, and effective training processes in enhancing organizational performance within the oil and gas sector of Pakistan. These insights provide valuable implications for organizations seeking to optimize their training and development efforts to drive overall performance and success.

Gupta and Govindarajan (2019) conducted a comparative study to examine the impact of employee training on organizational performance within the telecommunications sectors of India and Brazil. Using survey data collected from telecommunications companies in both countries, they performed a comparative analysis. The researchers found that training programs positively influenced employee performance and organizational outcomes in both contexts. These results highlight the importance of investing in training initiatives to enhance firm performance, especially in varying cultural and economic environments.

The link between training and organizational performance is crucial for achieving business success. Training enhances the credibility and effectiveness of business performance. According to Kurnia (2019), organizations that neglect training struggle to manage their activities efficiently. Furthermore, prospective organizational development is not feasible without proper training. Training programs require substantial investments of both money and time, making it essential to determine their return on investment. Measuring training effectiveness is a scientifically validated method to assess the efficiency of an organization's training programs. To evaluate training

effectiveness, it is important to identify the training objectives, the rationale behind the training, and the trainers involved (Ibrahim, Boerhannoeddin, and Bakare, 2017).

Imran and Tanveer (2015) explored the influence of training on improving organizational performance, focusing on the Gauteng Provincial Department of Economic Development in South Africa. The research was motivated by the observation that despite significant investments in training and development by South African government departments, performance frequently remains below expectations. Employing a case study approach, literature review, and statistical data analysis, the researchers gathered data from 131 department employees through a descriptive quantitative research design, utilizing both descriptive and inferential statistics. The findings indicated that training has a positive effect on employee performance within the department. However, the study also pointed out that the training programs often do not align with employees' specific tasks and lack proper evaluation mechanisms. Additionally, there are no effective tools to measure the impact of training and development initiatives. To address these issues, the study recommends practical measures such as adopting Kirkpatrick's model for evaluating training programs and incorporating the skills and knowledge gained from training into performance assessments. This research provides valuable insights into the impact of training on organizational performance within the Gauteng Provincial Department of Economic Development. By identifying areas for improvement in training strategies and performance assessments, the study offers opportunities to enhance organizational effectiveness and achieve better performance outcomes.

Rodriguez and Walter (2017) asserted that every organization aims to achieve success by offering unique programs, services, capabilities, and products. They highlighted that realizing, developing, implementing, and sustaining these elements requires well-trained individuals. Similarly, Rathore (2017) emphasized the critical role of employee training in business growth. He explained that training programs are essential for enhancing employees' workplace skills, while development initiatives are crucial for elevating all employees to a higher level of uniform skills and knowledge.

Al-Kassem (2014) concluded that training should be designed to bridge the gap between actual performance and the desired performance levels. New employees, unfamiliar with the organization's environment, initially need to understand the organizational culture and working

conditions, necessitating basic training to help them acclimate. While training helps reduce this performance gap, it cannot completely eliminate it. Effective training also decreases employee turnover and enhances commitment to the organization. He emphasized that training is essential for organizations to adapt to complex working environments and rapid technological changes.

Sila (2014) conducted research to explore the connection between training programs and performance, concentrating on the case study of Kenya Women Finance Trust (KWFT). The study involved 120 employees of KWFT, with a sample size of 36 employees determined according to guidelines established by Mugenda (1999). Both structured and unstructured questionnaires were used for data collection, and quantitative methods were applied for data analysis. The results of the study revealed a significant relationship between training and employee performance. Specifically, trained employees displayed effectiveness in their job roles, demonstrated loyalty to the organization, and exhibited a higher likelihood of remaining with the organization for extended periods. In summary, the study proposes that trained employees should be placed in roles that offer opportunities for career advancement within KWFT, thereby improving both retention rates and overall performance. It is worth noting that the study's scope was limited to a financial institution primarily focused on profit-making objectives.

Ndibe and Chinomnso (2014) investigated the impact of employee training on organizational performance, with a focus on training selection processes, design, and delivery methods. Conducted among staff of Nigerian Bottling Company and 7UP Bottling Company in Enugu State, Nigeria, the study used a survey approach with 254 participants. Key findings revealed that an unsystematic approach to training negatively affected productivity, while well-designed and effectively delivered training improved employee performance. There was also a positive correlation between employee perceptions of training and organizational outcomes. The study concluded that systematic training selection and post-training evaluation are essential for boosting organizational performance and recommended strategic, structured training programs to enhance productivity.

In recent years, training has increasingly been recognized as a key factor in enhancing organizational effectiveness. Konings and Vanormelingen (2016) assert that training initiatives significantly contribute to achieving organizational goals by improving efficiency. Supporting this view, Ahmad and Bakar (2018) found that training programs targeting both individual and organizational needs strengthen employee commitment, particularly when these programs are well-

structured and aligned with strategic objectives. Such alignment fosters a sense of value and recognition among employees through career development opportunities. Similarly, Baltes (2017) noted that investing in employee training equips organizations with a competitive edge by supporting career progression.

Ghalawat et al. (2020) examined the impact of training on employee performance and productivity at DCM Textiles in Haryana. Using a questionnaire administered to 100 employees across different shifts, the study gathered data on demographics and various workplace factors including job opportunities, organizational commitment, and employee satisfaction. The findings revealed a strong consensus among respondents that training significantly enhanced both their productivity and overall performance. Christiana et al. (2021) explored the effect of training on employee productivity in selected beverage companies in Southwest Nigeria. The study addressed inefficiencies linked to inadequate skills and limited training opportunities. Surveying 306 employees from 7up Bottling Company in Lagos and International Breweries in Ilesa, the researchers used a descriptive design and simple linear regression to analyze responses. The findings revealed a significant positive relationship between training and employee productivity ( $p < 0.05$ ). The study concluded that effective training enhances both employee output and overall organizational performance, recommending that firms adopt structured on-the-job and off-the-job training as part of their strategic planning.

Mwangi (2017) examined the impact of training on employee performance in International Non-Governmental Organizations (INGOs) operating in Somalia, with headquarters in Nairobi. Using a descriptive survey design, the study targeted all 67 INGOs and applied stratified sampling to select participants across different roles. Data were collected via structured questionnaires and analyzed using SPSS. The findings revealed that training methods such as coaching, mentoring, job rotation, orientation, and role-playing significantly influenced employee performance. Additionally, employee perceptions of training and the evaluation of training programs were found to have a strong positive relationship with performance outcomes. The study recommended strengthening mentorship programs, promoting job rotation, and adopting competency-based evaluations to enhance employee effectiveness within INGOs.

Githinji (2016) explored the effects of training on the performance of foreign civil servants, finding that training significantly boosts employee engagement in change processes and motivation. Employees at both senior and junior levels were more willing to take on new responsibilities after training, unlike their middle management counterparts. Training was also linked to increased motivation, stronger alignment with organizational goals, leadership development, and overall performance improvement. Though the study focused on international civil servants, its insights offer relevant implications for domestic institutions like Kenya's judicial service commissions. Habon et al. (2019) examined how training programs affect employee performance and productivity in quick service restaurants, focusing on staff from Jollibee and McDonald's in Batangas City. The study revealed that employees perceived training initiatives positively and believed these programs enhanced their job performance and productivity. Responses were consistent regardless of demographic differences. Based on these outcomes, the researchers proposed a strategy to further strengthen training efforts in the fast-food industry.

Khaemba (2017) conducted research to examine the impact of training on employee performance, focusing on a case study at Kakamega County Referral Hospital in Kenya. The findings revealed that a significant majority, 85.5% of participants, acknowledged that training had a positive effect on their performance. This highlights employees' perception of training as a valuable tool for enhancing their effectiveness in the workplace. The study emphasized the importance of induction programs within organizations, as they provide employees with firsthand experience and understanding of their roles and responsibilities. Through induction, employees are better equipped to fulfill their duties proficiently. Additionally, Khaemba highlighted a notable and favorable correlation between training and employee performance, suggesting that investing in employee training can lead to improved performance outcomes, benefiting both individuals and the organization as a whole.

Wayne & Martocchio (2016) emphasize that organizations have adopted various training approaches tailored to meet their workforce's specific needs. These strategies include induction training for new hires, mentorship or coaching programs to help employees adjust to their roles or prepare for future responsibilities, and addressing technical skill gaps due to technological advancements. A systematic approach is crucial to ensure the effectiveness of training programs,

involving comprehensive training needs assessments. These assessments evaluate the skills and competencies required for a particular job compared to those possessed by employees, determining the most suitable method to bridge any gaps. Despite the significant emphasis on training, the methods used have a notable impact on employee performance. Common training practices include on-the-job training, off-the-job training, orientation and induction programs, promotional and advancement training, refresher courses, and technical training. As organizations face dynamic influences such as technological advancements and shifts in legislation, staff training is essential for adaptation. Existing literature provides substantial evidence of a correlation between training and development and employee performance. For instance, Afroz (2018) examined 14 banks in Bangladesh and found that employee training improved their skills, leading to enhanced efficiency and effectiveness in task execution.

Training empowers employees to be more viable in their work. As per Wright and Geroy (2017), viable training programs change the competency level of a worker decidedly. Mathis and Jackson (2016) contended that training and development are likewise a method for managers to address the workers' needs. Mathis and Jackson (2016) expressed that successful training programs help workers to obtain new innovation that encourage them to play out their activity and simultaneously increasing full potential on the capabilities and aptitudes needed to play out that specific activity with less blunders and errors. Generally, Valle (2017) upheld that successful training causes the organization to manufacture and keep up worker's abilities. One of the most significant components that inspire the worker is training. Swart (2015) asserted that employees typically perform better when they are given satisfactory and proper training programs that propel them and lead them to satisfy their necessities. He stressed that preparing is fundamental not exclusively to build efficiency yet additionally to rouse and move employees by telling them the significance of their positions and giving them all the 12 information, they have to play out those positions. An organization that tries to train and build up its workers and prize them well for their effort makes them inspired by improving their performance and faithfulness to the organization.

According to Haase (2019), training is a fundamental function of human resource management aimed at addressing the gap between actual and expected performance. It involves providing information or guidance to enhance efficiency or help employees attain the necessary level of knowledge or skills. Bagga and Srivastava (2014) define training and development as the process

of acquiring or imparting abilities, skills, and knowledge required to fulfill a specific task or mission. This process focuses on developing employees' critical thinking, decision-making, complaint management, customer support, and other skills to achieve organizational objectives. Robinson (2019) emphasizes that utilizing the best training and development strategies is essential for organizations to enhance their competitive advantage. Urick (2017) further suggests that on-the-job training can lead to significant innovation within organizations.

Many organizations with a focused training system demonstrate that training is a crucial factor for productivity. Generally, employees are unlikely to remain in a role if they perceive a lack of necessary skills, often leading them to seek employment elsewhere. Therefore, organizations should continuously identify skill gaps among employees and address them by investing in training. As there is a proven relationship between training and productivity, there is a direct impact on productivity when a trained employee changes job. A new employee would require training to maintain productivity levels, resulting in increased costs for the organization to fill positions with trained personnel. A high level of skill and competency in the workforce can significantly contribute to a firm's success by fostering a comprehensive and internally cohesive human resource management system.

### **2.3.3 Performance Appraisal and organizational performance**

Employee performance appraisal refers to a structured evaluation conducted by supervisors or knowledgeable individuals to assess an employee's performance and potential growth within a specified timeframe. This longstanding management practice is grounded in human capital theory, which perceives it as a tool for offering feedback geared towards training and development, thereby regarded as an investment in future organizational performance enhancements. Besides informing decisions regarding promotions, merit increases, transfers, and training opportunities, performance appraisals also play a vital role in fostering employee commitment and satisfaction. In response to competitive economic landscapes and swift changes, many organizations are shifting from reactive performance appraisals to proactive performance management strategies. This proactive approach entails planning, evaluating, providing feedback, and counseling employees or teams to bolster their performance, ultimately leading to heightened productivity and organizational effectiveness.

Employee performance appraisal is widely used as a performance management tool, but it carries significant consequences for individuals. If evaluators discriminate against employees, it can have

devastating effects on them. There's a risk that performance appraisals may not be fair if evaluators allow biases, prejudices, and stereotypical attitudes to influence the outcome (Henrietta, 2012). Judy (2015) also highlights that performance appraisal is one of the most challenging aspects of human resources. All parties involved, including supervisors, employees, and HR administrators, often express dissatisfaction with their organization's performance management and perceive the appraisal process as either bureaucratic or detrimental to the employee-supervisor relationship. Despite these concerns, managers are reluctant to abandon performance appraisal, viewing it as an essential tool of human resource management.

Evaluation of employee performance is a fundamental practice in almost every organization, aimed at enhancing both employee performance and organizational success. According to Hussain, Yusoff, Banoori, Khan, and Khan (2016), employees are considered the most important resources, performing significant work that contributes to the success of any organization, whether in the public or private sector. Satisfied employees play a crucial role in the improved performance of an organization, making employee satisfaction a key factor in achieving organizational goals and objectives. Employee satisfaction is closely related to their job and is further illustrated by how an employee's expectations at work align with actual outcomes (van der Lippe & Lippényi, 2020). These scholars argue that employees enjoy their jobs and strive to work in organizations that offer good working conditions, leading them to focus on organizational development. This implies that organizations must make every effort to satisfy their valued employees. The primary goal of performance appraisal is to evaluate employees' performance and positively influence both individual and organizational long-term effectiveness.

Armstrong and Baron (2014) indicate that performance is a multidimensional construct whose measurement is based on several factors. Performance appraisal is one of the most challenging tasks that the HR department in most organizations must regularly undertake. If performance appraisal is not conducted perfectly, it can cause a ripple effect among staff, leading to unfair and ineffective results. According to Armstrong (2014), line managers have the crucial duty of ensuring the success of performance management. Senior management plays a pivotal role in managing and effectively deploying organizational resources to fulfill organizational objectives. To assist managers in meeting their obligations, numerous tools, frameworks, and techniques are available. These tools help ensure that performance appraisals are conducted accurately and fairly, contributing to overall organizational effectiveness and employee satisfaction.

According to Babagana, Mat, and Ibrahim (2019), organizations in Europe have implemented performance appraisals to assess their workers' performance, better understand their capabilities, identify skills gaps, and develop appropriate training programs. Organizations are typically established to achieve specific goals, expressed as organizational objectives and targets, which drive their day-to-day operations. Performance appraisals are used as a tool to enhance competitiveness by creating a competitive edge in a highly competitive business environment. This practice helps organizations align their employee development and empowerment programs with the attainment of organizational objectives (Balaraman, Gebre, Berhe, & Priya, 2018). By using performance appraisals, organizations can effectively manage and improve their overall performance.

According to Makokha, Namusonge, Kanali, and Chepkorir (2017), performance appraisals have been implemented in many organizations to evaluate task execution among staff, aiding in the realization of organizational objectives. It is common practice for management teams to evaluate employee performance by comparing it to set targets to identify any variations. It is crucial for organizations to appraise their staff to assess their performance, identify challenges, and find ways to mitigate these challenges for improved performance. Organizations need to exploit available resources effectively to achieve a competitive position that is difficult for rivals to match. Unique human resources have been identified as one of the key sources of an unrivaled competitive position, particularly if employees possess unique skills, experience, and expertise. By conducting performance appraisals, firms can better understand and utilize their human resources to maintain and enhance their competitive edge.

Ngari and Ndirangu (2015) investigated performance evaluation as a strategic tool in Human Resource Management and its effect on performance within investment management firms in Kenya. Their findings revealed that effective communication channels, integrity, and dependability significantly influenced organizational performance. However, the study did not explore other aspects of human resource management practices. In a related study, Otuko, Kimani, and Douglas (2015) examined HRM practices at Mumias Sugar Company, focusing specifically on employee performance rather than overall organizational performance. This highlights the need for further research into the relationship between HRM practices and organizational performance across various industries to develop accurate and effective management protocols (Reynolds, 2014). For

organizations in their developmental stages, understanding the impact of different HR practices on organizational performance is especially crucial (Singh & Kass, 2016).

Kagama and Irungu (2018) conducted a study in Kenya to explore the impact of performance appraisal criteria on worker productivity. Their findings indicated a positive relationship between production and both feedback and appraisal standards. However, their research solely focused on overall production levels among personnel without comparing them to specific targets, resulting in a lack of comprehensive productivity analysis. Additionally, while Kagama and Irungu examined feedback, rewards, and criteria, they overlooked the crucial aspect of training, which is addressed in the current study.

