

**INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES
ON EMPLOYEE PERFORMANCE: CASE OF NANDI COUNTY
GOVERNMENT, KENYA**

JEBITOK PAMELA

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
BUSINESS & ECONOMICS IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTERS DEGREE IN
HUMAN RESOURCE MANAGEMENT
OF MOUNT KENYA UNIVERSITY**

JULY, 2024

DECLARATION AND APPROVAL

Student's Declaration

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

Jebitok Pamela

MBA/2022/49951

Signed...  _____

Date: 5/7/2024

Supervisor's Approval

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

Signed: ...  _____

Date: 5/7/2024

Dr. Ibrahim Nyaboga (PhD)

Mount Kenya University

DEDICATION

I dedicate this project to my husband Mr.Edward Bungei and my son Blessing Kipchumba and daughter Joy Jemutai for the support and encouragement they gave me during my studies may God Bless them all.



ACKNOWLEDGEMENT

First and foremost, I thank God for being kind to me and giving me strength and good health that enabled me to complete this research project. I sincerely acknowledge the mentorship, commitment, support, and tireless effort of my supervisors Dr. Mary Odenyo and Dr. Ibrahim Nyaboga for their instructive feedbacks that encouraged me to complete this work. It is my pleasure to thank my Mum Margaret, My sisters, brothers and everyone who supported me in having this project work completed.



ABSTRACT

There has been a considerable amount of empirical research on the relationship between certain Human Resource Management Practices and business performance. The purpose of the study was to investigate the Influence of Human Resource Management Practices on Employee Performance: A case Study of Nandi County Government, Kenya. The study was guided by the following specific objectives which include to determine the influence of Performance appraisal practices on employee performance in Nandi County Government; to establish influence of recruitment and selection practices on employee performance in Nandi County Government; 'to determine the influence of Reward management systems on employee performance in Nandi County Government and to examine the influence of training and development practice on employee performance in Nandi County Government. The research study adopted a descriptive survey design. The population to be included in the study was 204 employees in Nandi County Government, Kenya. The sample size was 61. This study made use of structured interview; face to face interview was conducted. The data collected was coded and analysed using the Statistical Package for Social Sciences. It employed descriptive statistics which included frequencies and percentages. After this, the findings were presented by the use of tables in chapter four. Ethical issues in the research was taken care of by the researcher assuring the participants that information to be provided was used for purposes of research only and not to malign their integrity and interest in the business. Furthermore, the respondents were advised not to indicate their names anywhere on the questionnaires. The researcher concluded that, Performance appraisal practices played a pivotal role in enhancing employee performance. They provide a structured framework for recognizing and motivating employees, aligning individual goals with organizational objectives, and fostering a culture of continuous improvement. Additionally, performance appraisals are crucial for data-driven HR and management decisions. The researcher recommended that, the county government should invest in more comprehensive training and development programs for employees. This includes technical skills, leadership development, and soft skills training. Regular workshops, seminars, and e-learning opportunities should be provided to ensure that employees continuously improve their skills and knowledge. The recruitment and selection process should be further refined to ensure that it identifies candidates who not only have the required qualifications but also align with the county government's goals and values. Emphasis should be placed on competency-based assessments and structured interviews to make the process more robust. The performance appraisal process should be made more continuous and feedback-driven. Managers should engage in regular performance discussions with their subordinates, offering constructive feedback and recognizing accomplishments promptly. Performance appraisals should not be seen as a once-a-year event but as an ongoing process. Implement a comprehensive reward and recognition program that acknowledges and appreciates outstanding employee contributions. This program should include monetary rewards, non-monetary incentives, and public recognition to motivate and engage employees. The researcher suggested, further studies should be done on Comparing the HRM practices and their impact on employee performance in the Nandi County Government with other counties or local governments in Kenya. This comparative approach should help identify best practices and areas for improvement.

TABLE OF CONTENTS

DECLARATION APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS AND ACRONYMS.....	xii
CHAPTER ONE	1
INTRODUCTION OF THE STUDY	1
1.0 Introduction.....	1
1.1 Background of the Study	1
1.2 Statement of the problem	3
1.3 Purpose of the Study	3
1.4 Specific Objectives	4
1.5 Research Questions.....	4
1.6 Significance of the Study	4
1.7 Justification of the Study	6
1.8 Scope of the Study	6
1.9 Limitation of the study.....	6
1.10 Delimitations	6
1.11 Assumptions of the study	7
1.12 Operational Definition of Key Terms	8
CHAPTER TWO	9
LITERATURE REVIEW	9

2.0 Introduction	9
2.1 Theoretical Framework	9
2.1.1 Universalistic Perspective	9
2.1.2 Resource Based Theory	10
2.2 Empirical Literature Review	14
2.2.1 Performance appraisal practices on employee performance	14
2.2.3 Training and Development Practice On Employee Performance	27
2.2.4 Reward Management Systems On Employee Performance	33
2.3 Conceptual Framework	36
2.4 Conceptual Framework	37
2.4 Gap Analysis	38
CHAPTER THREE	40
RESEARCH METHODOLOGY	40
3.0 Introduction	40
3.1 Research Design	40
3.2 Target Population	40
3.4 Sampling procedure and sample size	40
3.4 Data Collection Document	42
3.5 Questionnaires	42
3.5.1 Interview	42
3.6 Validity and Reliability	43
3.6.1 Reliability	43
3.6.2 Validity of Research Instruments	43
3.7 Data Collection Procedures	44
3.8 Method of data presentation and Analysis	44
3.9 Ethical Considerations	44

CHAPTER FOUR.....	46
RESEARCH FINDINGS, ANALYSIS AND PRESENTATION	46
4.1 Introduction.....	46
4.2 Response Rate	46
4.3 Respondents Demographic Information	46
4.3.1 Age bracket	46
4.3.2 Marital Status	47
4.3.3 Education level.....	48
4.3.4 Working Experience (Years)	49
4.4 Descriptive statistics	50
4.4.1 Performance Appraisal Practices on Employee Performance.....	50
4.4.2 Recruitment and Selection Practices on Employee Performance	52
4.4.3 Training and Development Practice On Employee Performance	54
4.4.4 Reward Management Systems on Employee Performance	56
CHAPTER FIVE.....	58
SUMMARY, CONCLUSION, AND RECOMMEDATIONS.....	58
5.1 Introduction.....	58
5.2 Summary of Findings.....	58
5.2.1 Performance Appraisal Practices on Employee Performance.....	58
5.2.2 Recruitment and Selection Practices on Employee Performance	59
5.2.3 Training and Development Practice on Employee Performance	59
5.3 Conclusion	60
5.3 Recommendation	61
5.4 Suggestion for further Study	62
REFERENCES.....	63
APPENDICES	53

Appendix I: Letter of Introduction53
APPENDIX II: QUESTIONNAIRES54
Appendix II: Informed Consent59
APPENDIX III: Authorization Letter from Mount Kenya University60
APPENDIX IV: RESEARCH PERMIT61
APPENDIX V: WORK PLAN.....62
APPENDIX VI: ESTMATED RESEARCH BUDGET.....63



LIST OF TABLES

Table 3.1 Target Population	40
Table 3.2 Sample size	41
Table 3.2 Sample size	41
Table 4.1 Age bracket	46
Table 4.2 Marital Status	47
Table 4.3 Education level	48
Table 4.4 Working Experience (Years)	49
Table 4.5 Performance Appraisal Practices on Employee Performance	50
Table 4.6 Recruitment and Selection Practices on Employee Performance	52
Table 4.7 Training and Development Practice On Employee Performance	54
Table 4.8 Reward Management Systems on Employee Performance	56



LIST OF FIGURES

Figure 2.1 Conceptual Framework	21
---------------------------------------	----



LIST OF ABBREVIATIONS AND ACRONYMS

HoDs-	Head of Departments
HR-	Human Resource
HRMP:	Human Resource Management Practices
SPSS-	Statistical Package of Social Sciences



CHAPTER ONE

INTRODUCTION OF THE STUDY

1.0 Introduction

This chapter presents the background of the study, statement of the problems, purpose of the study, specific objective, research questions, significance of the study, scope of the study, limitation of the study, delimitations, assumptions of the study and operational definition terms.