Chebet's (2019) research underscores the importance for Kenyan county governments to adopt strategies that enhance employee productivity to achieve desired outcomes amidst a competitive organizational landscape. One highlighted challenge is the migration of individuals from previous positions to seek employment in county governments following the devolution of the national government. However, only a minority (20%) of county government positions are contract-based, with the majority (80%) being long-term roles. Through the implementation of performance objectives and criteria, providing feedback and recognition, fostering collaboration, and offering opportunities for training and development, the performance appraisal system has effectively improved performance in Kenya's county government offices. To retain its workforce and ensure sustained high performance, the county government must implement the strategies recommended in this study.

Ushakov (2021) suggests that well-organized and effectively implemented performance appraisals among staff can improve the speed and quality of decision-making processes. The information gathered during appraisals can be valuable for planning and executing promotions, making career choices, and facilitating transfers and secondments. It allows management to identify areas where additional efforts are needed to enhance performance outcomes. Additionally, the results of performance appraisals can help align the expectations of management and other staff members for improved performance (Mwangi and Njuguna, 2019). Furthermore, management can utilize performance appraisal processes to motivate employees in carrying out their duties effectively, thereby contributing to the achievement of preset objectives. The outcomes of performance

appraisals can guide organizational activities such as the distribution of bonuses, career advancement, and promotions. They also assist management in setting targets for the next period in a manner that is easily understood and managed by staff. Through target setting, organizations can focus their production processes to ensure that objectives are achieved. By establishing targets for all employees early on and periodically monitoring progress, organizations can address any deviations in a timely manner. This ensures that employee roles and key performance indicators are aligned with the organization's expectations.

In their investigation in Kenya, Monari and Wanjau (2022) found that the adoption of performance evaluation practices by companies depends on factors such as management support, employee capabilities, and financial resources. Despite these factors, companies aiming for rapid growth through improved employee performance are increasingly favoring performance evaluation methods that align employee and organizational objectives. Makokha, Namusonge, Kanali, and Chepkorir (2017) highlighted that several factors contribute to heightened employee performance, including a fair and thorough selection process, comprehensive training programs, effective communication channels, and regular engagement between employees and management. They argued that a well-designed employee performance evaluation system is crucial for enhancing work performance by setting clear benchmarks for assessing organizational success or failure. Research on public universities in Nakuru County, Kenya, emphasized the importance of incorporating job-related aspects into performance evaluation systems. These aspects include opportunities for training and development, promotion criteria, and specific responsibilities within the organization. By addressing these elements, performance evaluation systems can significantly enhance employee performance and contribute to organizational success.

Kariuki (2017) examined the impact of performance appraisals on employee performance in the banking sector. Using a descriptive research method, the study included all 479 employees from 51 branches and collected data through self-administered surveys. The findings revealed that performance appraisal methods, combined with fair compensation and administrative support, enhanced employee productivity by improving job satisfaction. Additionally, these appraisal techniques increased employee motivation through performance-based rewards, equitable compensation, and favorable working conditions. The study also indicated that performance evaluations facilitated employee career advancement by promoting job development, aligning

employee performance with organizational goals, and strengthening the link between rewards and performance.

Lotich (2018) emphasizes that performance appraisals are effective only when integrated into a comprehensive performance management system. Conducting appraisals merely as a formality is unproductive. However, organizations that incorporate appraisals within a broader performance management framework and align them with business goals gain a strategic advantage. Lotich highlighted several benefits of performance appraisals, including documentation, structure, and feedback, clarity of expectations, annual planning, and employee motivation. Performance appraisals contribute to employee motivation and satisfaction by recognizing employees' efforts, which demonstrates genuine interest in their performance. This recognition enhances employees' sense of worth, commitment, and belonging to the organization, fostering a family-like culture and reducing absenteeism and turnover rates. Additionally, performance appraisals support self-development and career advancement, significant benefits for employees. Through feedback and identification of areas for improvement, employees can create developmental plans with their managers to enhance their skills and contribute more effectively to the organization. This process not only addresses long-term developmental goals but also fosters employee commitment, loyalty, and strengthens organizational culture.

Begum, Sarika, and Sumalatha (2015) conducted research on performance appraisal in both private and public sectors, examining its influence on organizational effectiveness and efficiency through regular employee evaluations. Despite the considerable scholarly attention devoted to performance appraisals and organizational effectiveness, there exists a noticeable research gap regarding the specific applications of performance appraisals and how these processes contribute to corporate effectiveness. This study addresses this gap by exploring the organizational uses of appraisal systems. Through a thematic literature review, the research assesses the benefits and applications of performance appraisal outcomes within organizations. The findings indicate that organizations utilize employee performance appraisal results to enhance motivation, foster corporate communication, facilitate employee training and development, and improve overall corporate success or effectiveness. The study suggests that organizations should view employee performance appraisals not solely as an annual event but as an ongoing activity and a valuable resource that can significantly contribute to organizational success. Furthermore, the study enriches the existing body

of knowledge by developing a model of performance appraisal outcomes, demonstrating how performance appraisal practices positively influence organizations. It also lays the groundwork for empirical testing, particularly in the context of developing countries.

Luis and Gomez (2017) emphasize the crucial role of performance appraisals in small and medium-sized enterprises (SMEs). Their research underscores the importance of feedback in improving organizational performance. Performance appraisals provide employees with clear expectations and regular feedback on their performance, making them invaluable for aligning individual efforts with the organization's strategic goals. This system of clarity and feedback helps employees understand their roles better, strive for higher performance standards, and contribute more effectively to achieving organizational objectives.

Evans et al. (2021) conducted an evaluation of the performance appraisal system and its impact on employee productivity, specifically focusing on the Ghana Education Service (GES). Employing a descriptive study design, the research involved a population of 153 individuals, from which a sample size of 108 respondents was selected using both probability and non-probability sampling methods. Data analysis was conducted utilizing tables and bar charts. The main finding of the study revealed that the GES only implemented performance appraisals when teachers were up for promotion. Additionally, the findings indicated a negative relationship between performance appraisal and the productivity of teachers.

Wachiuri (2018) investigated how performance appraisals contribute to evaluating organizational performance. Employing a descriptive research design, the study surveyed 50 KPMG employees via questionnaires, with 42 respondents providing completed questionnaires. Data analysis utilized SPSS software, incorporating both descriptive and inferential statistics, and the findings were presented through figures and tables. The analysis revealed strong employee acceptance regarding the clarity of targets set to achieve organizational goals and their alignment with organizational objectives. Additionally, the study found that performance appraisal methods effectively identified employees' strengths and weaknesses, with respondents noting that performance data was easily accessible. Regression analysis of objective-based assessment variables on organizational performance demonstrated that variations in objective-based appraisals explained 91.6 percent of the performance variance. Moreover, the majority of respondents perceived 360-degree feedback

as objective and aligned with organizational goals. Importantly, areas for improvement identified through 360-degree assessments were seen as opportunities for self-improvement rather than just scoring metrics. Regression analysis indicated that differences in 360-degree appraisals accounted for 89.4 percent of the performance variance.

Moraa and Datche (2019) conducted research to assess the influence of performance appraisal on employee performance at NHIF head offices. Their findings revealed a positive association between performance evaluations and employee performance, suggesting that such assessments contribute to improved employee performance. Similarly, a study investigating the advantages of performance appraisals at Kenyan colleges supported the notion that these evaluations enhance individual productivity, thereby positively impacting overall organizational performance. Another study by Mulwa and Weru (2017) concentrated on commercial banks in Kitui Town, Kitui County, Kenya, examining the effect of performance management systems on employee performance. This investigation, involving 118 employees and employing questionnaires for data collection, yielded several significant findings. Firstly, the introduction of a performance management system was found to boost employee performance by providing a reliable mechanism for evaluating performance. Additionally, it was observed that these systems enhance staff competency, aiding organizations in achieving their objectives. The study also emphasized that performance management systems enable employees to establish personal goals aligned with organizational objectives. Furthermore, by identifying skill gaps through performance assessments, organizations can address these deficiencies through targeted training initiatives, thereby enhancing staff competence and overall performance. Collectively, these studies underscore the significance of performance evaluation and management systems in enhancing employee performance, organizational efficiency, and goal attainment.

According to Takeuchi et al. (2007), performance appraisal is perceived by employers as a method to critically evaluate employees' performance based on measurable outcomes. This process includes a shared goal that focuses on providing feedback for employees' development and enhancing team performance. Nassazi (2013) defines employee output as the outcomes of individuals in terms of processes, outcomes, significance, and achievement. Arinanye (2015) identifies productivity, quality, efficiency, effectiveness, and attendance as key indicators of employee performance. These indicators reflect the cumulative accomplishment of a given mission, assessed against predefined

expectations of accuracy, cost, and speed. Performance appraisal serves as a systematic approach to improving operational productivity by enhancing the performance of individuals within an organization. It involves a well-designed formal interaction between employers and employees, characterized by continuous observation and assessment of employee performance.

Kanisa and Makokha (2017) investigated the impact of performance appraisals on organizational performance, focusing on employee productivity and organizational efficiency within a public secondary school in the Central Pokot Sub-county. The theoretical framework for this study drew upon various theories, including Maslow's Hierarchy of Needs Theory, Expectancy Theory, Herzberg's Two-Factor Theory, Goal Setting Theory, and Agency Theory. Employing a descriptive survey design, the research targeted a sample size of 170 teachers from a total population of 300 teachers in Pokot Central Sub County. Data collection involved administering questionnaires to the participants. A pilot study conducted in ten schools was excluded from the final analysis. Data were collected and entered using the Statistical Package for Social Sciences (SPSS) version 2.0, then analyzed using descriptive data analysis methodology and presented in frequency tables. The study aimed to provide insights to Pokot Central Sub County in developing improved methods for evaluating employee performance to promote organizational development. Additionally, it aimed to offer managerial insights to enhance employee job satisfaction, thereby improving both organizational and staff performance.

Butali and Njoroge (2018) conducted a study to evaluate the influence of performance appraisal on organizational performance and to investigate how organizational commitment moderates this association. Utilizing a descriptive survey design, the research focused on three companies listed on the stock exchange. The study involved a total population of 5,866 employees across these three companies. Findings revealed that performance appraisal had a significant impact on organizational performance. Furthermore, the study identified affective commitment, continuance commitment, and normative commitment as moderators in the relationship between performance appraisal and organizational performance.

Ahmed and Nganga (2019) argue that feedback from performance evaluations plays a crucial role in identifying both strengths and weaknesses in employees, facilitating their skill enhancement and overall performance improvement. This feedback not only fosters employee engagement,

motivation, job satisfaction, and commitment to the organization, as previous research has shown (Heaphy & Dutton, 2008), but also improves communication between managers and employees. It assists in clarifying expectations, setting goals, and guiding improvement efforts. Moreover, when both managers and employees participate in goal setting, competency discussions, career growth planning, and motivation, performance and accountability are enhanced (Kim et al., 2019). Despite these benefits, not all businesses provide adequate feedback to their employees. Some managers may intentionally withhold feedback due to competing management responsibilities, lack of formal evaluation procedures, or failure to utilize existing procedures (Kagama & Irungu, 2018; DeNisi & Murphy, 2017). This underscores the importance of establishing clear feedback mechanisms within organizations to optimize employee development and enhance organizational performance.

A robust performance appraisal system, when implemented in an unbiased manner, is likely to foster a sense of fairness and justice among employees. Therefore, a merit-based performance appraisal system, free from biases, serves as an important tool in improving organizational productivity. According to reward theory, job satisfaction has a strong association with the creation of policies for performance appraisal and promotion. Studies have demonstrated that changes in the ranking system, particularly moving from a lower to a higher level, enhance employee motivation and consequently boost organizational productivity. Organizations with a strong performance culture consistently strive to acknowledge and reward valuable contributions made by employees. Managers in such high-performing organizations continuously recognize exemplary contributions made by their employees through rewards, whether tangible or non-tangible.

#### **2.3.4 Organization performance**

Organizational performance is a crucial metric for evaluating how effectively a firm utilizes its resources to achieve its objectives (George, 2017). It encompasses not only the tangible outputs or outcomes of a business compared to its intended outputs but also the efficiency and effectiveness with which these results are achieved. According to Richard and Devinney, organizational performance revolves around three key areas: Meeting Shareholder Expectations and Delivering Economic Value which is the aspect focuses on the company's ability to generate value for its shareholders, which is often measured through metrics like share price appreciation, dividends, and overall return on investment. Achieving Financial Performance and Investment Targets- This area involves assessing the firm's financial health and stability, typically through financial metrics such as revenue growth, profit margins, return on assets, and other financial ratios that indicate how well

the company is managing its finances and investments, Enhancing Production Capability which refers to the company's ability to improve its production processes and capabilities, which includes innovation, operational efficiency, and capacity utilization. It also involves evaluating how well the organization can adapt to changing market conditions and technological advancements to maintain a competitive edge. In essence, organizational performance is a multi-dimensional construct that provides a comprehensive view of how well a company is achieving its strategic goals and utilizing its resources effectively to sustain and grow its business in a competitive environment.

According to Ganeshkumar and Nambirajan (2013), organizational performance can be measured by several factors, including market share, sales growth, profit margin, overall product quality, overall competitive position, the quality of services offered to citizens, and customer feedback. The approach to measuring firm performance can be divided into two categories: financial measures and non-financial measures. Alternatively, firm performance can be measured by financial measures and strategic measures. Non-financial measures encompass aspects such as customer satisfaction, employee satisfaction, environmental performance, social performance, efficiency, effectiveness, and relevance. These non-financial indicators provide a broader understanding of an organization's overall health and long-term sustainability, complementing the insights gained from financial metrics. By integrating both financial and non-financial measures, organizations can gain a comprehensive view of their performance, identify areas for improvement, and strategically align their resources to achieve their objectives.

According to Bibhuti (2008), as cited in Salau, Adeniji, and Oyewunmi (2014), organizational performance is measured by a firm's ability to achieve its goals through factors such as employee retention, a comprehensive management approach, internal motivation, heightened commitment, job satisfaction, and career advancement opportunities. These elements significantly influence organizational success. Meyer, Paunonen, Gellatly, Goffin, and Jackson (1989) add that for a company to achieve optimal performance, it must focus on enriching employees' roles and fostering adaptability to drive strategic change in pursuit of its objectives.

Scholars such as Salau, Adeniji, and Oyewunmi (2014) argue that sustaining organizational performance necessitates factors like organizational commitment, customer satisfaction, employee retention, capacity building, job satisfaction, and overall business success. It has been shown that organizational performance is linked to the effective and efficient use of organizational resources

(Robbins, Judge, and Sanghi, 2009), suggesting that businesses must provide services promptly while conserving resources.

According to Thatia (2019), emphasized the interconnectedness of an organization's operational performance with its human resources, processes, and technology. Individual competency is identified as a pivotal factor in determining operational efficiency, especially in the efficient delivery of high-quality products and services. According to Nyaema & Wambua (2019), human resource management (HRM) practices such as recruitment, training, compensation, and performance management play a substantial role in improving employee competence, thus promoting higher performance standards within organizations. Traditionally, assessments of organizational performance have predominantly relied on financial indicators.

According to Edeh & Dialoke (2020), in the context of service companies in Austria, underperformance is often attributed to insufficient attention to human resources. They emphasize the importance of effective human resource planning, which should consider industry-specific challenges and requirements to ensure that the workforce possesses the necessary skills and that the organization's financial resources can adequately support employee needs. Furthermore, Anwar (2017) notes that organizational performance encompasses various dimensions, including sustainability, profitability, stakeholder satisfaction, and adaptability to environmental changes. It is not solely assessed based on financial measures but also considers the satisfaction levels of both customers and owners. Fujimoto & Härtel (2017) define organizational performance as the extent to which an organization attains its objectives, meeting the criteria of both customer and owner satisfaction.

In summary, organizational performance is a multifaceted concept that extends beyond financial metrics. It includes factors such as effectiveness, efficiency, stakeholder satisfaction, and adaptability. This performance is influenced by human resource management practices, individual proficiency, and the organization's ability to achieve its objectives while meeting the needs of its stakeholders.