1.1 Background of the Study

In South Africa studies have consistently shown that investing in employee training and development leads to improved job skills, knowledge, and overall performance. Well-designed training programs have been associated with higher productivity and job satisfaction. Effective performance appraisal systems, when properly implemented, provide employees with clear feedback on their performance, leading to increased motivation and productivity. Regular performance feedback helps employees align their goals with organizational objectives. A fair and competitive compensation package, along with appropriate rewards and recognition, can positively impact employee satisfaction and commitment to the organization. Employees are more likely to be motivated to perform well when they feel their efforts are appropriately recognized and rewarded. Studies have found a strong correlation between employee engagement and job performance. Engaged employees tend to be more committed to their work, show higher levels of productivity, and contribute positively to the overall work environment. Organizations that promote work-life balance through flexible working arrangements and supportive policies tend to have more satisfied and productive employees. A healthy work-life balance contributes to reduced burnout and improved well-being, which can positively influence job performance. Positive employee relations, effective communication channels, and a supportive work culture are associated with better employee morale and performance. When employees feel valued and supported, they are more likely to go the extra mile in their roles. Hiring the right candidates through effective recruitment and selection processes can have a significant impact on employee performance. Employees who possess the right skills, qualifications, and fit with the organization tend to perform better in their roles (Kinicki,2010).

In Uganda the recent past, competition has been increasing due to flooded market in the business environment. The availability of both skilled and unskilled employees has positively contributed to

the growth of many organizations. The performance of the workers in almost all firms solely relies on the top management. Performance concern has therefore necessitated the management of many organizations to devise a mechanism of mitigating poor performance. This is the reason as to why many organizations have for instance adopted various critical stages that include: setting targets; enhancing communication between employer and employee; and monitoring specific performance of each individual relative to the expectations (Ndungu, 2016). It has become very important and complex to monitor individual and group work.

In Kenya the idea that workers and the manner in which they are managed is important to the prosperity of a company giving business a competitive advantage has led to an increasing focus on human resource (Omolo, Oginda & Otengah, 2013). As a result of the intense business competition and unpredictable business atmosphere, organizations are expected to improve in their performance to align with such great expectations; in order to overcome many problems that may arise, including the risk of a bankruptcy. This performance associated to the company or individual level considers human resource as the most dependent factor to accomplish the firm's goals.

Human resource management has a sole aim of ensuring that the individual and overall performance of employees is maximized. Therefore companies need to come up with policies and practices to ensure employees utilize their skills to maximize their ability and performance at the place of work (Armstrong, 2005). Performance is a measure of employees' effectiveness at work and is a crucial factor in making human resource decisions. Therefore, the failure or success of any organization is anchored on work performance of the persons in that organization.

In Uasin Gishu County, The performance of an employee is anchored on a list of elements; certainly there are workers that execute their work well because of their amounts of incentives. Some workers perform good due to the availability of good working environment and benefits that are encouraging.

It is important therefore, that organizations assess their human resources practices to see if they enhance employee productivity

1.2 Statement of the problem

Employees may become demotivated and less engaged if they perceive limited opportunities for growth within the organization. A flawed or inconsistent performance appraisal process can lead to dissatisfaction and reduced productivity among employees. Insufficient communication channels between management and employees can result in misunderstandings and reduced collaboration. Excessive workloads and inadequate work-life balance can lead to employee burnout and decreased efficiency. Employees who feel underappreciated for their efforts are less likely to be motivated and committed to their tasks. Becker and Huselid (2012) argue that selective employee procurement positively correlates to enhanced employee job performance.

In Kenya has a HR department which mainly deals with payroll and training of their employees. This therefore puts the organization at an awkward position to deal with other aspects of HRMP which are crucial for employee job performance. A research done by Saira (2016) on a study in Pakistan Textile industry indicated that practices such as Compensation, Career development, employee evaluation, and employee engagement impact positively on performance of employees. Amendi (2015) did a descriptive survey research on the impact of HRM practices on performance of SACCO's in Vihiga County, Kenya. The study found that most practices of HR lead to employee performance. Dimba and K'Obonyo (2009), investigated impact of HRP on performance of organizations. Results revealed innovative employee resourcing and compensation practices correlate positively with performance.

Human Resource Management practices on employee job performance at Nandi County Government, Kenya. The study seeks to address the research question on influence of human resource management practices on employee performance in Nandi County Government, Kenya which other researchers have but have tried to show the gap.

1.3 Purpose of the Study

The purpose of the study was to investigate the influence of human resource management practices on employee performance in Nandi County Government, Kenya.

1.4 Specific Objectives

The study was guided by the following specific objectives which include

1. To determine the influence of Performance appraisal practices on employee performance in Nandi County Government.
2. To establish influence of recruitment and selection practices on employee performance in Nandi County Government.
3. To assess the influence of Reward management systems on employee performance in Nandi County Government.
4. To examine the influence of training and development practice on employee performance in Nandi County Government.

1.5 Research Questions

The study was guided by the following research questions:

1. What is the influence of Performance appraisal practices on employee performance in Nandi County Government?
2. What is the influence of recruitment and selection practices on employee performance in Nandi County Government?
3. What is the influence of Reward management systems on employee performance in Nandi County Government?
4. What is the influence of training and development practice on employee performance in Nandi County Government?

1.6 Significance of the Study

The study will give more insight to policy makers on human resource management practices and lay down policy frameworks and legislation through which organizations can adopt the human resource management practices in their quest to gain competitiveness. The findings will help Nandi County Government, Kenya to review policies on human resource management

practices and their impact on employee performance so as to maximize performance and increase competitive advantage.

To scholars, it was to broaden the existing literature besides adding more insight to the available knowledge as well as act as a source of literature for institutions of higher learning.

The findings were also assisting the Kenyan government in formulation of guidelines and policies in the county sector and other government parastatals in adopting HRMP so as to enhance both employee and organizational performance. The government was able to realize the level to which HRMP influence employee job performance.

1.7 Justification of the Study

The performance of employees within the Nandi County Government directly impacts the organization's ability to fulfill its mandate of delivering essential services to its residents. Investigating the influence of HRM practices on employee performance is crucial for identifying strategies to enhance organizational effectiveness and service delivery.

Despite the growing importance of HRM practices in organizational management, there is a lack of empirical research specifically focusing on the relationship between HRM practices and employee performance within county governments in Kenya, particularly in Nandi County. This study seeks to address this gap by providing insights into how HRM practices influence employee performance in the unique context of Nandi County Government.