## **2.4 Research Gaps**

While Human Resource Planning Practices (HRPP) have been widely linked to improved organizational performance, most studies focus on private or national-level institutions, often in

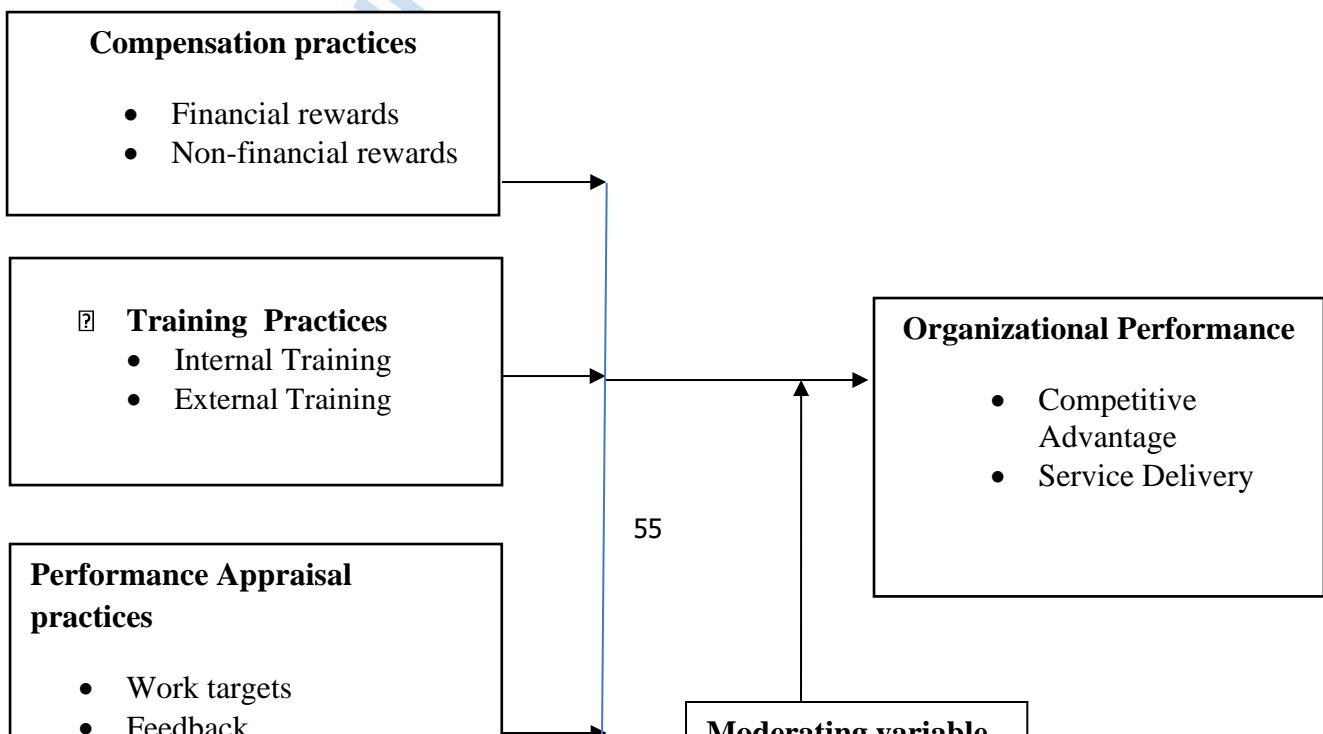
international settings. There is limited research on HRPP in Kenya’s county governments, and none specifically addressing Busia County. This study aims to fill that gap by examining how compensation, training, and performance appraisal affect performance in the Busia County Government, contributing to localized insights in strategic HR management within devolved units.

## 2.5 Conceptual Framework

A conceptual framework, according to Hislop et al. (2018), is a visual tool that depicts the relationships between variables and offers a schematic overview of a research problem. In this study, the dependent variable is Organizational Performance, which is measured by criteria like effectiveness, quality of work, and efficiency. The independent variable is human resource planning practices, which include compensation practices, training and development practices, and performance appraisal practices. This conceptual framework guides the study.

### Independent Variables

### Dependent Variable



## **Figure 2: Conceptual Framework**

**Source: Author, 2021**



### **CHAPTER THREE**

#### **RESEARCH METHODOLOGY**

##### **3.1 Introduction**

This chapter outlines the methodology used for data collection and analysis, detailing the research design, target population, sampling, data collection tools, and analysis methods. It emphasizes the importance of ensuring validity, reliability, and ethical integrity throughout the study to produce trustworthy results.

##### **3.2 Research Philosophy**

Research is guided by two main philosophies: quantitative, which uses numerical data and structured methods to ensure objectivity and generalizability, and qualitative, which relies on non-numerical data collected through unstructured methods like interviews. A mixed approach combines both. This study adopts a quantitative philosophy, using structured questionnaires and

statistical analysis to ensure unbiased, reliable results that can be generalized to the whole population.

### 3.3 Research Design

The study employed a descriptive research design, which outlines the methodology for collecting and analyzing data, elucidating the methods utilized and their relevance to the research question (Gray, 2014). Orodho (2012) defines research design as the framework researchers utilize to explore specific questions or hypotheses, offering a framework for both data collection and analysis. Various types of descriptive research designs can be utilized when gathering information about individuals, organizations, environments, or phenomena in general (Cresswell, 2013). Additionally, the design incorporates a bias-protection system and ensures high levels of dependability. As outlined by Orodho (2012), the study aims to illustrate and portray the characteristics of a particular scenario and a group of individuals, community, or population, making a descriptive research design appropriate in this context.

### 3.4 Target Population

Berenson & Levine (2014) define the target population of a study as the entire group of individuals or objects intended for investigation. In this research, the target population includes all management staff members employed within the Busia County Government. This selection is purposeful, focusing on individuals who play a crucial role in the planning and execution of the county's policies and strategies. The target population consists of 300 management staff members. The study specifically targets those who have been employed within the county government for the past five years, as they are presumed to have the necessary knowledge and experience regarding the county's Human Resource

**Table 3.0.1 Target Population**

<b>Level of Management</b>	<b>Target Population</b>
<b>Top-level Management</b>	<b>40</b>
<b>Middle-level Management</b>	<b>100</b>
<b>Lower-level Management</b>	<b>160</b>
<b>Total</b>	<b>300</b>

*Source: Data Obtained from Busia County Head Office (2021)*

### 3.5 Sample Size

Sampling entails choosing a subset of units from the target population to serve as the foundation for generalization (Kumar, 2014). In research, it is crucial to select a sample that accurately represents the broader population (Latham, 2007). The study utilized the Yamane Taro (1967) formula to determine the sample size. This formula calculates the necessary sample size based on the target population and the maximum allowable margin of error, known as the sampling error. Mathematically, the formula is expressed as follows:

$$n = \frac{N}{1+Ne^2}$$

Where:

- $n$  represents the sample size.
- $N$  denotes the population size.
- $e^2$  signifies the margin of error, typically set at 0.05.

**Table 3.0.2 Sample Size**

Level of Management	Target Population	Sample Size
Top-level Management	40	23
Middle-level Management	100	58
Lower-level Management	160	92
<b>Total</b>	<b>300</b>	<b>173</b>

Source: Busia County Head Office (2021)

### 3.6 Data Collection Instruments

The researcher used the use self-administered questionnaires for data collection, a widely accepted method in research, particularly effective for obtaining descriptive data. According to Gay and Airasian (2003), questionnaires are efficient for gathering descriptive information because they are simple to administer and can reach a large number of respondents quickly and at minimal cost. The study employed semi-structured and open-ended questions to guide respondents in providing insights into the research area while allowing them to freely express their opinions. A five-point Likert scale, ranging from strongly agree to strongly disagree, will be used for the semi-structured questions, offering a structured framework for respondents to communicate their views clearly. Gall et al. (1996) emphasize that questionnaires are cost-effective and time-efficient tools for data collection, particularly advantageous when seeking opinions from a large respondent pool. In this study, self-administered structured questionnaires were used to gather opinions from the

management staff of the Busia County Government headquarters, ensuring consistency and efficiency in data collection. Additionally, secondary data was used to complement the primary data, providing both theoretical and empirical perspectives relevant to the research topic. Overall, employing self-administered questionnaires with semi-structured questions and Likert scales represents a practical and efficient approach for collecting data on the training practices adopted by the Busia County Government and their impact on employee resourcefulness and productivity.

### **3.7 Pilot Test**

Piloting involves the initial testing of research questions within an instrument to ensure they are understandable and correctly interpreted by respondents (Kumar, 2014). In line with this study's methodology, piloting was conducted on a 10% subset of a sample from outside the study site but experiencing similar conditions. This approach helps the researcher identify challenges faced by respondents and revise the wording to enhance clarity and remove ambiguities. Subsequently, the researcher will assess the reliability and validity of the questionnaires.

#### **2.3.1 Reliability of Research Instruments**

As per Mugenda and Mugenda (2008), the Cronbach's Alpha coefficient, which is utilized in SPSS, is employed to evaluate reliability. Reliability measures the consistency of a research instrument across multiple uses, indicating its dependability. Measurement reliability refers to an instrument's ability to consistently produce the same measurements under identical conditions with the same subjects (Bryman, 2015). Cronbach's alpha was utilized to assess the internal consistency and reliability of the questionnaire, as well as the internal consistency of the measurement tool. Introduced by Lee Cronbach in 1951, Cronbach's alpha evaluates the internal consistency of a test or scale. Generally, a reliability coefficient of 0.7 or higher is considered acceptable.

#### **2.3.2 Validity of Research Instruments**

Validity refers to the extent to which an instrument accurately measures what it is intended to measure (Kumar et al., 2012). Validating any results or conclusions drawn from data depends on the premise that the examined elements can be accurately measured or collected. Consequently, valid procedures and reliable conclusions are ensured. To guarantee validity, the research instruments undergo testing in a pilot study. The purpose of the pilot study is to assess the questionnaire's construct and content validity. The data obtained was used to refine questionnaire items and ensure the measurements encompass the theoretical and conceptual constructs of the

variables under study. Content validity was a key focus, ensuring comprehensive coverage of the subject matter. The construct validity of the questionnaire was verified with the help of experts, including university supervisors and other professionals in business administration.

### **3.8 Data Collection Procedure**

Before gathering field data, the researcher fulfilled all prerequisites. Approval letters was obtained from NACOSTI and Mount Kenya University to facilitate data collection. The researcher distributed the questionnaires to the appropriate respondents to gather the required information. Due to the busy schedules of the target respondents, the questionnaires were administered using a drop-and-pick-up-later method to minimize disruption to the organization's daily activities. After introducing the study officially, the researcher will seek guidance from the county office. Subsequently, a visit to the research site was made for familiarization, followed by scheduling appointments to administer the questionnaires to the relevant subjects. Once completed, the filled questionnaires were collected for subsequent analysis.

### **3.9 Data Analysis Techniques and Procedure**

The researcher began data processing by performing data cleansing to ensure the accuracy and completeness of the questionnaires. Quantitative data were entered into SPSS version 26 for analysis, while qualitative data were coded systematically to facilitate efficient interpretation. Descriptive statistics was employed to summarize the data and provide an overview of respondents' characteristics and their responses. Key measures such as mean, standard deviation, frequency distributions, and percentages were be calculated to describe the central tendency and variability of the data. To examine the relationships between dependent and independent variables, a multiple regression model will be used, with results presented in tables and graphs for clarity. Additionally, linear regression and ANOVA tests was conducted to explore and confirm the significance of these relationships. Statistical significance was evaluated at a 0.05 confidence level to guide the acceptance or rejection of the null hypothesis. Microsoft Excel was used alongside SPSS to generate appropriate tables and visualizations to enhance data presentation.

### **3.10 Model**

To clarify the association between organizational performance (y) and three predictor variables—employees' financial motivation (X1), employees' training (X2), and employees' performance

appraisals (X3)—a multiple regression model was employed. This relationship can be represented by the equation:

$$y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e.$$

In this equation:

- y represents the dependent variable
- X1-X3 denote the independent variables
- $\beta_0$  signifies the constant term
- $\beta_1$ - $\beta_3$  represent the regression coefficients
- e stands for the error term

### **3.11 Ethical Considerations**

Ethical considerations in research involve the careful management of both the subject matter and the individuals participating in the study, as well as the information they provide (Arifin, 2018). Research activities can impact individuals, especially regarding the disclosure of sensitive information during interviews, requiring careful attention to ethical standards at both personal and community levels. One major ethical concern is the potential risk of psychological harm related to the information participants choose to share. Therefore, when conducting sensitive research using both quantitative and qualitative methods—including face-to-face interviews—it is crucial to uphold strict ethical principles. Key ethical principles such as informed consent and voluntary participation will serve as the foundation of this study. Participants were fully informed about the purpose of the research and the expectations involved before they agree to participate. Furthermore, confidentiality and anonymity of all participants' information was strictly maintained to protect their privacy. Additionally, the researcher has obtained the necessary approvals from relevant authorities, specifically Mount Kenya University and the County Government of Busia, ensuring that the study complies with institutional and governmental ethical standards.



## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter focuses on analyzing, presenting, and interpreting the data collected to evaluate the impact of Human Resource Planning and Practices (HRPP) on the operational efficiency of the Busia County Government. The chapter was structured according to the research objectives by ensuring that the analysis stays aligned with the research objectives.

#### 4.2 Response Rate

The study achieved a high response rate of 95%, with 164 out of 173 senior management staff participating. This strong participation enhances the reliability and credibility of the findings. The responses were well-distributed across management levels—12% top-level, 33% middle-level, and 55% lower-level management—ensuring a representative sample. According to established benchmarks, a response rate above 70% is highly favorable, making this study's 95% rate exceptionally strong and supportive of valid, generalizable conclusions about Human Resource Planning Practices in the Busia County Government.

**Table 4.0.1 Response Rate**

Category	Response	Percentage
Top -Level Management	20	12%
Middle-Level Management	54	33%
Lower-Level Management	90	55%
<b>Total</b>	<b>164</b>	<b>95%</b>

*Source: Research Data (2024)*

The data presented in Table 4.1 serves as the foundation for the study's findings, analysis, interpretations, conclusions, and recommendations. Achieving a high response rate of 95%, the study ensures both reliability and representativeness of the collected data. The responses were well-distributed across different management levels, with 12% from top-level management, 33% from middle-level management, and 55% from lower-level management. This strong participation rate,

coupled with broad representation across management hierarchies, enhances the credibility of the study's outcomes. It provides a solid basis for assessing the impact of Human Resource Planning Practices (HRPP) on the operational efficiency of the Busia County Government.

### 4.3 Pilot Test

#### 4.3.1 Reliability Statistics

A pilot study was conducted at the County Government of Busia Headquarters, where 35 questionnaires, each containing 35 items, were distributed to 35 respondents. Among these, 28 completed questionnaires were returned. To assess the reliability of the questionnaire, Cronbach's alpha was utilized, yielding an overall reliability coefficient of 0.86. The reliability scores for individual variables were as follows: Compensation Practices (3 items):  $\alpha = 0.70$ , Training and Development Practices (7 items):  $\alpha = 0.70$ , Performance Appraisals (6 items):  $\alpha = 0.84$  and Organizational Performance (4 items):  $\alpha = 0.89$ . These values exceed the minimum acceptable threshold of 0.70, as recommended by Taber (2018), confirming the reliability of the survey instruments. The application of Cronbach's alpha ensured internal consistency, with calculations performed across all sections of the questionnaire. According to Bonett and Wright (2015), a Cronbach's alpha of 0.7 or higher is deemed acceptable and helps identify redundant or unnecessary variables. A summary of the reliability test findings is provided in **Table 4.3**.

**Table 4.0.2 Reliability test**

Variables	No of Items	Cronbach Alpha	Comments
Compensation Practices	3	.701	Accepted
Training and Development Practices	7	.705	Accepted
Performance Appraisals	6	.842	Accepted
Organizational Performance (Busia County Government)	4	.888	Accepted

#### 4.3.2 Validity Test

The study employed both construct validity and content validity to ensure the accuracy and relevance of the research instrument. Construct validity was established by structuring the questionnaire into distinct sections, each designed to collect data aligned with specific research objectives while maintaining consistency with the study's conceptual framework. Content validity was ensured through a thorough review by project supervisors, who assessed the relevance of each item to confirm that it effectively captured the intended information. Factor analysis was used to

assess construct validity, while expert evaluations verified content validity. These tests confirmed that the questionnaire was appropriately designed to measure the impact of Human Resource Planning Practices (HRPP) on the operational efficiency of the Busia County Government accurately.

#### 4.4 Demographic Characteristics of the Respondents

Respondents were asked to provide demographic details such as gender, age group, level of education, and years of professional experience. This information was essential for understanding their backgrounds and evaluating how these factors may influence the impact of Human Resource Planning Practices (HRPP) on the operational efficiency of the Busia County Government.

##### 4.4.1 Gender

The study revealed that out of 164 respondents, 46% were male and 54% were female, indicating a relatively balanced gender distribution with a slight female majority. This suggests that women occupy a significant share of managerial and administrative positions within the Busia County Government, highlighting progress in gender inclusivity in the public sector.

**Table 4.0.3: Gender**

Gender	Frequency	Percent
Male	75	46%
Female	89	54%
Totals	164	100%

Source: Field Survey Data (2024)

##### 4.4.2 Age

The study found that most respondents (48%) were aged 36–45, followed by 31% aged 25–35. Those over 45 years accounted for 18.3%, while only 2.4% were aged 18–25. This indicates a predominantly middle-aged workforce at Busia County Government, reflecting high experience and productivity levels. The presence of older employees also underscores the need for succession planning to ensure continuity as indicated in the Table 4.4 below.

**Table 4.0.4: Age Distribution**

Age (Years)	Frequency	Percent
18-25	4	2.4%

25-35	51	31%
36-45	79	48%
Above 45 years	30	18.3%

**Source: Field Survey Data (2024)**

#### 4.4.3 Years of Service in Current Position

Respondents were asked to indicate the duration of service in their current position. The results are presented below:

**Table 4.0.5 Years of Service**

Years of Service	Frequency	Percent
0-5	39	24%
5-10	67	40%
10 Years and Above	60	36%

**Source: Field Survey Data (2024)**

The findings indicate that 40% of respondents had served in their current roles for 5 to 10 years, while 36% had been in their positions for 10 years or more. Meanwhile, 24% of respondents had less than 5 years of experience in their current roles. These results suggest that a substantial portion of the workforce possesses considerable experience, which contributes to institutional memory and the continuity of service delivery. However, the presence of a notable percentage of employees with shorter tenures highlights the importance of effective staff transition management, including induction programs, training initiatives, and mentorship structures, to ensure organizational stability and sustained performance.

#### 4.4.4 Highest Level of Education

The study examined the educational qualifications of the respondents, and the results are presented in **Table 4.7**

**Table 4.0.6 Highest Level of Education**

Qualification	Frequency	Percentage
Postgraduate level	41	25%

<b>Undergraduate</b>	75	46%
<b>Secondary/ Certificate/Diploma</b>	47	28%
<b>Others (Higher Diploma)</b>	1	1%
<b>Totals</b>	<b>164</b>	<b>100%</b>

#### 4.5 Descriptive statistics for the variables

The study findings were analyzed using descriptive statistics, including mean, frequencies, percentages, and standard deviation. These statistical measures helped summarize respondents' perceptions regarding the impact of Human Resource Planning and Practices (HRPP) on the operational efficiency of the Busia County Government. To enhance clarity in data interpretation, response categories were consolidated as follows: "Strongly Agree" (1) and "Agree" (2) were merged into a single category labeled "Agree." "Strongly disagree" (5) and "Disagree" (4) were combined under "Disagree." The "Undecided/Don't Know" category remained distinct. This categorization provided a clearer understanding of the overall perspectives of respondents on HRPP's influence on operational efficiency.

##### 4.5.1 Impact of Compensation policy on the performance of Busia County Government

This section explores respondents' perspectives on how the Compensation Policy affects the performance of the Busia County Government. A 5-point Likert scale was used, with response options ranging from 1 ("Strongly Agree") to 5 ("Strongly Disagree"). Participants shared their views by responding to a series of questions aligned with the first research objective. The summarized findings are presented in the table below.

**Table 4.0.7: Compensation Policy**

No	Item Statement	1	2	3	4	5	Mean	SD
1	The county has developed policies regarding compensation. F	24	75	31	25	9	2.51	1.088
	%	15	46	19	15	5		
2	Employee compensation is administered equitably. F	7	33	54	53	17	3.24	1.028
	%	4	20	33	32	11		
3	Employees receive sufficient employment benefits. F	10	22	58	50	24	3.15	1.276

%	6	31	35	31	15		
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Table 4.7 indicates that 99 respondents (60.4%) either agreed or strongly agreed that the Busia County Government has established compensation policies. In contrast, 34 respondents (20.7%) disagreed or strongly disagreed, while 31 respondents (18.9%) were uncertain about the existence of such policies. The study findings, with a mean score of 2.51 and a standard deviation of 1.088, suggest that respondents generally perceive the county’s compensation policies positively. This implies that while the policies are acknowledged, there may still be varying levels of awareness or satisfaction regarding their implementation and effectiveness.

Regarding the fair distribution of employee compensation, 40 respondents (24.4%) agreed or strongly agreed that compensation is administered equitably within the county government. However, a larger proportion, 70 respondents (41.7%), disagreed or strongly disagreed, while 54 respondents (32.1%) remained uncertain. The mean score of 3.24 and a standard deviation of 1.028 reflect mixed perceptions, suggesting that concerns regarding fairness in compensation distribution are prevalent among employees. The study also examined employee perspectives on the adequacy of employment benefits provided by the county government. Findings indicate that 32 respondents (19.04%) agreed or strongly agreed that the benefits were sufficient. However, 74 respondents (44.04%) expressed dissatisfaction by disagreeing or strongly disagreeing, while 58 respondents (34.5%) remained uncertain. With a mean score of 3.15 and a standard deviation of 1.28, the results suggest a generally mixed perception, with a significant inclination toward dissatisfaction. This finding implies that while employees recognize the importance of employment benefits in supporting organizational objectives, many perceive them as inadequate. Such dissatisfaction could negatively impact motivation, employee retention, and overall performance, emphasizing the need for the county government to review and improve its benefits structure.

#### **4.5.2 Assessment of Training on the Performance of Busia County Government**

This section evaluates the influence of training on the performance of the Busia County Government. A 5-point Likert scale was employed, where: 1 = Strongly Agree, 2 = Agree, 3 = Undecided/Don’t Know, 4 = Disagree and 5 = Strongly Disagree. Respondents provided feedback on various questions related to Human Resource Planning and Practices (HRPP), with a specific focus on training. The findings are presented in the table below.

**Table 4.0.8 Training Practices**

No	Item Statement	1	2	3	4	5	Mean	Sd
1	All employees have equal opportunities for selection to attend training sessions. F	16	51	12	62	23	3.15	1.276
	%	10	31	7	28	14		
2	There is training needs Assessment process F	24	68	27	37	8	2.62	1.132
	%	15	41	21	23	5		
3	The county government sponsors workers for job training F	7	72	24	46	15	2.94	1.123
	%	4	43	14	28	9		
4	Staff trainings are properly scheduled F	10	31	35	70	18	3.34	1.093
	%	6	19	21	43	11		
5	Staff trainings are relevant to work requirements F	20	91	15	31	7	2.48	1.065
	%	12	56	9	9	19		
6	Trainings given to staff are adequate F	11	43	18	73	19	3.28	1.170
	%	7	26	11	44	12		
7	Staff trainings have improved service delivery of the county government F	13	102	18	26	5	2.44	0.954
	%	8	62	11	16	3		
	<b>Valid N</b>	<b>164</b>						

The findings presented in Table 4.7 indicate that 85 respondents (51.8%) disagreed with the statement that all employees have equal opportunities for selection to attend training sessions, encompassing both those who strongly disagreed and those who disagreed. Conversely, 67 respondents (40.8%) expressed agreement, while 12 respondents (7.3%) remained undecided. Additionally, the analysis of means and standard deviation suggests a neutral to positive perception regarding equal training opportunities. The mean score was 3.15, with a standard deviation of 1.276, implying that while some respondents acknowledge the availability of equal training opportunities, a considerable proportion perceives gaps in their implementation within the Busia County Government.

Regarding the existence of a training needs assessment process, 92 respondents (56.1%) either agreed or strongly agreed with the statement, while 45 respondents (27.4%) disagreed, and 27 respondents (16.4%) remained undecided. The study findings, derived from mean and standard deviation analysis, reveal an overall positive perception of the training needs assessment process, with a mean score of 2.62 and a standard deviation of 1.132. These results indicate that, while the majority acknowledge the presence of a training needs assessment process, a portion of respondents remain uncertain about its implementation.

The study also examined employee perceptions regarding the county government's sponsorship of job training programs. Results showed that 79 respondents (48.2%) agreed that the county government sponsors workers for job training, while 60 respondents (36.6%) disagreed. Additionally, 24 respondents (14.6%) were undecided or unaware of whether such sponsorship exists. The computed mean score of 2.94 and standard deviation of 1.123 indicate a generally positive leaning, though not overwhelmingly so. This suggests that while a notable proportion of employees recognizes the county government's efforts to support job training, a considerable level of uncertainty and skepticism persists among a significant segment of respondents. This ambivalence could stem from inconsistent communication, unequal access to training opportunities, or varying experiences across departments.

The study sought to evaluate employees' perceptions regarding the scheduling of staff training within Busia County Government. Findings revealed that 88 respondents (53.7%) either strongly disagreed or disagreed that training sessions are properly scheduled, while 41 respondents (25%) either strongly agreed or agreed. An additional 35 respondents (21.3%) were undecided or uncertain about the scheduling process. The analysis, with a mean score of 2.94 and a standard deviation of 1.123, indicates a general tendency toward disagreement regarding the adequacy of training schedules. This suggests that many employees perceive the scheduling process as ineffective, potentially due to short notice, lack of consultation with staff, or scheduling conflicts with work responsibilities. These findings highlight an opportunity for the county government to improve the planning and communication of training schedules to better align with employees' work commitments and availability.

The study also examined whether staff training provided by Busia County Government is relevant to employees' job requirements. Findings indicated that 111 respondents (67.7%) either strongly agreed or agreed that the training programs align with their job roles. Conversely, 38 respondents (23.2%) strongly disagreed or disagreed, while 15 respondents (9.2%) were undecided. The analysis, reflected in a mean score of 2.48 and a standard deviation of 1.065, suggests that respondents generally perceived the training programs as meaningful and applicable to their roles. This indicates that most employees find the training relevant, which could contribute positively to their performance and the county's operational efficiency. However, the presence of some level of disagreement and uncertainty highlights the need for regular evaluation and customization of training content to ensure continued relevance across all departments and job functions.

Regarding the adequacy of staff training, 92 respondents (56.1%) either disagreed or strongly disagreed that the training provided was sufficient, while 54 respondents (32.9%) strongly agreed or agreed. Additionally, 18 respondents (11%) were undecided. The study findings, expressed in terms of a mean score of 3.28 and a standard deviation of 1.170, indicate that respondents generally viewed the training as inadequate. These results suggest that a significant number of employees believe the training offered by the county government is insufficient, pointing to a critical area for improvement. Enhancing both the frequency and quality of training programs could help address these concerns, ensuring that employees are equipped with the necessary skills to enhance their productivity and contribute effectively to the county's operational efficiency.

The study also evaluated whether staff training has contributed to improved service delivery within the county government. The results showed that 115 respondents (70.1%) either agreed or strongly agreed that training had a positive impact on service delivery, while 31 respondents (18.9%) disagreed. Additionally, 18 respondents (11%) remained neutral. The analysis yielded a mean score of 2.44 and a standard deviation of 0.954, indicating that a significant majority of participants recognize the role of training in enhancing service quality. These findings underscore the need for continued investment in training programs to maintain and further improve service delivery within the county government.

### 4.5.3 Effects of Performance Appraisal on the Performance Busia County Government

The third specific objective of this study was to examine the effects of performance appraisal on the performance of the Busia County Government in Kenya. A 5-point Likert scale was utilized, where 1 indicated "Strongly Agree," 2 represented "Agree," 3 signified "Undecided/Don't Know," 4 denoted "Disagree," and 5 indicated "Strongly Disagree." Respondents were required to indicate the extent to which performance appraisal affects the performance of the Busia County Government. The results are summarized in Table 4.9 below:

**Table 4.0.9 Performance Appraisal**

No	Item Statement	1	2	3	4	5	Mean	Std
1	Employees are assigned periodic work goals.	29	94	20	10	11	2.27	1.04
	%	18	53.3	12.2	6.1	6		
2	Work targets are appraised using effective methods	13	109	16	18	8	2.38	0.955
	%	7.9	66.6	9.8	11	4.9		
3	Employee performance is reviewed and feedback given to accordingly	13	49	30	64	8	3.03	1.10
	%	7.9	29.9	18.3	39	4.9		
4	Work targets are well monitored and evaluated	14	69	24	49	8	2.8	1.11
	%	8.5	42.1	14.6	29.6	4.9		
5	Employees are satisfied with the results of performance appraisals	11	55	33	54	11	2.99	1.10
	%	6.7	33.5	20.1	32.9	6.7		
6	Performance appraisals have improved service delivery of the county government	8	94	20	35	7	2.63	1.01
	%	4.9	57.3	12.2	21.3	4.3		
	<b>Valid No</b>	<b>164</b>						

The results presented in Table 4.8 reveal that 71.9% of the respondents agreed with the statement that employees are assigned periodic work goals. This figure includes both those who agreed and those who strongly agreed with the statement. In contrast, 12.8% of the respondents disagreed, while 12.2% were undecided or did not know whether employees are assigned periodic work goals. Additionally, the study findings, expressed in terms of means and standard deviation, indicate that respondents generally agreed with the statement about the assignment of periodic work goals, with a mean score of 2.27 and a standard deviation of 1.04. This suggests a strong recognition among

respondents of the practice of setting periodic work goals, which may contribute positively to performance within the Busia County Government.

Regarding the statement that work targets are appraised using effective methods, 74.3% of respondents agreed, while 15.9% disagreed. Additionally, 18.3% were undecided. The study findings indicate that respondents generally agreed with the effectiveness of the methods used to appraise work targets, as reflected by a mean score of 2.38 and a standard deviation of 1.0. This suggests that the majority of respondents hold a favorable perception of the appraisal methods employed by Busia County Government. Such positive perceptions imply that the existing appraisal processes are viewed as reasonably fair and effective in evaluating employee performance. However, to maintain and further enhance this confidence, continuous review and improvement of appraisal methods—including increased employee involvement in designing appraisal criteria—may be beneficial.

When asked whether employee performance is regularly reviewed and feedback provided accordingly, 43.9% of respondents disagreed with the statement, while 37.8% agreed. An additional 18.3% were undecided, indicating a level of uncertainty among some employees regarding the consistency and effectiveness of performance reviews and feedback processes. The findings, summarized by a mean score of 3.03 and a standard deviation of 1.1, suggest a neutral to slightly positive perception regarding the practice. This indicates that while a significant proportion of employees perceives gaps in the review and feedback process, there is also a notable group that acknowledges some level of feedback provision. These mixed perceptions highlight the need for strengthening performance review mechanisms, ensuring they are conducted consistently, transparently, and followed by timely, constructive feedback to support employee development and enhance organizational performance.

Regarding the statement that work targets are well monitored and evaluated, 50.6% of respondents agreed, while 34.8% disagreed, and 14.7% were undecided. The findings, expressed in terms of means and standard deviation, indicate a general agreement with this statement, yielding a mean score of 2.80 and a standard deviation of 1.11. This suggests that while a majority of respondents believe that work targets are effectively monitored and evaluated, there is still a notable portion who feel otherwise or are unsure about the effectiveness of the monitoring process.

Finally, on the statement that employees are satisfied with the results of performance appraisals, 66 respondents (40.3%) agreed, comprising both those who strongly agreed and those who agreed. In contrast, 39.7% disagreed, and 20.1% were undecided. The study findings indicate that respondents generally agreed with the statement regarding satisfaction with performance appraisals, yielding a mean of 2.99 and a standard deviation of 1.10. This suggests that while there is a notable portion of respondents who feel satisfied with performance appraisals, a significant number still express dissatisfaction or uncertainty regarding the outcomes.

Lastly, when respondents were asked whether performance appraisals have improved service delivery within the county government, 62.2% agreed with the statement, while 25.6% disagreed, and 12.2% were undecided or did not know. The overall mean score was 2.63, indicating that the majority of respondents agreed with the assertion that performance appraisals positively influence service delivery. The standard deviation of 1.01 suggests some variation in responses, reflecting differing perceptions among respondents regarding the impact of performance appraisals on service delivery within the county government.

#### 4.5.4 Performance of Busia County Government

The dependent objective of this study was to assess the performance of Busia County Government in Kenya. To achieve this, the study evaluated respondents' levels of agreement with various statements related to the county's performance. Responses were captured using a 5-point Likert scale, where: 1 = Strongly Agree, 2 = Agree, 3 = Undecided/Don't Know, 4 = Disagree, 5 = Strongly Disagree. The summarized findings from this analysis are presented in **Table 4.10 below**.