Findings from this study can inform evidence-based policy decisions and strategic interventions aimed at improving HRM practices and enhancing employee performance within Nandi County Government. By identifying effective HRM strategies tailored to the specific needs and challenges of the County, policymakers and administrators can implement targeted initiatives to optimize organizational performance and service delivery.

Effective management of human resources is essential for achieving organizational objectives and fostering a conducive work environment. Understanding the influence of HRM practices on employee performance can enable Nandi County Government to adopt best practices in recruitment, training, performance appraisal, and employee relations, thereby enhancing overall organizational effectiveness and productivity.

This study contributes to the academic literature by providing empirical evidence on the relationship between HRM practices and employee performance in the public sector, particularly within county governments in Kenya. By advancing theoretical understanding and empirical knowledge in this field, the study adds to the body of literature on HRM practices and their impact on organizational performance.

Improving employee performance within Nandi County Government can have broader implications for socio-economic development within the County. A more efficient and motivated workforce can lead to improved service delivery, increased citizen satisfaction, and ultimately, contribute to the overall development and prosperity of the region.

1.8 Scope of the Study

The geographical scope of this study was limited to Nandi County to investigate the influence of human resource management practices on employee performance. This study was carried out during the months of January 2023 to May 2023. The population to be included in the study was 204 employees in Nandi County Government, Kenya.

1.9 Limitation of the study

The study took descriptive research approach which had a number of limitations. One of the limitations were that some of the respondents understand the questions and end up giving misleading information. To counter this challenge, the language that was used to set the questions was simple and direct to ensure that respondents misinterpret them. Getting the respondents to answer the question thoughtfully and honestly were another limitation in the study. However, the study gave a brief introduction of the study to sensitize respondents on the purpose of the study and how honesty it was crucial in getting the correct information. The respondents were also be required to write their names on the questionnaires.

1.10 Delimitations

The content scope of this study was limited to the following determinants of motivation; salary increase, bonuses, promotion and recognition. This is because these was the major factors identified by other studies as the major determinants of employee motivation.

1.11 Assumptions of the study

This study assumed with an expectation that all respondents were expected to be honest, accurate and detailed in providing information. It was assumed that the data collections instruments answered the desired questions and that the sample was represent the population.



1.12 Operational Definition of Key Terms

Human Resource Management the policies and practices required to perform the routines of human resources in an organization.

Performance appraisal practices: refers a systematic and periodic process of measuring an individual's work performance against the established requirements of the job

Recruitment and selection practices: Employee selection methods are criteria for choosing an optimal candidate for a particular job position.

Reward management practices: refers to a strategic approach to incentivizing your workforce to improve performance, engagement and morale.

Training practices: It refers to a type of learning intervention that can improve workplace performance and facilitate the introduction of new job responsibilities by improving workers' knowledge, skills and behaviors.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covered the theories that underpin the study, empirical literature, conceptual framework and summary of the literature review.

2.1 Theoretical Framework

2.1.1 Universalistic Perspective

Researchers in the universalistic approach posit that some set of HRP are always superior to others and firms ought to embrace these practices to improve their performance. Best practices are appropriate for all organizations regardless of size, industry, or business strategy (Arthur, 1994; Delery & Doty, 1996). Researchers stress that internal fit and alignment of human resource practices helps to produce a considerable improvement of an organization's performance. The proponents of the universalistic model such as Pfeffer (1994, 1998) and Huselid (1996) have highlighted a number of best practices that comprise the best practice bundles that go along with performance. Delery and Doty (1996) recognized seven 'best practices' which include career development opportunities, official training structures, evaluation procedures, proceeds distribution, employment security, right to be heard means, and occupation description. The human resource management practices are assumed to help a firm develop its human resources cost benefits, encourage operating efficiency, boost innovation and enhance organizational performance (Dyer, 1985).

The universalistic theory implies there are some best HRM practices that contribute to enhanced performance of an organization. Although many scholars agree with this assumption of Best HRMP there has been little concurrence as to what constitutes the 'best practice', which seems to undermine this approach in some way. Certain inconsistencies have arisen from the universalistic model such as researchers use different practices when examining best practices.

In the context of the study of the influence of human resource management practices, the Universalistic Perspective theory can be applied to understand how certain HR practices can influence employee outcomes across different organizations. For example, the theory suggests

that practices such as performance appraisal, training and development, and compensation can have a positive impact on employee performance and motivation, regardless of the organization in which they are implemented.

Researchers studying the influence of human resource management practices can use the Universalistic Perspective theory to identify which practices are most effective in achieving desired outcomes and to develop best practices that can be applied across different organizations. By identifying universal practices, researchers can help organizations improve their HR management practices and ultimately enhance their overall performance (Doty, 1996).

2.1.2 Resource Based Theory

The resource based view provides an explanation of how the human resources of an organization contribute to enhanced performance and competitiveness. It recommends that the competitive edge arises from the internal resources within an organization reach. Wright et al. (2001) alleges that these resources must be valuable, rare, inimitable and non-substitutable in order to lead to competitive edge. When the human capital within an organization meet the criteria of valuability, rarity, inimitability and non substitutability they contribute to competitiveness of the organization by having resources that cannot be imitated by competitors. This view found that HR practices or HR systems could easily be replicated by other firms whilst the knowledge skills and abilities possessed by individuals within a firm (human resources) would be harder to imitate. This view focuses on the unique resources an organization possess and explains why the rarity, inimitability, non substitutability and valuability of the human resources might lead to a sustained competitive niche, thus leading to enhanced organizational performance. with its focus on the internal resources possessed by a firm has given the field a theoretical understanding of why human resource systems might lead to sustained competitive advantage that cause a better firm performance. It further contends that the HR systems can be easily imitated but the resources are hard to imitate as they differ and are unique in their own way. However, RBV has been criticized for not having looked beyond the properties of resources to explain sustained competitive advantage. In particular, it has not examined the extent to which an employee becomes a resource.

In the context of the influence of human resource management practices, the Resource-Based Theory can be applied to understand how a firm's human resources can contribute to its competitive advantage. Specifically, the theory suggests that HR practices can be used to develop and maintain valuable human resources that are difficult for competitors to imitate or substitute. For example, HR practices such as training and development, performance appraisal, and compensation can be used to develop and maintain a skilled and motivated workforce that is capable of achieving the firm's strategic goals. By investing in these practices, a firm can develop a unique set of human resources that is difficult for competitors to imitate, leading to a sustainable competitive advantage. Researchers studying the influence of human resource management practices can use the Resource-Based Theory to identify which HR practices are most effective in developing and maintaining valuable human resources. By doing so, they can help firms develop and implement HR practices that provide a sustainable competitive advantage and ultimately enhance their overall performance (Wright et al, 2001).

It has been demonstrated that merit-based performance reviews increase employee zeal and dedication, which has a significant effect on organizational performance (Kidombo, 2018). An organization's ability to succeed depends on its employees' willingness to take on increased responsibility (Schroeder, 2003). Employee satisfaction reduces turnover and absenteeism. The ongoing assessment of workers' conduct and performance is one facet of performance management. Workers need to know precisely what is expected of them as well as the standard by which their efforts and results are assessed (Jackson, 2018). In order to facilitate a shared evaluation of workers' work, pinpoint areas in need of improvement, and determine what training and development needs were, a structured and methodical approach for performance reviews was put in place. In particular, future performance of employees can be enhanced via an efficient appraisal procedure (Burney & Widener, 2008). The assessment plan can also function as the basis for a poll regarding intended career progression and monetary rewards. According to the research, worker assessment and performance management, as well as organizational performance, are logically and strongly correlated (Hundley, 2008). The association has a far better chance of actually accomplishing its objectives when all tiers of management are operating in unison. Moreover, this guarantees that each

association member is aware of their responsibilities and what is essential to the group (Michael, 2019).