**Table 4.10: Organization Performance**

No	Item Statement	1	2	3	4	5	Mean	Std
1	Customers express satisfaction with the services provided by the county. F	9	72	10	54	19	3.03	1.21
		5.5	43.9	6.1	33	12		
2	There is provision of quality services by the county government F	9	83	23	61	18	3.16	1.16
		5.5	32	14	37	11		
3	Operations of the county government are efficient F	10	28	13	88	25	3.55	1.12
		6.1	17	7.9	54	15		
4	Customer expectations are met by the county government on delivery of services	6	30	14	90	24	3.59	1.01

		3.7	18	8.5	55	15		
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**Source: Field Survey Data (2021)**

The assessment of Busia County Government’s performance included an evaluation of customer satisfaction with the services provided. The results revealed that 49.3% of respondents agreed that customers express satisfaction with county services, while 44.5% disagreed, and 6.1% remained undecided. The mean score of 3.03 and a standard deviation of 1.21 suggest an overall neutral perception of customer satisfaction. While nearly half of the respondents hold a positive view, a significant proportion perceives customer satisfaction as lacking. These mixed responses highlight the need for Busia County Government to conduct a more in-depth review of service delivery processes and customer interactions. Enhancing service efficiency, responsiveness, and communication with the public could be instrumental in improving citizen satisfaction and overall organizational performance.

Regarding the provision of quality services, 56.1% of respondents agreed that Busia County Government delivers quality services, while 45.1% disagreed, and 14.0% were undecided. The mean score of 3.16 and a standard deviation of 1.16 indicate a generally positive perception of service quality among respondents. However, the significant proportion of disagreement suggests that there are areas in need of improvement. This emphasizes the importance of enhancing service delivery standards, responsiveness, and overall efficiency to further strengthen customer satisfaction.

In contrast, when assessing operational efficiency, 69% of respondents disagreed that Busia County Government operates efficiently, while only 23.2% agreed, and 7.9% were undecided. Interestingly, despite concerns regarding efficiency, respondents expressed a relatively positive view of customer satisfaction, with a mean score of 3.55 and a standard deviation of 1.12. This contrast suggests that while certain services may meet customer expectations, internal inefficiencies in operational processes could be limiting optimal service delivery. These findings highlight the need for the county government to enhance operational systems, streamline processes, and address resource management challenges to improve efficiency and service outcomes.

Lastly, when asked whether customer expectations are met by the county government, 69.5% of respondents disagreed with the statement, while 22% agreed, and 8.5% were undecided. The mean score of 3.59 and a standard deviation of 1.01 suggest that while respondents perceive a level of customer satisfaction with county services, there remains a significant gap between expectations

and actual service delivery. This indicates that the county government must address service gaps, enhance communication, and implement customer-centered strategies to align service provision with public expectations.

#### 4.6 Predictive Analysis

The study sought to determine which among the identified human resource planning practices has the strongest predictive power in explaining organizational performance in the County Government of Busia. To achieve this, a multiple regression analysis was conducted.

##### 4.6.1 Assumptions of Regression Model Test

To validate the multiple regression analysis, key assumptions were examined, including normality, homoscedasticity, autocorrelation, multicollinearity, and linearity. These assumptions are crucial for ensuring the accuracy and reliability of statistical inferences. The subsequent sections provide a detailed discussion of each assumption.

##### 4.6.2 Assumption of Linearity

To evaluate the assumption of linearity, Pearson’s correlation coefficients were calculated. This analysis aimed to determine the strength and direction of the relationships between the independent variables—Human Resource Planning Practices—and the dependent variable—Organizational Performance. Establishing linear relationships among these variables is essential for conducting parametric tests, particularly multiple regression analysis. The correlation analysis results are presented in Table 4.12 below.

**Table 4.6.1: Test for Linearity**

	<b>Compensation Practices</b>	<b>Training and Development Practices</b>	<b>Performance Appraisals Practices</b>	<b>Organization Performance</b>
<b>Compensation Practices</b>	1			
<b>Training and Development Practices</b>	.409**	1		
<b>Performance Appraisals Practices</b>	.386**	.488**	1	
<b>Organization Performance</b>	.385**	.444**	.353**	1

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

\*\* Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis summarized in Table 4.11 indicates significant positive relationships between the independent variables—Compensation Practices, Training and Development Practices, and Performance Appraisal Practices—and the dependent variable, Organizational Performance. The correlation between Compensation Practices and Organizational Performance ( $r = .385$ ,  $p < 0.01$ ) suggests that improved compensation practices enhance organizational performance. Training and Development Practices exhibited a stronger positive correlation with Organizational Performance ( $r = .444$ ,  $p < 0.01$ ), highlighting the critical role of employee training in boosting county performance. Similarly, Performance Appraisal Practices were positively correlated with Organizational Performance ( $r = .353$ ,  $p < 0.01$ ), underscoring the importance of regular performance evaluations in enhancing efficiency. These results confirm that the assumption of linearity was met, justifying the application of linear regression analysis in later sections of the study. Additionally, the findings reinforce the conclusion that human resource planning practices—specifically compensation, training and development, and performance appraisals—significantly and positively impact organizational performance in Busia County Government. Therefore, it is recommended that the county government strengthens these HR practices to enhance operational efficiency and improve service delivery.

#### 4.6.3 Normality Test

The normality test was conducted to assess whether the data followed a normal distribution, which is a key assumption for performing multiple regression analysis. This study utilized the Shapiro-Wilk test, recognized for its strong statistical power, particularly in cases with smaller sample sizes. The hypothesis was tested at a 0.05 significance level. The decision rule was as follows: If the p-value is less than 0.05, the null hypothesis ( $H_0$ ) is rejected, indicating that the data significantly deviates from normality, if the p-value is greater than 0.05,  $H_0$  is not rejected, suggesting that the data does not significantly differ from a normal distribution. Ensuring that the dependent variable (organizational performance) meets the normality assumption is essential for the validity of multiple regression analysis (Quataroli & Julia, 2012). The hypotheses tested were- $H_0$ : The data follows a normal distribution and  $H_1$ : The data does not follow a normal distribution. The Shapiro-Wilk test results are presented in Table 4.12 below.

**Table 4.6.2 Normality Test**

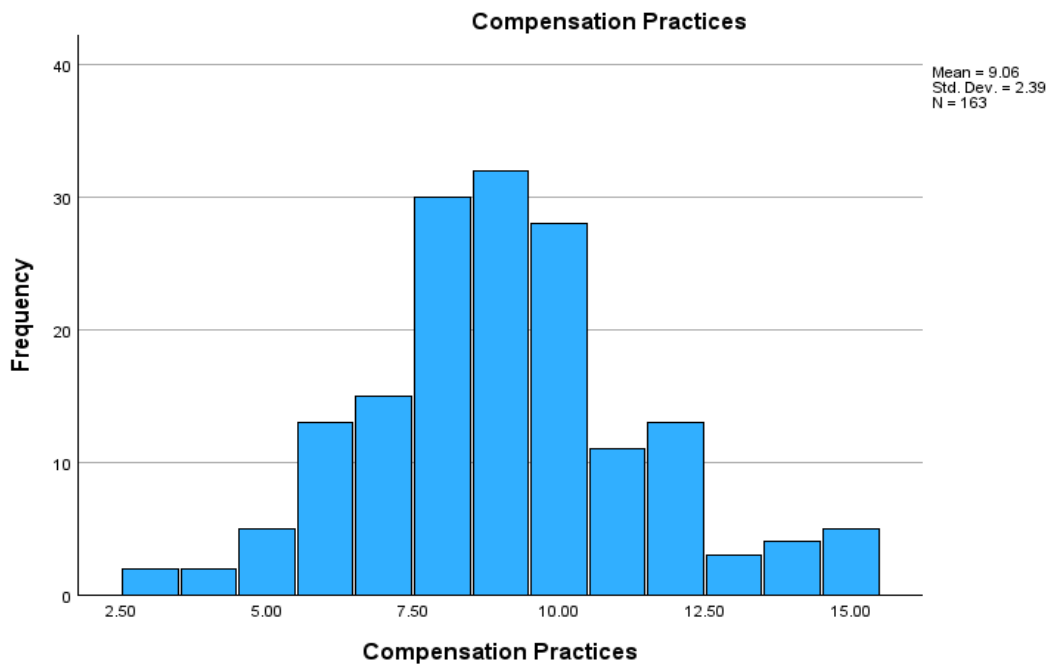
Tests of Normality
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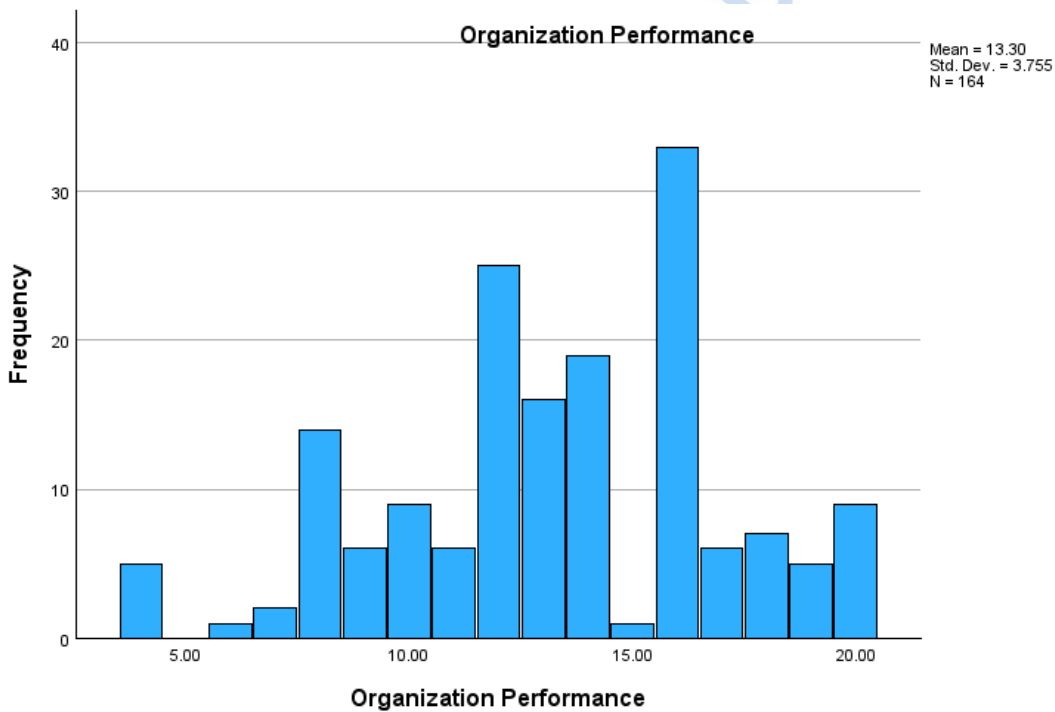
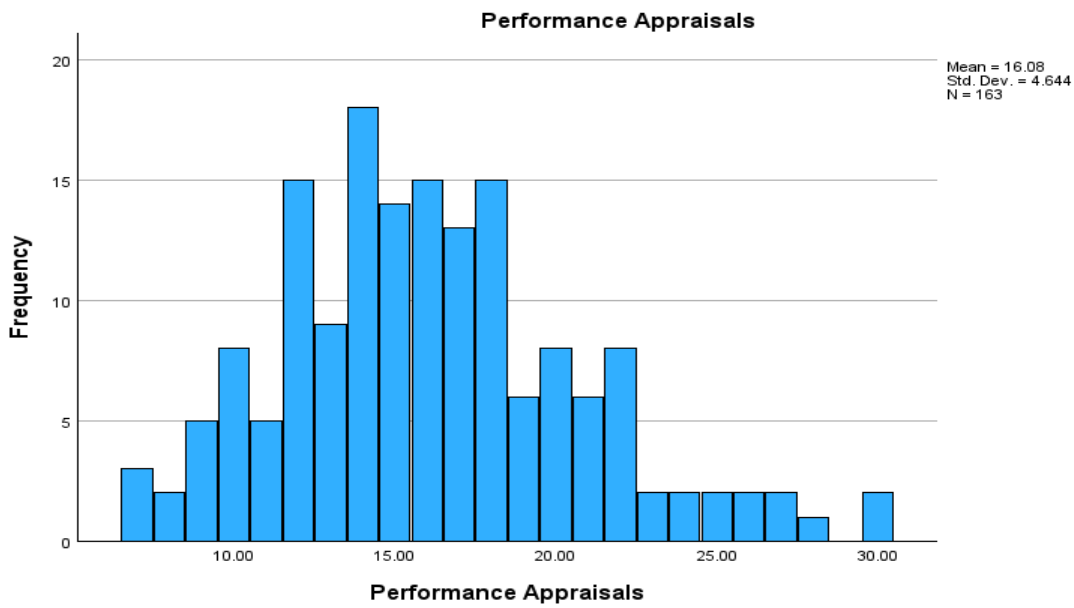
Variables	Shapiro-Wilk		
	Statistic	df	Sig.
Compensation Practices	0.799	5	0.790
Training and Development	0.845	5	0.179
Performance Appraisals	0.873	5	0.277
Organization Performance	0.889	5	0.354
<b>*. This is a lower bound of the true significance.</b>			
<b>a. Lilliefors Significance Correction</b>			

Source: Field Survey Data (2021)

The results of the Shapiro-Wilk normality test, as shown in Table 4.12, indicate that all variables have p-values greater than 0.05. This suggests that the data does not significantly deviate from a normal distribution. Consequently, the null hypothesis ( $H_0$ ) is not rejected, confirming that the variables—compensation practices, training and development, performance appraisals, and organizational performance—follow a normal distribution.

This finding supports the assumption of normality, allowing for further statistical analyses, including multiple regression. According to Field (2009), histograms can also provide a quick visual representation of data distribution. Therefore, histograms were utilized in this study to complement the normality assessment. Since regression and ANOVA analyses assume normally distributed data, the researcher further examined the extent to which the dataset aligned with a bell-shaped normal distribution.





#### 4.6.4 Multicollinearity

To evaluate multicollinearity among the independent variables, a correlation matrix was generated and analyzed. This matrix displays the correlation coefficients between each pair of variables, with a coefficient of 1 along the principal diagonal, representing the identity matrix. The initial analysis

(as shown in Table 4.9) indicated no significant multicollinearity among the human resource planning practices (Kothari, 2009). Further assessment of multicollinearity was conducted using the Variance Inflation Factor (VIF) and tolerance values. The VIF quantifies how much the variance of a regression coefficient is inflated due to collinearity among predictors. As per Tabachnick and Fidell (2001), VIF values exceeding 10 suggest problematic multicollinearity. Additionally, tolerance values were examined, with values below 0.1 indicating potential multicollinearity concerns (Osborne & Waters, 2002). As presented in Table 4.13, all variables recorded VIF values below 10 and tolerance values well above 0.1, confirming that multicollinearity is not an issue in this study. This ensures that the independent variables can be incorporated into the multiple regression model without distorting the results due to collinearity.

**Table 4.6.3: Multicollinearity Testing Using Tolerance and VIF**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Training and Development Practices	0.703	1.422
Performance Appraisals Practices	0.724	1.382
Compensation Practices	0.79	1.266
Source: Field Survey Data (2022)		

#### 4.6.5 Autocorrelation

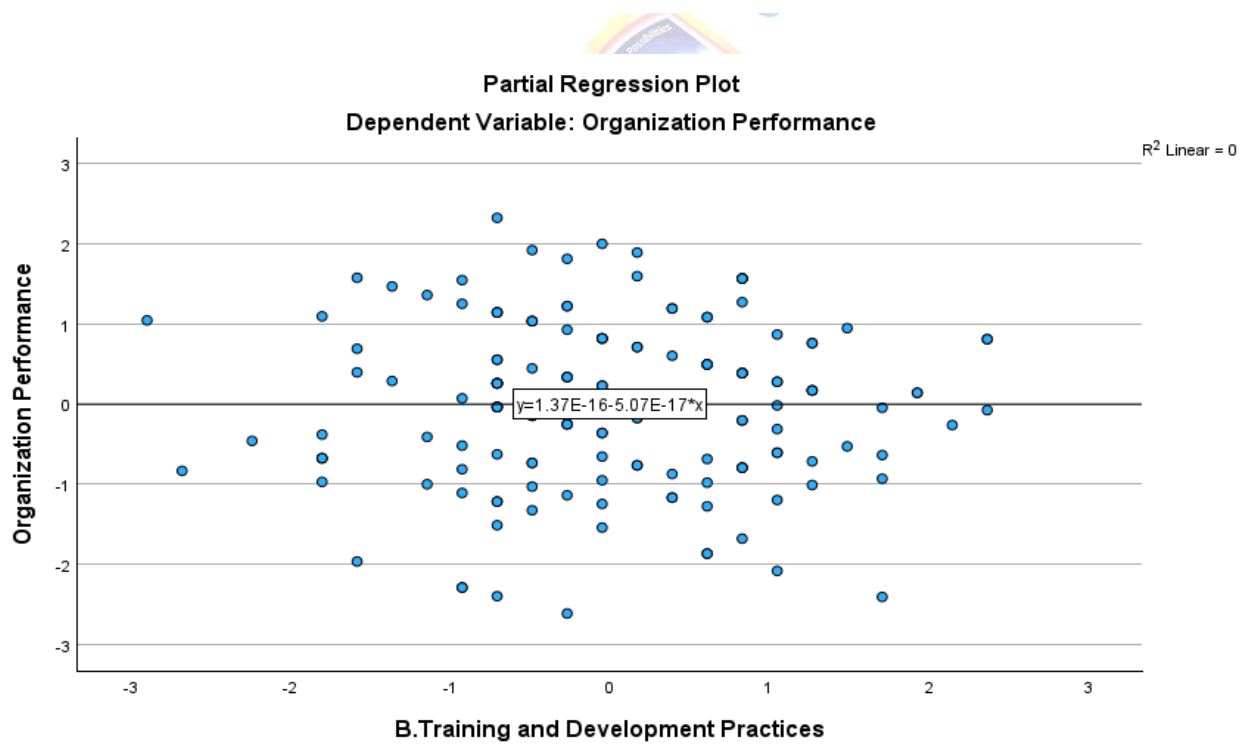
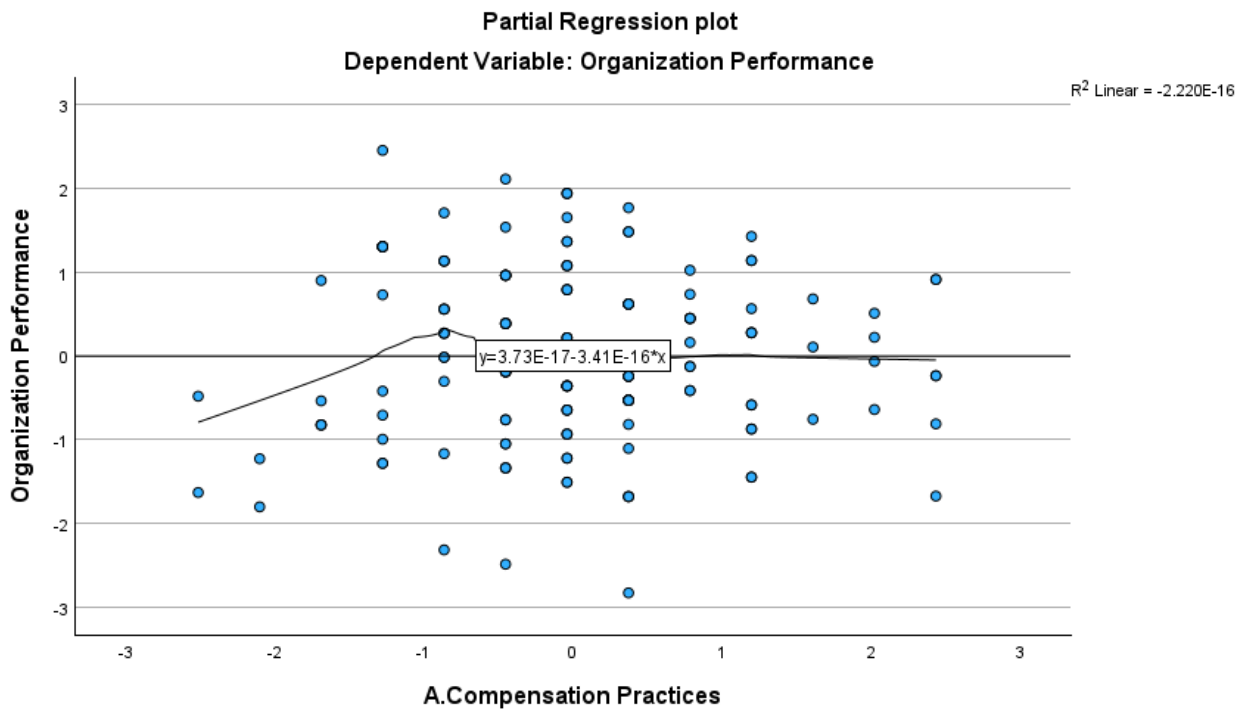
A key assumption in linear regression analysis is the absence of autocorrelation in the data. Autocorrelation occurs when residuals—differences between observed and predicted values—are correlated, meaning that errors in one observation are linked to errors in another (Tabachnick & Fidell, 2001). To assess autocorrelation, the study employed the Durbin-Watson test, a commonly used diagnostic tool for detecting serial correlation in regression residuals. According to standard guidelines, a Durbin-Watson statistic ranging from 1.5 to 2.5 suggests that autocorrelation is not present at a concerning level. As indicated in Table 4.14, the Durbin-Watson statistic for this study was 1.715, which falls within the acceptable range. This result confirms that autocorrelation is not an issue, thereby supporting the reliability and validity of the regression model for further analysis.

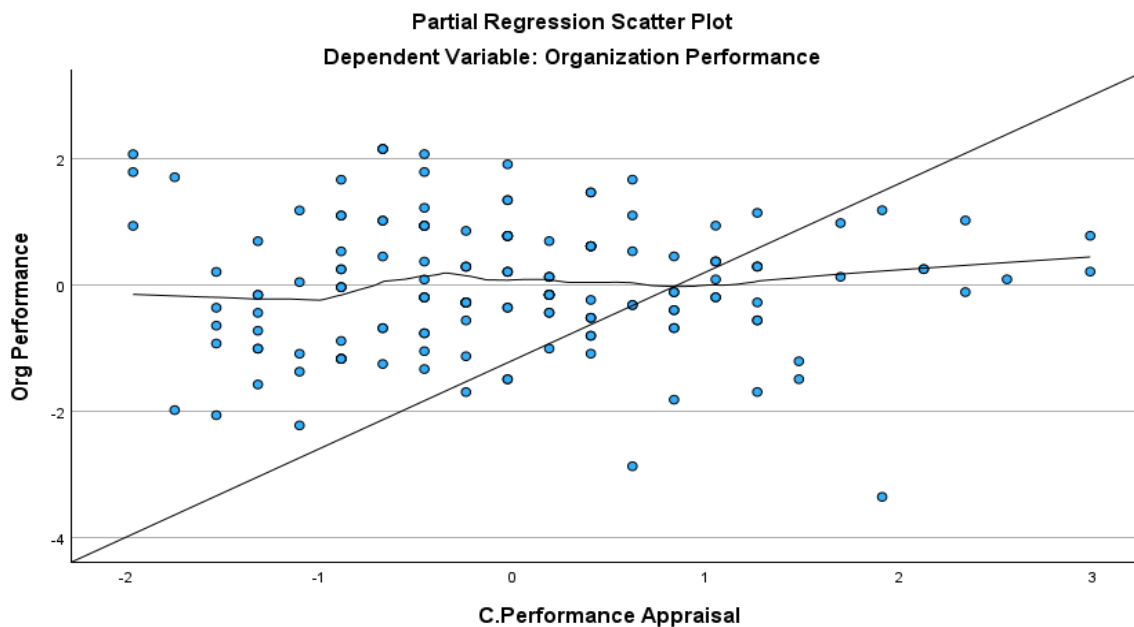
**Table 4.6.4: Autocorrelation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.510 <sup>a</sup>	0.260	0.246	3.26977	1.715
<b>a. Predictors: (Constant), Appraisals, Compensation, training</b>					
<b>b. Dependent Variable: Performance</b>					

#### 4.6.6 Homoscedasticity

Homoscedasticity is a key assumption in regression analysis, indicating that the variance of residuals remains consistent across all levels of the independent variables. In contrast, heteroscedasticity occurs when residual variance fluctuates at different predictor levels (Allison, 2015). In this study, scatter plots were used to visually examine the relationship between organizational performance (dependent variable) and various human resource planning practices (independent variables). The scatter plots, presented in Figures A, B, C, D, and E, revealed a generally linear association between organizational performance and the predictor variables. However, some degree of heteroscedasticity was identified, indicating that the variance of organizational performance differs across predictor levels. Although this deviation from perfect homoscedasticity does not introduce bias into regression coefficients, it can affect the efficiency of standard errors and the precision of hypothesis testing (Gujarati & Porter, 2009; Ginker & Lieberman, 2017). Despite this limitation, regression analysis remains a suitable method for evaluating the impact of human resource planning practices on organizational performance. However, caution is advised when interpreting certain inferential statistics.





#### 4.7 Regression Analysis

This study utilized regression analysis to examine the statistical significance of the relationships between training and development practices, compensation practices, performance appraisals, and organizational performance. Regression analysis is a statistical technique used to estimate relationships among variables, providing a structured approach to understanding how changes in independent variables influence a dependent variable (Chatterjee & Hadi, 2015). Specifically, this analysis assessed how variations in training and development practices, compensation practices, and performance appraisals impact organizational performance, while controlling for other factors (Gunst, 2018). Through multiple regression analysis, the study identified key determinants of organizational performance and measured both the extent and nature of these relationships. The multiple regression analysis was conducted based on the study's four specific objectives, with the results presented in the following sections. These findings provide insights into both the individual influence of each HR planning practice and practical recommendations for the Busia County Government to enhance organizational performance.

##### 4.7.1 H01 Effective compensation does not have a positive impact on the performance of the Busia County Government.

The model summary presented in table 4.15 involves compensation practices as the only independent variable.

**Table 4.7.1 Model Summary**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change	Durbin-Watson
1	.385 <sup>a</sup>	0.148	0.143	3.47651	0.000	1.585

a. **Predictors: (Constant), Compensation practices**

b. **b. Dependent Variable: Organization Performance**

The coefficient of determination ( $R^2$ ) of 0.148 indicates that compensation practices account for 14.8% of the variance in organizational performance. This implies that while compensation practices have some influence, a significant 85.2% of the variation is explained by other factors not captured in the model. Furthermore, the adjusted  $R^2$  value of 0.143 accounts for the number of predictors in the model and shows only a minor decrease in explanatory power. This suggests that compensation alone is not a strong predictor of performance within the Busia County Government. These findings emphasize the importance of exploring other human resource planning practices or external factors that may have a greater impact on organizational performance. While compensation is a contributing factor, it is not the sole determinant, highlighting the need for a holistic HR planning approach to enhance overall efficiency and effectiveness

**Table 4.7.2 ANOVA<sup>a</sup>**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	340.806	1	340.806	28.198	<.001 <sup>b</sup>
	Residual	1957.950	162	12.086		
	Total	2298.756	163			

a. **Dependent Variable: Organization Performance**

b. **Predictors: (Constant), Compensation Practices**

The ANOVA results were analyzed to determine the statistical significance of the proposed regression model. As shown in Table 4.16 above, the F-statistic ( $F = 28.198$ ,  $p < 0.05$ ) was highly significant, indicating that the model significantly enhances the prediction of organizational performance concerning compensation practices. This confirms the model's validity and appropriateness for further analysis.

With the model’s significance established, the next step was to examine the regression coefficients, as presented in Table 4.17 below. These coefficients were evaluated to determine the specific impact of compensation practices on predicting organizational performance. The  $\beta$  coefficient provides key insights into both the strength and direction of this relationship.

**Table 4.7.3: Regression Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.886	1.056		7.467	0.000		
	Compensation Practices	0.596	0.112	0.385	5.310	0.000	1.000	1.000

**a. Dependent Variable: Organization Performance (County Government of Busia)**

The regression analysis results in Table 4.17 provide valuable insights into the impact of compensation practices on organizational performance. The unstandardized coefficient (B) for compensation practices is 0.596, with a standard error of 0.112, indicating a positive correlation between the two variables. The standardized beta coefficient ( $\beta = 0.385$ ) suggests a moderate effect size.

Furthermore, the t-value ( $t = 5.310$ ) and significance level ( $p = 0.000$ ) confirm that this relationship is statistically significant. The collinearity statistics, with a tolerance of 1.000 and a variance inflation factor (VIF) of 1.000, indicate no multicollinearity concerns in the model. These findings validate the model’s effectiveness in predicting organizational performance based on compensation practices in the Busia County Government.

The  $\beta$  coefficient represents the relationship between organizational performance and the predictor variable, with a positive  $\beta$  value indicating a direct correlation—meaning an increase in the predictor results in an increase in the outcome. In this study, the  $\beta$  value for compensation practices was 0.596, reinforcing a positive association.

Based on the results in Table 4.17, the following regression model was developed:

$$y = \beta_1 X_1 + \epsilon \dots\dots\dots \text{(Equation 4.1)}$$

This translates to:

$$\text{Organizational performance} = 0.385 \text{ compensation practices} + \epsilon$$

The coefficient reflects the expected change in organizational performance resulting from a one-unit increase in the predictor variable, as determined by standardized coefficients. The findings indicate that a one-standard deviation increase in compensation practices leads to a 0.385 standard deviation increase in organizational performance.

A t-test was performed to evaluate whether the predictor variable significantly contributed to the model. A significant t-test for the  $\beta$  value confirms its impact. The results show that compensation practices had a statistically significant effect on organizational performance ( $t = 5.310, P < 0.05$ ).

#### 4.7.2 H02: Employee training does not significantly enhance the operational efficiency of the Busia County Government.

The hypothesis (H02) states that employee training does not significantly enhance the operational efficiency of the Busia County Government. To test this, the model summary in Table 4.18 evaluates the relationship between employee training (independent variable) and organizational performance (dependent variable).

**Table 4.7.4 Model Summary<sup>a</sup>**

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change	Durbin-Watson
1	.444 <sup>a</sup>	0.197	0.192	3.38587	0.000	1.737

a. Predictors: (Constant), Training and development practices

b. Dependent Variable: Organization Performance

The coefficient of determination (R Square) is 0.197, meaning that employee training accounts for approximately 19.7% of the variation in operational efficiency. This suggests that while training plays a significant role in enhancing efficiency, the remaining 80.3% of the variation is attributed to other factors. This highlights the need to consider additional elements that may also have a substantial impact on the operational efficiency of the Busia County Government.

The adjusted R Square value decreases slightly from 19.7% to 19.2%, accounting for the number of predictors in the model and adjusting for potential biases or overfitting. This minor reduction

suggests that employee training remains a significant predictor of operational efficiency, even after adjustments. The consistency in explanatory power indicates that while training is important, a holistic approach that includes additional factors is essential for maximizing the performance of the Busia County Government.

**Table 4.7.5: ANOVA<sup>a</sup>**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	452.545	1	452.545	39.475	<.001 <sup>b</sup>
	Residual	1845.725	161	11.464		
	Total	2298.270	162			

a. **Dependent Variable: Organization Performance**

b. **Predictors: (Constant), Training practices**

The ANOVA results indicate that the model is highly significant, showing that the independent variable (employee training and development) substantially enhances the prediction of organizational performance. With an F-statistic of 39.475 and a p-value of less than 0.001, the model is validated as a better fit compared to a null model.

Following this, Table 4.20 presents the regression coefficients, highlighting the specific impact of training and development practices on organizational performance.

**Table 4.7.6: Regression Coefficients<sup>a</sup>**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.890	1.209		4.872	0.000		
	Employee Training	0.367	0.058	0.444	6.283	0.000	1.000	1.000

a. **Dependent Variable: Organization Performance**

The  $\beta$  coefficient measures both the strength and direction of the relationship between organizational performance and employee training. A positive  $\beta$  value indicates that an increase in employee training is associated with an improvement in organizational performance. According to

Table 4.20, the  $\beta$  coefficient for employee training is 0.444, suggesting a strong positive relationship between training and organizational performance. The regression model is specified as:

$$Y=0.444X_2+\varepsilon \dots\dots\dots \text{(Equation 4.2)}$$

Where:

$Y$  represents organizational performance.

$\beta_2$  (0.444) is the coefficient for employee training, signifying its impact.

$X_2$  denotes employee training.

$\varepsilon$  is the error term accounting for other unexplained factors.

Thus, the equation can be rewritten as:

$$\text{Organizational performance} = .444 \text{ employee training} + \varepsilon$$

The coefficient of employee training indicates that a one-unit increase in employee training leads to a corresponding 0.444-unit increase in organizational performance, assuming all variables are standardized. The standardized coefficient ( $\beta = 0.444$ ) suggests that for every one standard deviation increase in employee training, organizational performance improves by 0.444 standard deviations-Statistical Significance-value = (6.283p-value < 0.05), the t-test confirms that employee training significantly contributes to the model, with a high t-value (6.283) indicating a strong impact on organizational performance. The p-value (< 0.05) further supports that this relationship is statistically significant, meaning the effect is unlikely due to chance. The results confirm that employee training has a significant and positive impact on organizational performance in the Busia County Government. The  $\beta$  value of 0.444 suggests that investing in employee training can substantially enhance organizational performance, reinforcing the importance of continuous staff development.