2.1.3 Expectancy theory

Expectancy theory was developed by Victor H. Vroom in 1964 through his study of the motivations. According to Torrington et al (2011), advocates of expectancy theory holds that the behavior of individual employee is dependent on the expected reward. Thus employees will work harder when they believe that their effort will be rewarded with something they value.

Vroom's expectancy theory believes that there is positive correlation between the effort employed, and performance supported by presence of the right resources, right skills as well as the necessary support to get the job done. Performance appraisal is rooted in the expectancy theory which submits that without an effective appraisal system, it is quite challenging to rate performance (either as good or poor), ensure equitable allocation of rewards, share desired work expectations and promote expected performance outcomes (Adams, 1963).

In the context of the influence of human resource management practices, the Expectancy Theory can be applied to understand how HR practices can influence employee motivation and behavior. Specifically, the theory suggests that HR practices can influence employee motivation by shaping their perception of the outcomes of their behavior, the effort required to achieve those outcomes, and the likelihood of achieving those outcomes (Torrington et al, 2011),

The theory has been applied in almost all organizations and basically in all aspects of employment relationships. However, it is mainly used in employee performance monitoring, analyzing outcomes of training against the expected organizational performance outcomes, as well as other processes which include but not limited to targeted recruitment and selection of employees. The theory is also used to identify employees' motivators and also interpret specific behaviours (Lee, 2018; Nsofor, 2009).

(Nsofor ,2009) studied the influence of Expectancy Theory on employees' performance in

Lagos State and found out that the theory has a role to play as an employee motivator tool. However, he cautions managers and advises them to be alert when applying the Expectancy theory of performance management since motivators differ from one employee to another. To succeed, therefore, they should endeavour to understand what motivates each of the employees and provide it in order to create a positive influence. This includes both physical rewards and building of positive character.

Porter and Lawler (1968) developed their expectancy model based on Victor Vroom's Expectancy theory. As they developed their expectancy theory, they contended that the simplicity of Vroom's model made it misleading, therefore they added more factors. Since staff productivity is correlated with motivating initiatives, they criticized it as being misleading. This claim can only be true, though, if the employee connects the reward to a particular need in their own life (Graen, 2019).

Graen (1969), Porter and Lawler (1968), Lawler and Porter (1967), and Lawler (1971) were among the authors who challenged the expectation theory for being overly simplistic. A number of critics, including Lawler (1971), were prompted by the criticism to begin modifying Vroom's model. They did so by based it on the following four arguments: whenever employees are presented with a range of outcomes, they will always have preferences; every individual believes that their efforts will result in the desired outcomes; every individual behavior produces the desired outcomes; and as a result, each person's actions are determined by their expectations and preferred outcomes. Vroom himself agreed with some of the criticisms made by other writers, who suggested that the theory should be broadened to include the conclusions and suggestions of more research (Jackson, 2016).

This theory is relevant to this study as it helps managers understand what individuals in an organization want, value and expect from the organization and thus they are able to provide them in order to reap maximum benefits in terms of employee outcomes. The theory is also applicable because it explains how some work-system elements such as extensive training, fair performance appraisal or job rotation practices can cause the individuals in an organization to behave in a desired manner. Specifically, they lead to motivation of employees; hence they focus their efforts towards improving their performance for benefit of entire organization.

Vroom's expectation theory holds that performance and effort are positively correlated when the right tools, people, and support are available to complete the task at hand. Performance evaluation is based on the expectancy theory, which states that it is difficult to rate performance (as good or poor), guarantee a fair distribution of rewards, communicate desired work expectations, and encourage expected performance outcomes in the absence of an efficient appraisal system (Adams, 1963).

Using the Expectancy Theory, one can comprehend how HR procedures affect employee motivation and behavior in the context of human resource management. The idea posits that HR practices have the potential to impact employee motivation by molding their understanding of the consequences of their actions, the amount of work necessary to attain those consequences, and the probability of obtaining those results (Torrington et al, 2011), Almost every type of organization and nearly every facet of work relationships has made use of this principle. It is mostly utilized, therefore, for targeted hiring and personnel selection, as well as other activities like evaluating training results versus anticipated organizational performance outcomes and employee performance monitoring. According to Lee (2018) and Nsofor (2009), the theory is also utilized to determine the motivators of employees and to understand particular behaviors.

The idea can be used as a tool to motivate employees, according to a 2009 study by Nsofor in Lagos State that examined the impact of expectation theory on worker performance. Though motivators vary from employee to employee, he warns managers and counsels them to exercise caution when implementing the Expectancy theory of performance management. So that they may have a positive impact, they should try to find out what drives each individual and deliver that to them. Both material benefits and the development of virtue are included in this.

2.2 Empirical Literature Review

2.2.1 Performance appraisal practices on employee performance

The greatest asset in nearly all organizations is their human resource. These surpass in value and in importance than physical assets i.e. building, land, equipment and vehicles. (Anstey et al., 2017) To enable organizations achieve competitive advantage over competitors

globally, employees play a very critical role (Oaya et al., (2017). Employees' performance determines company's success, conducting employee performance appraisal ought to be done appropriately and regularly in order to improve quality of work, reduce employee dissatisfaction and decline in work performance. (Shrestha, S. & Chalidabhongse, J., 2016).

(Obeidat et al., 2014) Performance appraisal plays a role that is valuable in employee training and development and can be used to identify and initiate the process of providing relevant training and development in their study. Mwema and Gacunga (2014), found out that performance appraisal enables identification of training needs for staff and accordingly organization is able to provide the required training thus helping employees achieve their performance targets.

Belcourt et al, (2002) examined that the main purpose for training is to help the organization achieve its goals. In addition training programs should be established with a focus on organizational goals and strategies. Most organizations emphasize on capacity building programmes to the employees as a critical human resource management practice towards employees commitment.

Eliphas et al., (2017) using recognition, feedback, and training and development as performance appraisal tools found out that productivity in the organization is mainly influenced by recognition and feedback while training and development does not play a critical role.

Merit-based performance appraisals have been shown to boost employee enthusiasm and commitment, which has a major impact on organizational performance (Kidombo, 2018). Employee willingness to take on more responsibilities is crucial to an organization's success (Schroeder, 2003). Employee satisfaction lowers absenteeism and turnover. One aspect of performance management is the constant evaluation of employees' performance and behavior. Employees must understand exactly what is expected of them as well as the benchmark by which their work and outcomes are evaluated (Jackson, 2018).