### **4.7.3 H03: Performance appraisals do not positively influence the overall performance of the Busia County Government.**

The model summary in Table 4.21 assesses the impact of performance appraisals as an independent variable on organizational performance as a dependent variable. The key findings and interpretations are outlined below:

**Table 4.7.7: Model Summary<sup>b</sup>**

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change	Durbin-Watson
1	.353 <sup>a</sup>	0.124	0.119	3.52511	0.000	1.612

- a. Predictors: (Constant), Performance Appraisal  
 b. Dependent Variable: organization Performance

Although the model is statistically significant ( $p < 0.05$ ), the findings reveal that performance appraisals explain only 12.4% of the variation in organizational performance. The adjusted  $R^2$  value of 11.9% indicates a slight decline, reinforcing the model's validity while also emphasizing its limited explanatory power. This suggests that while performance appraisals play a role in organizational performance, their overall impact is relatively modest. This finding implies that other factors, such as compensation practices and employee engagement, may have a more substantial influence on the operational performance of the Busia County Government. Further research is recommended to identify and assess these additional determinants.

**Table 4.7.8 ANOVA<sup>a</sup>**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	285.680	1	285.680	22.990	<.001 <sup>b</sup>
	Residual	2013.076	162	12.426		
	Total	2298.756	163			

- a. Dependent Variable: Organization Performance  
 b. Predictors: (Constant), Performance Appraisal

The ANOVA results confirm that the regression model is statistically significant, with an F-statistic of 22.990 and a p-value of less than 0.001. This indicates that performance appraisals play a vital role in strengthening the model's ability to predict organizational performance. Therefore, the model is valid, and performance appraisals contribute significantly to understanding the key factors influencing organizational performance.

Next, the regression coefficients in Table 4.18 will offer a more detailed analysis of the specific contribution of performance appraisals to organizational performance.

**Table 4.7.9 Regression Coefficients<sup>a</sup>**

Model		Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.714	0.996		8.747	0.000		
	Performance Appraisal	0.285	0.059	0.353	4.795	0.000	1.000	1.000

**a. Dependent Variable: Organization Performance**

The  $\beta$  value tells us about the relationship between organizational performances with performance appraisal. The positive  $\beta$  values indicate the positive relationship between the predictor and the outcome. The  $\beta$  value for outsourcing (.353) was positive. The positive  $\beta$  values indicate the direction of relationship between predictor and outcome. From the results (Table 4.23) the model was then specified as: -

$$y = \beta_3 X_3 + \epsilon \dots \dots \dots \text{(Equation 4.3)}$$

$$\text{Organizational performance} = .353 \text{ performance appraisals} + \epsilon$$

The coefficient of the variable represents the expected change in organizational performance resulting from a one-unit increase in outsourcing, based on the standardized coefficient. The positive  $\beta$  value (0.353) indicates that a 1 standard deviation increase in performance appraisals leads to a 0.353 standard deviation improvement in organizational performance. A t-test was conducted to determine whether the predictor significantly contributed to the model. When the t-test associated with the  $\beta$  value is significant, it confirms that the predictor plays a meaningful role in the model. The findings show that performance appraisals ( $t = 4.795, p < 0.05$ ) significantly impact organizational performance in Busia County Government.

**Table 4.24 Regression coefficients of Organizational Performance at county government of Busia**

The regression coefficients presented in Table 4.24 show the contribution of various Human Resource Planning Practices to organizational performance at the County Government of Busia.

These predictors include Compensation Practices, Training and Development Practices, and Performance Appraisal Practices

The regression coefficients in Table 4.24 illustrate the impact of different Human Resource Planning Practices on organizational performance at the County Government of Busia. The key predictors analyzed in the model include Compensation Practices, Training and Development Practices, and Performance Appraisal Practices. These findings highlight the extent to which each HR practice contributes to improving the organization's overall efficiency and effectiveness.

**Table 4.7.10 Regression Coefficients<sup>a</sup>**

Model		Coefficients <sup>a</sup>					
		Unstandardized Coefficients		Standardized Coefficients	t	Collinearity Statistics	
		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	3.616	1.320		2.739		
	Compensation Practices	0.350	0.121	0.222	2.899	0.790	1.266
	Training and Development Practice	0.240	0.067	0.291	3.579	0.703	1.422
	Performance Appraisal practices	0.103	0.065	0.126	1.577	0.724	1.382

**a. Dependent Variable: Organization Performance of County Government of Busia**

The Beta value indicates the relationship between the performance of the Busia County Government, specifically in terms of service delivery to citizens, and each predictor variable. The positive Beta values indicate the positive relationship between the predictors and the outcome. The Beta value for Compensation Practices (Beta = 0.222): A 1 standard deviation increase in compensation practices is associated with a 0.222 standard deviation increase in organizational performance. Training and Development Practices (Beta = 0.291): A 1 standard deviation increase in training and development practices leads to a 0.291 standard deviation increase in organizational performance. Performance Appraisal Practices (Beta = 0.126): A 1 standard deviation increase in performance appraisal practices results in a 0.126 standard deviation increase in organizational performance.

The positive B values indicate the direction of relationship between predictors and outcome. From the results in Table 4.24 the model can then be specified as: -

$$Y = .222X_1 + .291X_2 + .126X_3 + \epsilon, \dots\dots\dots \text{(Equation 4.4)}$$

**Where**

X<sub>1</sub>= Compensation Practices

X<sub>2</sub>= Training and Development Practices

X<sub>3</sub>= Performance Appraisal

ε = Error term

The t-test was used to evaluate whether each predictor in the model made a statistically significant contribution to organizational performance at the County Government of Busia. A significant t-test associated with a predictor's Beta value indicates that the predictor has a meaningful impact on the dependent variable, which in this case is organizational performance. The results show that Compensation Practices' = 2.899, p < 0.05: This result is statistically significant, meaning compensation practices contribute significantly to the organizational performance. A higher focus on compensation practices will likely result in better performance. Training and Development Practices' = 3.579, p < 0.05: This predictor is also statistically significant and contributes the most to organizational performance among the three. Enhancing training and development practices will likely lead to notable improvements in performance while Performance Appraisal Practices' = 1.577, p = 0.117: The result is not statistically significant (p > 0.05), indicating that performance appraisal practices do not make a meaningful individual contribution to organizational performance. Despite the positive relationship, its effect may be weaker or inconsistent. While performance appraisal practices alone may not be statistically significant, the findings indicate that compensation practices, training and development practices, and performance appraisal practices jointly have a significant effect on organizational performance. This means that when considered together, these human resource planning practices significantly enhance the performance of the County Government of Busia. Thus, it can be concluded that the overall contribution of these practices is substantial in improving organizational performance, even if individual contributions vary in significance. These findings hold whether or not a moderator is included in the analysis, suggesting that human resource planning practices are important drivers of organizational success.

#### 4.8 Hypothesis Testing

**H0<sub>1</sub>:** Compensation practices do not positively influence the overall performance of the Busia County Government. From the regression analysis, the following results were obtained: T-value = 7.47 while P-value = 0.000 (which is less than 0.05) these values indicate that compensation practices have a statistically significant influence on organizational performance. Since the P-value is less than the critical value of 0.05, this means that the null hypothesis (H0<sub>1</sub>) is rejected, and the alternate hypothesis is accepted. Therefore, we conclude that compensation practices do positively influence organizational performance at the County Government of Busia, Kenya. Additionally, these findings show that compensation practices also have a significant impact on organizational performance, as evidenced by the analysis in Table 4.12, which highlights the relative importance of the predictors. Thus, both performance appraisals and compensation practices are crucial in driving performance improvement in Busia County. Therefore, the hypothesis testing confirms that human resource planning practices, including compensation practices play a significant role in enhancing the operational efficiency and performance of the Busia County Government.

**H0<sub>2</sub>:** Employee training does not significantly enhance the operational efficiency of the Busia County Government. The second hypothesis proposed that employee training has no significant effect on organizational performance at the County Government of Busia. From the findings it was indicated Standardized regression weight was positive, indicating a positive relationship between employee training (independent variable) and organizational performance (dependent variable) while the t-value was found to be 6.283 with a p-value < 0.05, which is statistically significant. Since the p-value is less than 0.05 and the t-value is significant, the null hypothesis (H0<sub>2</sub>) is rejected. This leads to the acceptance of the alternate hypothesis, which confirms that employee training significantly enhances the operational efficiency and performance of the Busia County Government. The results demonstrate that employee training has a substantial positive impact on organizational performance. Therefore, investing in training and development practices is crucial for improving the efficiency and effectiveness of the county's operations. These findings provide solid evidence for rejecting H0<sub>2</sub> and accepting the alternate hypothesis.

**H0<sub>3</sub>: Compensation practices do not positively influence the overall performance of the Busia County Government.**

The results of the multiple regression analysis reveal a T-value of 4.795 and a P-value of 0.000, which falls below the critical threshold of 0.05. Given that the P-value is statistically significant,

the null hypothesis ( $H_{03}$ ) is rejected, and the alternative hypothesis is accepted. This confirms that compensation practices have a significant positive impact on the performance of the Busia County Government. Furthermore, these findings provide substantial evidence that effective compensation strategies play a crucial role in enhancing organizational performance. Therefore, the implementation of well-structured compensation practices is essential for improving operational efficiency and achieving better overall performance within the county government.

**Table 4.8.1 Summary for Hypothesis Testing**

Hypothesis	t-value & p-value	Decision
<b>H0<sub>1</sub>: Compensation practices do not positively influence the overall performance of the Busia County Government in Kenya</b>	t =7.47 p<.05	Reject Ho <sub>1</sub>
<b>H0<sub>2</sub>: Employee training does not significantly enhance the operational efficiency of the Busia County Government in Kenya</b>	t= 6.283p<.05	Reject Ho <sub>1</sub>
<b>H0<sub>3</sub>: Performance appraisals do not positively influence the overall performance of the Busia County Government in Kenya</b>	t =4.795 p<.05	Reject Ho <sub>1</sub>

#### 4.9 Discussions of results

The primary objective of this research was to assess the impact of Human Resource Planning and Practices (HRPP) on the operational efficiency of the Busia County Government. The findings confirm that human resource planning practices play a critical role in determining organizational performance, a conclusion supported by the empirical results. From Human Resource Planning's Role in Organizational Performance: The findings indicate that organizations, including the County Government of Busia, can enhance operational efficiency and performance by accurately forecasting labor demand and continuously assessing the availability and quality of labor supply. This highlights the importance of proactive human resource planning in ensuring the organization has the right talent in place to meet both current and future needs. Effectiveness of HR Practices: The study findings affirm that specific HR practices such as employee training, performance appraisals, and compensation practices significantly affect organizational performance. Training and development, in particular, were shown to have a strong positive effect, illustrating how improving employee skills can drive overall efficiency and effectiveness within the organization.

**Psychosocial Work Environment:** The results suggest that human resource planning practices should not only focus on operational aspects, such as workforce size and skills, but also on improving the psychosocial work environment. This includes factors that influence employee well-being and satisfaction, which are critical for sustaining high organizational performance and

**Support from Literature:** These findings are consistent with previous research, which demonstrates that robust human resource planning practices enable organizations to not only fulfill their labor needs but also create a positive work environment that supports employee engagement and productivity. The study shows that a strategic approach to HRPP, incorporating elements such as recruitment, selection, training, and performance appraisal, is essential for improving both operational efficiency and employee satisfaction. Therefore, the results of this study underscore the importance of effective human resource planning and practices in enhancing the operational efficiency of the Busia.

The first objective of this study was to investigate the impact of compensation on the performance of the Busia County Government. The correlation and regression analyses both demonstrated a positive and significant relationship between employee compensation and organizational performance. The Correlation and Regression Results were Correlation analysis showed a significant relationship between compensation and organizational performance ( $r = .385$ ,  $p = 0.000$ ), suggesting that as compensation increases, so does the performance of the Busia County Government while Regression analysis further supported this relationship, with a  $\beta$  value of 0.596 and a p-value of 0.000, implying that a unit increase in compensation would lead to a 0.596 unit increase in organizational performance, holding all other factors constant.

The findings are consistent with Nhema (2015) highlighted the importance of compensation in motivating and attracting employees, ultimately contributing to the performance of the organization. Compensation, which includes rewards, pay, and benefits, serves as an output that management utilizes to enhance organizational performance. Jiang and Korankye (2020) in their study at AngloGold Ashanti Obuasi in Ghana revealed that various elements of compensation, including salary, rewards, incentives, and indirect compensations, positively and significantly influence employee performance hence contributing to organization performance. Das (2018) investigated the relationship between pay and organization performance, finding that pay is often closely tied to performance in organizations with merit-based salary increase systems. However, he observed that many businesses fail to effectively link pay to specific performance tasks to enhance

productivity. Some organizations believe their pay structure is merit-based, especially at the top management level, suggesting a connection between pay and productivity and Armstrong (2007) notes that an effective compensation policy is a fundamental part of an organization's reward systems and corporate strategy. When properly implemented, it can significantly enhance employee commitment and positively affect performance.

Mmbusa (2019) asserts that compensation is crucial in enhancing employee motivation, minimizing staff turnover, and improving overall organizational performance. The study emphasizes that well-structured motivation strategies not only drive employees to increase their efficiency and productivity but also help streamline operations and optimize workflows. Beyond financial rewards, Mmbusa (2019) highlights the significance of indirect compensation, which includes non-monetary benefits designed to recognize employee contributions. These rewards, such as career growth opportunities and work-life balance initiatives, play a key role in fostering employee engagement. When employees feel that their efforts and achievements are properly acknowledged and valued, they are more likely to demonstrate stronger commitment to their roles and the organization's success.

The second objective of the study aimed to evaluate the effect of employee training practices on the overall performance of Busia County Government. Results from the correlation analysis showed a positive and significant association between employee training and organizational performance ( $r = 0.444^{**}$ ,  $p = 0.000$ ). In addition, regression analysis further confirmed this positive and significant relationship ( $\beta = 0.367$ ,  $p = 0.000$ ). This implies that a one-unit improvement in employee training practices results in a 0.367-unit increase in organizational performance, assuming all other factors are held constant. These findings underscore the importance of strengthening training programs to enhance employee productivity, which ultimately drives better performance within Busia County Government.

These findings are consistent with those of Odhiambo (2018), who investigated the effect of training on organizational performance using a descriptive survey research design. Drawing from a sample of 377 respondents, the study identified a statistically significant positive correlation between training and organizational performance. Similarly, Sal and Raja (2016) examined the impact of training on organizational productivity and also found a strong positive relationship between

training and overall performance. In a related study, Imran and Tanveer (2015) analyzed the influence of training on organizational performance within the Gauteng Provincial Department of Economic Development in South Africa. Their results further confirmed that training positively affects employee performance within the department, reinforcing the broader understanding that well-structured training programs enhance both individual and organizational effectiveness.

The third objective of this study was to assess the effect of performance evaluation on the operational efficiency of Busia County Government, Kenya. Correlation analysis results indicated that performance appraisals were positively and significantly related to organizational performance in Busia County Government ( $r = 0.353$ ,  $p = 0.000$ ). Further, regression analysis confirmed that performance appraisals have a positive and significant effect on organizational performance at the County Government of Busia ( $\beta = 0.285$ ,  $p = 0.000$ ). This implies that a one-unit increase in performance appraisals results in a 0.285-unit increase in organizational performance, assuming all other factors remain constant. These findings align with those of Chaponda (2014), who established that performance appraisal processes play a vital role in employee motivation. Chaponda further noted that involving multiple raters enhances the accuracy and fairness of performance assessments, helping to minimize bias and improve employees' perceptions of fairness. Additionally, managers who effectively use performance appraisals to identify and address skills gaps can significantly enhance employee motivation, which ultimately translates into improved organizational performance.

Kagama and Irungu (2018), together with DeNisi and Murphy (2017), conducted studies that established a positive relationship between performance appraisal criteria and worker productivity. Their research emphasized the importance of clear feedback mechanisms and well-defined appraisal standards, which play a critical role in guiding employees toward improved performance. Similarly, Moraa and Datche (2019) assessed the influence of performance appraisal on employee performance at the National Health Insurance Fund (NHIF) headquarters, and their findings revealed a positive association between performance evaluations and employee performance. This demonstrates that effective appraisals not only enhance employee performance but also contribute to improved organizational performance and more effective service delivery to citizens. Furthermore, Butali and Njoroge (2018) examined the influence of performance appraisals on organizational performance, while also investigating the moderating role of organizational

commitment. Their study confirmed that performance appraisals significantly enhance organizational performance, particularly when employees exhibit high levels of organizational commitment. These collective findings reinforce the argument that regular, fair, and well-structured performance evaluation systems are essential for enhancing employee productivity, fostering organizational efficiency, and improving service delivery within public institutions such as Busia County Government.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

This chapter presents a summary of the study, which aimed to assess the effect of Human Resource Planning Practices (HRPP) on the operational efficiency of the Busia County Government, Kenya.