An organized and systematic process for performance reviews was implemented to enable a common assessment of employees' work, identify areas for improvement, and identify training and development requirements. Specifically, an effective appraisal process can

improve employees' performance going forward (Burney & Widener, 2008). The evaluation plan can also serve as the foundation for a survey on planned career advancement and financial incentives. The research showed that there is a logical and strong relationship between worker appraisal and performance management as well as organizational performance (Hundley, 2008). When all levels of management are in sync with one another, the association's chances of really achieving its goals are greatly increased. Furthermore, this ensures that every member of the association understands what is expected of them and what is crucial for the association (Michael, 2019)

Global economy has forced organizations in public sector to emphasize on transparency, accountability and efficiency to enhance productivity. (Bouckaert & Halligan, 2016; O'Toole & Meier, 2015). One key factor to staff performance is organization goal achievement and for employees to be considered successful, they are expected to achieve their performance goals. (Campbell, 2019). According to Armstrong (2019) managing performance is the means of getting better results within an agreed certain time period while upholding the organization standards and competency. McDougall and Levesque (2019) elucidates that poor or ineffective, service delivery will result to loss of confidence by the customers who becomes dissatisfied and end up seeking for alternatives. Performance appraisal is widespread and it is potentially a crucial instrument for organizations to make the most of their employees. (Armstrong and Baron, 2005) While performance appraisal is applied to a cross section of employees and in different levels, at times they are seen as merely administrative in nature, quite mechanical, ineffective and serve little or no purpose towards improvement of employee performance as reported by (Torrington et al., 2011). Critiques argue that performance appraisal is not a very reliable tool to measure employee and organizational performance. That notwithstanding, performance appraisal system is considered efficient enough and seem to be achieving good results for organizations. (Dauda & Luki, 2021).

Eliphas et al., (2017) did a study on the influence of performance appraisal practices on employee productivity. The study focused on three aspects; recognition, feedback, and training and development. The findings of the study revealed that productivity in organizations is mainly influenced by recognition and feedback while training and

development does not play a critical role.

Riego and Lapuz (2020) using descriptive-correlation research design carried out their study in an academic institution in Philippines where they examined the relationship between management style, performance appraisal, and employee development of selected personnel. The study found out that there was a low-moderate positive relationship between management style, performance appraisal and employee development.

Supervisor, peer, and self-evaluation—in which employees assess themselves and other employees with similar job rankings—are among the steps included in the performance appraisal process, according to Dubrin (2018). Due to the great significance placed on the customer, several appraisal tools incorporate the customer appraisal component. Moreover, they assert that performance evaluations should emphasize the advantages and disadvantages of employees, aid in identifying great performers, and provide them the opportunity to strengthen their areas of weakness. Enhancing staff development and performance is the aim of all these programs (Schuler, 2017). Businesses that place a high priority on punishment and discipline in their performance appraisal processes for compliance and conformity may not get the full benefits of these essential HRM strategies, claim Benson et al. (2020). This is because such managerial practices will lead to a decrease in confidence and mistrust. If evaluation results are not used effectively, employees may get less confident in the process because they will think that management lacks faith in it (Hegar, 2016). Therefore, it is imperative that performance assessments uphold employees' trust, be viewed as fair, and focus on the employee's total well-being, including growth and rewarding positive achievements, according to Kampkötter (2016).

The employee performance appraisal makes productivity and performance enhancement possible. Appraisals are used to determine a candidate's strengths, shortcomings, and talents as well as to make decisions on promotions (Hegar, 2016). A performance appraisal's main goal is to confirm that an employee is operating at the anticipated levels and in accordance with all relevant laws and regulations (Schuler, 2017). Numerous academics have investigated the effect of performance reviews on employee performance. Through a comprehensive review of the literature, Jackson (2018) discovered that performance appraisals directly lead to performance improvement.

Huselid's (2017) study, which looked at whether performance evaluations at NHIF head

offices led to improved performance, found a positive association between worker performance and reviews. A study conducted at Kenyan colleges on the effect of performance reviews on employee productivity found that these reviews increase individual productivity, which raises the performance of the overall company (Hundley, 2008). Performance reviews were found to have a positive impact on employees' propensity for innovation and problem-solving among 166 workers in Spanish industrial enterprises. The good behavior leads to better performance (Ghebreorgis, 2017). However, the performance appraisal may not have the desired effect of raising performance because of the weak rapport between the assessor and the appraised employee (Lin & Kellough, 2018). Employee performance is improved when the evaluated individuals perceive a successful performance review positively.

Hee and Jing (2018) using questionnaire to collect data from 161 employees carried out a study on the influence of human resource management practices on employee performance in the manufacturing sector in Malaysia. The study focused on the following human resource management practices; compensation and benefits, work-life policies, performance appraisal and training and development to examine their relationship on employee performance. According to the multiple regression analysis, performance appraisal and training and development were significantly related to employee performance.

2.2.2 Recruitment and selection practices on employee performance

Globally, recruitment is one of the core areas of human resource management. The success or failure of the recruitment practices has a significant impact on the organization's growth and the process should be consistent with the organizational strategy, vision and values. According to Armstrong (2010) the current labor market is making it more difficult for organizations to find, recruit and select talented people. The competition for talent is intensifying, as there are fewer qualified applicants available. The shortage of applicants makes it all the more important for organization to be able to effectively attract, select and maintain quality candidates. Effective recruitment and selection strategies result in improved organization outcome, hence the more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees, and Recruitment is the process of finding and attracting capable applicants for employment. People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to

organizational success and also constitute a significant source of competitive advantage (Armstrong & Boron 2002). This is the premise in the human capital theory. It underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work. It is indeed the knowledge, skills and abilities of individuals that create value. Individuals generate, retain and use knowledge and skill (human capital) creating intellectual capital. The human capital theory considers people as assets and stresses that investment in people by organizations will bring worthwhile returns.

Recruitment begins with identifying the need for new hires and involves a series of steps, including job analysis, advertising, and attracting candidates. Organizations may use internal recruitment, promoting existing employees, or external recruitment, attracting candidates from outside the organization (Mangham and Silver 2009). Each method has its advantages: internal recruitment boosts employee morale and reduces training time, while external recruitment brings fresh perspectives and skills. The selection process involves screening candidates, conducting interviews, and using various assessment tools to determine the best fit for the job. Effective selection practices, such as structured interviews and psychometric testing, help ensure that the chosen candidates possess the required competencies and align with the organizational culture. The impact of these practices on employee performance is profound. Properly recruited and selected employees tend to perform better, are more engaged, and contribute positively to organizational goals. Conversely, poor recruitment and selection can lead to high turnover, low morale, and decreased productivity. Therefore, investing in robust recruitment and selection processes is essential for enhancing employee performance and achieving long-term organizational success.

Armstrong points out that the human capital theory is closely linked to the Resource Based View (RBV) of firms by Barney, (1991). In Africa, several key Human Resources Management Practices have been employed in recent times by different SME business and organizations due to growing awareness of the key importance of the role played by employees in the success of all business. The efficiency and effectiveness of business depends largely on the human resources employed by an organization. The availability of competent and efficient labour force does not happen by gambling but through an articulated recruitment exercise (Peretomode and Premotomede, 2001). SME business goes beyond just the sales of products, as such product market

based competitive advantages are inadequate to guarantee business success in the business industry, due to the fact that SME product are based on the sales of combinations of provision of physiological and psychological product to their customer (Ofobruku 2013).

In Uganda however, underlying the achievement of very successful business and products are the strong presents of the acquisition and development of strong and efficient pools of skilled employees, these has necessitated the inclusion of skill-based competition in most industries in Uganda (Klein, Egbe and Kass 2011), again it is worthy of note that from most of the recent studies and experiences, rest on employee as instrument to the organizational effectiveness as it involve the competence used skills of employee that will influence or secured organization investment in human and material capital (Mangham and Silver 2009). Based on the above the need to identify employee skills that underpin SME business organization performance cannot be overemphasized, if those underling skill, knowledge and attitude have been identified, recruitment and selection process becomes presently the only known way to ensure that the applicant with the requisite skills and qualities are successfully attracted to the SME business or organizations.

Theoretically, the Resource Based View theory suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals and firms would constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, (Barney, 2001). A major part of any firms' strength or weakness stem from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "Barriers to imitation" is at the heart of resource based thinking. Firms which recruit and retain exceptional individuals have the capability of generating human capital advantage, Catano et aL, (2010) stress that, employers must aspire to hire applicant who possess the knowledge, skills abilities or other attributes (KSAOs) required to successfully performing the job most effectively.

Conceptually, Bratton and Gold, (2007) defined Recruitment as the overall process of attracting, selecting and appointing suitable candidates for jobs within an organization Ryan and Derous, (2013) asserted that, recruitment and selection can play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction

regarding their future abilities. Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes (Ballantyne, 2009).

According to (Storey, 2015), Selection is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization.

The general theories of recruitment, as emphasized by Cole (2002), Armstrong (2008), and Dessler (2006), place pressure on the recruitment team to foster an organizational culture that supports high performance because they identify the necessity for employees to have a fit-in culture in order to thrive in a new work environment. Organizations should target their recruitment efforts toward particular positions that need to be filled. In the contemporary global setting, these tactics include print and electronic media advertisements, agencies and services, forums for schools and colleges/universities, professional groups, and internal resources. Each strategy will result in specific employees who perform differently. (2016, Abbott).

According to Ahmad (2011), behavior-based interviews are a standard procedure used by most firms during the hiring process. These interviews have the potential to be somewhat more predictive of an employee's future performance than, say, situational interviews. According to Nwabuzor and Amendi (2015), the theory of recruiting is a collection of academic research on the best ways to convince people to apply for jobs. Generally speaking, expanding the application pool will provide employers more chances to choose the best candidates for open positions. "Fit" is a factor that both parties involved in the application process should and do consider. Research by Armstrong (2018) indicates that candidates will be drawn to the company to the degree that they believe it to be a good fit for them, a concept known as "person-organization (P-O) "fit" in the literature. Prospective candidates

based on their knowledge of the employer's culture, determine the potential P-O fit in the first instance.

Any management process revolves around recruitment, and a company's inability to succeed in this area may face more challenges in the road, such as reduced profitability and inadequate staffing or skill levels (Baron, 2018). Bennett (2015) notes that selection can be understood as either selecting the candidates who are deemed "fit" or rejecting the applicants, or as combining the two. The

selection method correctly assumes that there are more applicants than there are positions available (Prasad, 2005). The main idea behind the selection process is to gather as much information as you can about the candidates in order to determine whether or not they are qualified for the position, while keeping in mind that there are several aspects that may influence how much information is gathered.

According to Kirkpatrick (2011), the requirement for organizations, whether in the public or private sector, to produce goods and services effectively and efficiently has made it more important than ever to obtain and manage competent human resources, which are an organization's most valuable asset. Thus, effective methods for hiring and choosing employees can lead to higher labor productivity, which can help a company achieve its objectives. Scholars have concurred that one of the primary obstacles to an organization's performance in the performance domain is its incapacity to implement strategies that can attract and retain qualified personnel in order to accomplish organizational objectives (Gberevbie, 2008). Among the tactics that can aid in hiring are techniques for attractiveness. Employer branding and employer of choice programs are two tactics for attracting talent that, according to Armstrong (2010), aid an organization in luring in workers who can make a substantial impact on its success. Current developments in recruitment tactics also include the usage of e-recruitment, or online recruitment. E-recruitment, or online recruitment, uses web-based tools to assist attract, advertise, screen, and track applications, choose, and offer employment to candidates or reject them (Armstrong, 2010). The usage of social media, placement agencies, and employee referral programs are further recruitment tactics that can assist businesses in their focused hiring.

Recruitment should, in the opinion of (Gberevbie, 2010), be based on suitable educational credentials, skills, and experience, even within the framework of equal regional and gender representation. This can serve as a foundation for increased labor productivity. A correlation was found between an organization's performance and its recruitment approach for employees in a study on organizational behavior by McOliver (2005). Armstrong notes that Barney's Resource Based View (RBV) of organizations and the human capital theory are closely related (1991). Due to a rising understanding of the critical role that employees play in the success of every business, some important HRM practices have been implemented recently in Africa by various SME businesses and organizations. The human resources a company uses have a significant impact on its efficacy and efficiency. Competent and effective labor is not randomly available; rather, it is the result of a well-thought-out recruitment process (Peretomode and Premotomede, 2001). Since SME products are

based on the sales of combinations of providing physiological and psychological products to their customers, they go beyond simple product sales. According to Ofobruku (2013), product market-based competitive advantages are insufficient to ensure business success in the business industry.

However, the foundation of very successful businesses and products in Uganda is the acquisition and development of strong and efficient pools of skilled workers, which has made skill-based competition necessary in most Ugandan industries (Klein, Egbe, and Kass 2011). It is also important to note that the majority of recent studies and experiences point to employees as the key to organizational effectiveness because it involves the use of their competencies, which in turn influences or secures the organization's investment in human and material capital (Mangham and Silver 2009). As a result of the aforementioned, it is imperative that the employee skills that support the performance of SMEs be identified. Once these underlying skills, knowledge, and attitude have been identified, the recruitment and selection process is currently the only known means of ensuring that the applicant with the necessary skills and qualities is successfully attracted to the SMEs.

According to the Resource Based View theory, firms can achieve sustainable competitive advantage if they have a pool of human resources that their competitors cannot duplicate or replace. They can also maintain a sustained competitive advantage by regularly assessing their workforce to make sure the right people are employed in the right positions. (Barney, 2001). The quality of working relationships and employee caliber play a significant role in a firm's strength or weakness. Resource-based thinking rests on determining what is most important and safeguarding it via "Barriers to imitation." Employers who successfully acquire and retain exceptional personnel can gain a competitive edge in the human capital market. Catano et al. (2010) emphasize that employers should strive to select candidates who have the knowledge, skills, abilities, or other attributes (KSAOs) necessary for carrying out the job in the most efficient and effective manner.

Recruitment is conceptually defined by Bratton and Gold (2007) as the complete process of attracting, choosing, and assigning qualified applicants to positions inside a company. According to Ryan and Derous (2013), if employers are able to hire employees who already have the necessary knowledge, skills, and aptitudes and who can accurately predict their future abilities, recruitment and selection processes can have a significant impact on how effectively and successfully an organization

performs. In order to guarantee employee performance and favorable organizational outcomes, recruitment and selection are equally crucial (Ballantyne, 2009).

(Storey, 2015) defines selection as the process of selecting the best applicant for a position that has to be filled in an organization. Stated differently, selection refers to the process of eliminating applicants who are deemed unfit and choosing those who possess the necessary skills and credentials to occupy open positions inside the company.

The general theories of recruitment, which highlight the importance of fit-in cultures for employees to succeed in a new work environment, put pressure on the recruitment team to cultivate an organizational culture that supports high performance (Cole, 2002; Armstrong, 2008; Dessler, 2006). Employers should concentrate their hiring efforts on specific roles that require filling. These strategies are used in the modern, global environment in print and electronic media ads, agencies and services, forums for colleges and universities, professional associations, and internal resources. Every approach will produce particular personnel with distinct performance profiles. Abbott, 2016.