The research was guided by specific objectives and hypotheses to evaluate the relationship between HRPP and organizational performance. This chapter provides a concise overview of the study's key findings, conclusions, and recommendations, as well as potential areas for further research, based on the data analysis results.

## **5.2 Summary**

The main objective of this study was to assess the effect of Human Resource Planning Practices (HRPP) on the performance of the Busia County Government in Kenya. The study specifically investigated the impact of compensation, performance appraisal, and training practices on organizational performance. The findings established that these HRPP components—compensation, performance appraisal, and training—significantly influence organizational performance within the Busia County Government.

### **5.1.1 Compensation and organization Performance**

The study's first objective aimed to evaluate the impact of employee compensation on the performance of Busia County Government. Both correlation and regression analyses demonstrated a significant positive relationship between compensation and organizational performance. Correlation analysis indicated a strong association, suggesting that increased compensation levels contribute to improved performance within the county government. Additionally, regression analysis confirmed this relationship, yielding a  $\beta$  value of 0.596 and a p-value of 0.000. This indicates that a one-unit increase in compensation is expected to enhance organizational performance by 0.596 units, assuming all other factors remain constant. These findings underscore the crucial role of fair and competitive compensation in driving employee productivity and overall institutional efficiency.

### **5.1.2 Training Practices and organization performance**

The second objective of this study aimed to evaluate the impact of employee training practices on the overall performance of the Busia County Government. Correlation analysis revealed a strong positive relationship between employee training and organizational performance, demonstrating that enhancing training programs significantly improves the county government's effectiveness. This finding was further supported by regression analysis, which yielded a  $\beta$  coefficient of 0.367. This implies that a one-unit increase in employee training practices results in a 0.367-unit improvement in organizational performance, assuming all other factors remain constant. Well-

structured training programs equip employees with essential skills and knowledge, increasing their motivation and productivity, which ultimately drives the overall performance of the Busia County Government.

### **5.1.3 Performance Appraisal and Organization Performance**

The third objective of this study was to evaluate the effect of performance appraisals on the operational efficiency of the Busia County Government. Correlation analysis indicated a significant positive relationship between performance appraisals and organizational performance, suggesting that regular and well-structured evaluations enhance operational efficiency. Additionally, regression analysis yielded a  $\beta$  value of 0.285, indicating that a one-unit increase in performance appraisals results in a 0.285-unit improvement in organizational performance, assuming all other factors remain constant. These findings underscore the importance of effective performance appraisal systems in enhancing employee productivity and overall operational efficiency within the county government.

### **5.3 Conclusion**

This study concludes that Human Resource Planning Practices (HRPP) play a crucial role in enhancing the operational efficiency of the Busia County Government, Kenya. The findings confirm that HRPP significantly impact organizational performance, both collectively and individually. Specifically, key HRPP components—compensation, employee training, and performance evaluation—were found to have a positive and significant influence on performance. As a result, the study emphasizes the importance of integrating HRPP into the county's core management and operational strategies rather than treating them as supplementary policies. By embedding effective human resource planning practices at the heart of its functions, the county government can achieve continuous and sustainable improvements in overall performance.

The study also specifically analyzed the impact of training practices on organizational performance and found a positive and significant effect. The positive coefficient for training indicates that increased investment in training leads to substantial improvements in the county's overall performance. This finding underscores the importance of equipping employees with essential skills and knowledge to enhance their competence and productivity. Training and development opportunities not only facilitate career growth but also empower employees to advance within the

organization. By implementing active recruitment and continuous training, the HR department effectively retains skilled employees and fosters their professional development, ultimately enhancing efficiency and contributing to the county's success.

Compensation was also found to have a positive and significant effect on organizational performance in Busia County Government. The strong correlation suggests that increasing employee compensation leads to notable improvements in performance. This finding indicates that the county has implemented a structured compensation policy that ensures fair and equitable rewards for all staff. The study further revealed that employees who receive adequate benefits demonstrate higher motivation, job satisfaction, and productivity, emphasizing the critical role of fair compensation in driving organizational success. Conversely, employees who perceive their compensation as inadequate tend to exhibit lower performance levels. To further enhance performance, the county government could introduce structured bonus schemes, such as year-end rewards and performance-based incentives, which have been shown to positively influence job performance and employee commitment.

Additionally, the study concluded that performance appraisals play a significant role in enhancing organizational performance in Busia County Government. The positive coefficient suggests that a well-structured appraisal system contributes to improved performance by enabling management to assess and provide feedback on employee performance, identify areas for improvement, and make informed decisions regarding promotions, pay raises, and other incentives. In counties such as Machakos and Kitui, performance appraisals serve as a foundation for feedback, salary adjustments, and career advancement decisions. Regularly conducted appraisals—whether annually, semi-annually, or quarterly ensure continuous feedback, boost employee motivation, and align individual efforts with the county's strategic goals.

In conclusion, the study highlights that well-structured training programs, equitable compensation, and effective performance appraisals are essential for improving operational efficiency in Busia County Government. These HR practices collectively foster a supportive work environment, enhance employee motivation, and align workforce efforts with organizational objectives, ultimately driving overall performance improvements.

## 5.4 Recommendations

Based on the study's findings and insights from the literature review, it is evident that enhancing human resource planning practices within the Busia County Government is crucial for improving organizational performance. While various factors influence performance, this study highlights the importance of strengthening training programs, compensation structures, and performance appraisal systems. To achieve this, the following recommendations are proposed: The county government should prioritize continuous employee training and development initiatives to ensure staff acquire the necessary skills and knowledge for optimal job performance. Tailored training programs designed to address the specific needs of various departments can enhance skill development, improve job efficiency, and elevate service delivery standards.

Compensation policies should be regularly reviewed and updated to remain competitive and fair. Introducing performance-based incentives, such as annual and productivity-linked bonuses, can further motivate employees to achieve organizational goals. A well-structured and equitable compensation system fosters job satisfaction, employee retention, and overall productivity.

A robust and transparent performance appraisal system should be established. Conducting regular performance evaluations with constructive feedback and opportunities for professional growth can encourage employees to enhance their performance. Linking appraisal outcomes to rewards and training opportunities can help cultivate a performance-oriented culture and maintain high organizational standards. Performance appraisals within Busia County Government should be recognized as more than just a routine task; their significance should be effectively communicated to employees at all levels. They should clarify organizational goals and vision while empowering employees. Additionally, adopting revised appraisal methods that engage both appraisers and employees can increase participation and interest in the process. High-performing employees should be identified and utilized as mentors to inspire and motivate others.

Human resource planning practices should be closely integrated with the county's strategic objectives. Aligning HR practices with the organization's operational framework fosters a culture of continuous improvement and accountability. Furthermore, engaging employees in decision-making processes, particularly concerning HR policies and performance evaluation metrics, can enhance their commitment and sense of ownership. Open communication channels and regular

feedback mechanisms can help identify challenges while motivating employees to actively contribute to the county's performance goals. Implementing these recommendations will enable Busia County Government to create a supportive and productive work environment, ultimately leading to improved organizational performance and enhanced service delivery.

## **5.5 Recommendations for Further Research**

To develop a more comprehensive understanding of the impact of Human Resource Planning Practices on government performance, several additional research areas could be explored:

**Examine the Role of Internal and External Factors** Future research should explore how both internal (organizational culture, leadership styles, and employee motivation) and external factors (political influence, economic conditions, and regulatory frameworks) influence employee performance in county governments. This would help identify specific factors that could enhance or hinder employee productivity and overall performance.

**Strategies to Combat Corruption for Improved County Performance** Investigating anti-corruption strategies in county governments would provide valuable insights into the effectiveness of policies aimed at reducing corruption, thereby promoting transparency, accountability, and trust within the public sector. Understanding these strategies can guide counties in implementing ethical standards and practices to foster a more efficient work environment.

**Comparative Studies across Counties**, conduct comparative studies across various counties to identify unique challenges and successful practices in human resource planning and management. This could help identify best practices that can be adapted to other counties with similar characteristics. These research directions could provide valuable insights and contribute to improved governance, transparency, and performance within county governments.

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## **APPENDIX I: QUESTIONNAIRE**

### **PART A: Demographic Details**

1. Please indicate the correct response to each question by marking (√) in the provided space.

Gender:  Male  Female

2. Please specify your age group below:

18-25  25-35  36-45  45 and above

3. Please indicate the period of service in your current position:

0-5 years  5-10 years  10 years and above

4. Please specify your highest educational attainment.

Secondary level certificate/diploma

Undergraduate

Postgraduate level

Others (please specify): \_\_\_\_\_

### **PART B: Impact of compensation Policy on the organization Performance of Busia County Government**

Please express your level of agreement or disagreement with the statements above by selecting a number on the following scale: **1 = Strongly Agree 2 = Agree 3 = Don't Know 4 = Disagree 5 = Strongly Disagree**

No	Item Statement	1	2	3	4	5
1	The county has developed policies regarding compensation.					
2	Employee compensation is administered equitably.					
3	Employees receive sufficient employment benefits.					

### **PART C: Assessment of Training on the Performance of Busia County Government**

Please indicate your level of agreement or disagreement with the statements above by selecting a number based on the following scale: 1 = Strongly Agree, 2 = Agree, 3 = Neutral / Don't Know, 4 = Disagree, 5 = Strongly Disagree

No	Item Statement	1	2	3	4	5
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1	All employees have equal opportunities for selection to attend training sessions.					
2	There is training needs Assessment process					
3	The county government sponsors workers for job training					
4	Staff trainings are properly scheduled					
5	Staff trainings are relevant to work requirements					
6	Trainings given to staff are adequate					
7	Staff trainings have improved service delivery of the county government					

**PART D: Effects of Performance Appraisal on the Performance Busia County Government**

Please express your level of agreement or disagreement with the statements below by selecting a number on the following scale: **1 = Strongly Agree, 2 = Agree, 3 = Don't Know, 4 = Disagree, 5 = Strongly Disagree**

No	Item Statement	1	2	3	4	5
1	Employees are assigned periodic work goals.					
2	Work targets are appraised using effective methods					
3	Employee performance is reviewed and feedback given to accordingly					
4	Work targets are well monitored and evaluated					
5	Employees are satisfied with the results of performance appraisals					
6	Performance appraisals have improved service delivery of the county government					

**PART E: Performance of Busia County Government**

Please express your level of agreement or disagreement with the statements above by selecting a number on the following scale: **1 = Strongly Agree 2 = Agree 3 = Don't Know 4 = Disagree 5 = Strongly Disagree**

No	Item Statement	1	2	3	4	5
----	----------------	---	---	---	---	---

1	Customers express satisfaction with the services provided by the county.					
2	There is provision of quality services by the county government					
3	Operations of the county government are efficient					
4	Customer expectations are met by the county government on delivery of services					

**Thank you**



## APPENDIX II: LETTER OF INTRODUCTION/AUTHORIZATION

**George Juma Simiyu**  
**P.O. Box 84-50211**  
**Naitiri**  
**ADM No: MBA/20119/41563**

**Dear Respondent,**

I hope this letter finds you well. My name is George Juma Simiyu, a Master of Business Administration (MBA) student specializing in Human Resource Management at Mount Kenya University. As part of my academic requirements, I am conducting a research study titled: "Effect of Human Resource Planning Practices on the Performance of Busia County Government in Kenya."

This study is a partial requirement for the completion of my MBA degree.

I kindly request your participation by completing the attached questionnaire to the best of your knowledge and ability. Please note that all responses will be treated with the utmost confidentiality, and you will not be required to disclose your identity. The information gathered will be used strictly for academic purposes.

Should you require any clarifications or have any questions, please feel free to contact me via:

☎ Phone: 0725109298

✉ Email: [jumageorge34@gmail.com](mailto:jumageorge34@gmail.com)

I sincerely appreciate your time and valuable input.

Yours faithfully,

George Juma Simiyu  
MBA Student  
Mount Kenya University

### APPENDIX III: PROPOSED RESEARCH BUDGET

No.	Explanation	Quantity	Unit Cost	Amount
1	Typesetting and printing of proposals	2	25000	50000
2	Office Equipment's-Stationery			15500
3	Questionnaire Preparation and Testing	1	20000	20000
4	Travel expenses incurred during data collection	1		50500
5	Reference material	1		35000
6	Software rental for data analysis	1	25000	25000
7	Typing and Report Binding	2	15000	30000
8	Airtime and Communication Expenses	10	1000	10000
9	Data Analyst	1	50000	50000
10	Subsistence Allowances	1	35500	35500
11	Other Contingencies	1	15000	15000
	<b>Total</b>			<b>336500</b>

#### APPENDIX IV: RESEARCH WORKPLAN

	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024
1. Identification of research topics					
2. Topic approval					
3. Presentation of the proposal					
4. Questionnaire pretesting					
5. Thesis defense					
6. Submission of the proposal					
7. Data Collection and Processing					
8. Submitting the project report to the graduate school					

## APPENDIX V: ERC CERTIFICATE



REF: MKU/ISERC/4267  
TO: GEORGE JUMA SIMIYU

Date: 19 August 2024

REG: MBA/20119/41563

Dear Sir/Madam,

**RE: IMPACT OF HUMAN RESOURCE PLANNING PRACTICES ON THE PERFORMANCE OF BUSIA COUNTY GOVERNMENT IN KENYA**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3027**. The approval period is **19/08/2024 - 18/08/2025**.

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,



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

MOUNT KENYA UNIVERSITY  
ETHICS REVIEW COMMITTEE  
P. O. Box 342 - 01000,  
THIKA

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.  
Cell: +254 709 153 000 | +254 709 153 200  
Email: info@mku.ac.ke Web: www.mku.ac.ke

APPENDIX VI: INTRODUCTION LETTER FROM UNIVERSITY



**DIRECTORATE OF GRADUATE STUDIES**

MBA/20119/41563

22<sup>nd</sup> August, 2024

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

Dear Sir/Madam,

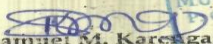
**RE: GEORGE IUMA SIMIYU - REGISTRATION NO. MBA/20119/41563**

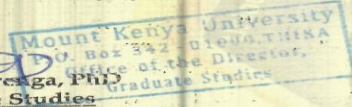
The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Impact of Human Resource Planning Practices on the Performance of Busia County Government in 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 **August, 2024 and October, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.

  
**Dr. Samuel M. Karenga, PhD**  
**Director, Graduate Studies**  
Enc.



Main Campus, General Kago Road, P.O. Box 342-01000 Thika.  
Tel: +254 709 452 000 | +254 709 153 200

Mount Kenya University

**APPENDIX VII: NACOSTI RESEARCH LICENCE**

REPUBLIC OF KENYA  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **179142**

**RESEARCH LICENSE**

Date of Issue: **30/August/2024**




This is to Certify that **Mr. GEORGE JUMA SIMIYU** 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 **Busia** on the topic: **IMPACT OF HUMAN RESOURCE PLANNING PRACTICES ON THE PERFORMANCE OF BUSIA COUNTY GOVERNMENT IN KENYA** for the period ending : **30/August/2025**.

License No: **NACOSTI/P/24/39549**

Applicant Identification Number: **179142**

Director General  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



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See overleaf for conditions



## APPENDIX VIII: TURNITIN REPORT (FIRST TWO (2) PAGES)



This receipt acknowledges that Turnitin received your paper. Below you will find the receipt information regarding your submission.

The first page of your submissions is displayed below.

Submission author: George Juma  
Assignment title: Research Project/Thesis MBA  
Submission title: SIMIYU  
File name: SIMIYU\_MBA\_FINAL\_THESIS\_DATA\_2025.docx  
File size: 1.83M  
Page count: 118  
Word count: 30,526  
Character count: 193,885  
Submission date: 11-Jun-2025 08:33PM (UTC+0300)  
Submission ID: 2608930189

EFFECT OF HUMAN RESOURCE PLANNING PRACTICES ON THE PERFORMANCE OF  
THE BUSIA COUNTY GOVERNMENT IN KENYA

GEORGE JUMA SIMIYU

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
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**APPENDIX IX: KREJCIE AND MORGAN TABLE**

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

# APPENDIX X: RESEARCH SITE MAP