As per Ahmad's (2011) report, behavior-based interviews are a customary practice employed by the majority of companies in their employment process. Compared to situational interviews, for example, these interviews may be a little more indicative of an employee's future success. The theory of recruiting, according to Nwabuzor and Amendi (2015), is a compilation of scholarly studies on the most effective approaches to persuade people to apply for jobs. In general, companies will have more opportunities to select the most qualified applicants for available positions if the pool of applications is increased. Both applicants and the other stakeholders involved in the process should and do take "fit" into consideration. According to Armstrong's (2018) research, candidates are lured to a company based on how well they think it fits them; this idea is referred to in the literature as "person-organization (P-O) fit." First, prospective candidates assess the possible P-O fit based on their familiarity with the company culture.

Recruitment is the foundation of any management process, and a business that struggles in this area now may have further difficulties later on, including decreased profitability and insufficient workforce or skill levels (Baron, 2018). Bennett (2015) points out that the process of selection can be interpreted as a combination of rejecting applications and choosing the candidates who are judged "fit" or as both. According to Prasad (2005), the selection process appropriately considers that there are more candidates than there are open posts. While there are a number of factors that could affect

the amount of information acquired, the basic goal of the selection process is to learn as much as you can about the candidates in order to assess whether or not they are qualified for the role.

According to Kirkpatrick (2011), obtaining and managing competent human resources—an organization's most valuable asset—is more crucial than ever due to the need for organizations, whether in the public or private sector, to create goods and services successfully and efficiently. Thus, efficient hiring and selection procedures can result in increased labor productivity, which can aid a business in reaching its goals. Academics generally agree that one of the biggest challenges facing an organization in the performance domain is its inability to put strategies into place that can draw in and keep talented employees in order to meet organizational goals (Gberevbie, 2008). Aesthetic strategies are among the tools that can help with recruitment. According to Armstrong (2010), employer branding and employer of choice initiatives are two strategies for drawing in talent that help a company attract employees who can have a significant impact on its performance. The use of e-recruitment, or online recruitment, is another recent advancement in recruitment strategies. Web-based technologies are used in e-recruitment, also known as online recruiting, to help recruit, publicize, screen, and track applications, choose, and either accept or reject job offers from candidates (Armstrong, 2010). Using placement agencies, employee referral programs, and social media are other recruitment strategies that can help organizations hire with focus.

According to (Gberevbie, 2010), hiring decisions should be made based on candidates' appropriate educational backgrounds, experience, and skills—even while taking into account gender and regional parity. This could be the starting point for higher worker productivity. In a study on organizational behavior, McOliver (2005) discovered a relationship between an organization's hiring practices and its performance. The studies found that the base for the subpar performance of Nigerian employees of State enterprises was issues with nepotism, favoritism, political consideration, and the national character principle in employee recruitment. An analogous problem exists in Kenya, where hiring personnel for the Kenyan Civil Service requires adherence to a national character concept due to the country's multiethnic, multireligious, and multicultural society. According to (Ondrack, 2019), requiring national character to be considered for hiring, appointment, or promotion discriminates against talent and is consequently unjust to some parts of the nation while benefiting others. The result is the hiring of inept personnel into the public sector, which leads to subpar performance.

explains how using assessment centers, which use a variety of methods to more accurately predict prospective applicants' future performance, can help to improve the recruiting and selection process.

Other modern techniques that can aid in improving recruiting choices include the use of selection exams, such as psychometric exams, which can offer an impartial way to evaluate a candidate's skills or qualities. This can support the proper person-job and person-organization fit, which are essential components of labor productivity.

According to (Mansour,2010), there is a positive correlation between labor productivity and human resource recruitment and selection because businesses that employ a selective recruiting process make sure that the proper candidates are hired who are qualified and skilled for the job. A person should fit both the job and the organization when they are properly recruited and selected, according to Sekiguchi (2004). This will make it easier to make sure that a person's skills and the requirements of a position, as well as the person and the company, match. In order to ensure labor productivity, these two fits are essential.

According to a 2015 Construction Industry Development Board report on labor and working conditions in South Africa, 54% of survey participants said their organizations had no formal procedures in place for hiring unskilled and semi-skilled labor. In the sector, it's common practice to use word-of-mouth marketing, with current employees inviting their friends and family along. On the other hand, when employees have expertise working on the same sites, they are "poached" from other businesses. Workers attested to this when they said that, as mentioned below, their primary sources of employment are informal recruitment processes and personal connections. Word of mouth is the most popular approach to hiring.

As noted by (Byars, 2017), there are various techniques that can be used to evaluate a candidate's suitability for a certain position. These techniques include of one-on-one interviews, panels of interviews, selection boards, and assessment centers. Organizations adopting recruitment processes may encounter major implementation challenges even with a carefully thought-out plan for recruitment and selection as well as the participation of a qualified management team. Therefore, theories of human resource management (HRM) may offer insights into the most effective recruitment strategies; but, businesses will need to apply general theories within particular organizational contexts using their internal management talents.

2.2.3 Training and Development Practice On Employee Performance

Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik & Barsoux 2002, 32) and therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is important to not ignore the prevailing evidence on growth of knowledge in the business corporate world in the last decade. This growth has not only been brought about by improvements in technology nor a combination of factors of production but increased efforts towards development of organizational human resources. It is ,therefore , in every organizations responsibility to enhance the job performance of the employees and certainly implementation of training and development is one of the major steps that most companies need to achieve this. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions (Afshan, Sobia, Kamran & Nasir 2012, 646).

The question that may arise in many instances is why human resources are important. Bearing in mind that human resources are the intellectual property of the firm, employees prove to be a good source of gaining competitive advantage (Houger 2006), and training is the only way of developing organizational intellectual property through building employees competencies. In order to succeed. Organizations have to obtain and utilize human resources effectively. Organizations ,therefore, need to design its human resource manangement in ways that fit into the organization's structure as this will make the organizations achieve their goals and objectives. Moreover, it is also important for organizations to assist their workforce in obtaining the necessary skills needed and, increase commitment. The management of human resources in Africa in general and Uganda in particular is rather challenging as most organizations have difficulties finding proper human resources. This may partly be a result of the different kinds of problems, for example, political instability, corruption, bureaucracy, poor infrastructure, low levels of education and purchasing power, diseases and famine known to prevail in the African business context (Kamoche 2002, 994 – 995).

Effective training and development programs start with a needs assessment to identify skill gaps and areas for improvement. These programs can include on-the-job training, workshops, seminars, e-

learning, and mentorship. By providing employees with opportunities to upgrade their skills and knowledge, organizations can ensure that their workforce remains competitive and adaptable to changing business environments. Training helps employees perform their current jobs more efficiently, reduces errors, and increases productivity (Murage, 2015). Development initiatives, such as leadership training and succession planning, prepare employees for higher responsibilities, fostering a culture of continuous improvement and career growth. The impact on employee performance is significant; well-trained employees are more competent, confident, and motivated. They are better equipped to handle job challenges and contribute to the organization's objectives. Moreover, investment in training and development signals to employees that the organization values their growth, leading to higher job satisfaction and retention. In contrast, the lack of training opportunities can result in skill stagnation, decreased performance, and higher turnover rates. Therefore, a strategic approach to training and development is essential for boosting employee performance, fostering innovation, and achieving sustainable organizational success.

Nadler (1984:1.16) noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives. There are broadly two different methods that organizations may choose from for training and developing skills of its employees. These are *on-the-job training* given to organizational employees while conducting their regular work at the same working venues and *off-the-job training* involves taking employees away from their usual work environments and therefore all concentration is left out to the training. Examples of the *on-the-job training* include but are not limited to job rotations and transfers, coaching and/or mentoring. On the other hand, *off-the-job training* examples include conferences, role playing, and many more as explained below in detail. Armstrong (1995)

Argues that on-the-job training may consist of teaching or coaching by more experienced people or trainers at the desk or at the bench. Different organizations are motivated to take on different training methods for a number of reasons for example; (1) depending on the organization's strategy, goals and resources available, (2) depending on the needs identified at the time, and (2) the target group to be trained which may include among others individual workers, groups, teams, department or the entire organization. Different training methods have been implemented by organizations to meet the

demands of specific employee groups. These include, among others, induction training for recently hired employees of the company, coaching or mentoring to help employees fit in or prepare for future roles in the workplace, improving a technical aspect of their work (like reacting to a new technological development at work), developing skills, or getting ready for future career opportunities.

Training initiatives must be carried out methodically in order to be successful. This indicates that a need or gap found during the training needs assessment is being addressed by the training. Assessments of training needs compare the employees' abilities and competencies to the skills and competencies needed to do a particular job. The most effective way to close the skills and competency gap depends on it (Murage, 2015).

Training techniques utilized in any organization for a specific group of employees have an effect on employee performance, despite the fact that training is highly valued. The growth of the organization is influenced by several dynamic elements. Consequently, staff training is essential for adjusting to environmental changes such as new laws and technology (McDuffie, 2006). This argument suggests that there is a discernible difference between companies who provide staff training and those that do not. The body of research suggests that staff performance and training and development are related. In order to determine the correlation between employee performance and training, (Afroz, 2018) employed a sample of fourteen Bangladeshi banks. She proved that skill development for employees led to higher productivity and effectiveness when carrying out given activities. There is a correlation between employee work performance and training, according to a study conducted by Atan (2015) to determine the relationship between SMEs' performance and training in Malaysia.

Opportunities for growth and training play a significant role in determining a person's career. In the hiring process, training-related aspects are assessed. (Murage, 2015) discovered a favorable correlation between organizational commitment and workplace training. From the perspective of the employee, the training they receive has a major impact on how satisfied they are at work and how much they value their jobs and training. From an internal perspective, employees see training as a means of improving their performance and helping them to be more satisfied themselves, which in turn makes them better able to provide customer satisfaction.

Employee training demonstrates the employer's strong commitment to its workforce and its appreciation of its workers. Schmidt (2004) discovered that the components of job training and the amount of time spent in training determined a substantial relationship to employee performance on the job in his study on the relationship between workplace training and overall job performance. Since an employee's ability to do work depends on their level of expertise, the quality of their training has the biggest impact on their performance (Mugenda, 2013).

Training affects performance since it establishes whether an individual will continue with the task at hand or, if not completed well, lose it entirely. Employee unhappiness is frequently caused by a lack of fundamental abilities for the work. It is evident that they struggle to complete tasks, and as a result, the discrepancy between their performance expectations and skill level prevents people from feeling satisfied in their work. (Murage, 2015) makes the point that before any training is conducted, a needs analysis that is completely inclusive of all employees must be completed. Specifically, (Kirkpatrick, 2015) points out that in order to prevent talent loss that could impair the performance of other employees as well as the organization as a whole, personnel must be trained and developed inclusively.

One of the developments in most businesses is the teaching and training programs for lifelong adult learning that are offered by higher education systems (Foley, 2004). Given the quickly evolving socioeconomic landscape of today, it is well acknowledged how important it is to have developed competencies and abilities (Gove, 2012). In the last ten years, new trends in education have surfaced, with an emphasis on staff development and training in addition to quickening the pace of knowledge-based economic growth (Jackson, 2018). The secret to staff development and the accomplishment of organizational objectives is the optimization of human resources through the reformation and upgrading of their expertise (Kidombo, 2017). But in order to remain in line with contemporary innovations in education, the cohabitation of inherently diverse human capital necessitates the creation of particular programs, particularly for adult and other non-traditional learners (Kiptis, 2014).

Planning an organization's human resources has been seen as its most effective tool for success, and developing and educating staff members is one of the key components of efficient resource management (Nelson & Wei, 2012). Training and development that produces a highly productive workforce is required to get a competitive edge in offering the finest services to clients (Hyz &

Pappas, 2005). Therefore, in order to consistently increase their output, new professionals could need the same. On the other hand, some could require it for a particular objective, like creating a new service. in an environment with less development. People require training even more since they cannot execute a job effectively if it becomes drudgery (Kiptis, 2014).

Training and development must be seen as an essential component of the organization's core strategy rather than an as-needed operational concern in order to preserve the organization's human resource base (Rowley, 2001). Therefore, a lack of training and development leads to a person's inability to use their existing knowledge, which impairs their ability to provide effective services, lowers their level of client satisfaction, and ultimately lowers their productivity. The breadth, depth, and demands of their work are understood by well-trained and developed individuals, who may also add professional building blocks to their resumes as they advance in their careers. Thus, organizational/staff development and human resource planning depend heavily on training and development.

Even though training is highly appreciated, the methods used in any firm for a particular group of employees have an impact on employee performance. A number of dynamic factors impact the organization's growth. As a result, staff training is crucial for assisting in the adaptation of new legislation and technologies as well as other environmental changes (McDuffie, 2006). This argument makes the case that businesses that offer employee training differ noticeably from those that don't. A substantial amount of research indicates a relationship between employee performance and training and development. To ascertain the relationship between training and employee performance, a sample of fourteen Bangladeshi banks was used by (Afroz, 2018). She provided evidence that when workers developed their skills, they were more productive and effective at completing tasks. A study by Atan (2015) to ascertain the relationship between SMEs' performance and training in Malaysia found that there is a correlation between employee job performance and training.

A person's career is mostly determined by their opportunities for training and growth. Aspects pertaining to training are evaluated during the employment process. (Murage, 2015) found that workplace training and organizational commitment were positively correlated. From the viewpoint of the employee, the training they obtain significantly influences their level of job satisfaction and their appreciation of their training and positions. From an internal standpoint, staff members view

training as a way to enhance their output and increase their personal satisfaction, both of which improve their capacity to satisfy clients.

Employee appreciation and strong dedication to the workforce are demonstrated by the business through employee training. Schmidt (2004) found that in his study on the relationship between workplace training and overall job performance, the elements of job training and the length of time spent in training indicated a significant relationship to employee success on the job. According to Mugenda (2013), an employee's performance is mostly influenced by the quality of their training, as their level of competence determines their ability to perform.

Performance is impacted by training since it determines whether a person will stick with the activity at hand or, if not, give up on it completely. A lack of basic skills for the job is often the root of employee dissatisfaction. It is clear that individuals have difficulty finishing assignments, and as a result, people are unable to feel content with their work due to the mismatch between their performance goals and ability level. According to (Murage, 2015), a needs analysis that fully considers the needs of every employee must be finished prior to any training taking place. In particular, Kirkpatrick (2015) emphasizes that inclusive training and development of workers is necessary to minimize talent loss, which could negatively impact the performance of other employees and the organization as a whole.

The teaching and training programs for lifelong adult learning that higher education systems offer are one of the improvements that most firms have adopted (Foley, 2004). It is widely known how crucial it is to have established competences and abilities given the rapidly changing socioeconomic landscape of today (Gove, 2012). Over the past decade, there have been emerging trends in education that prioritize staff development and training, while also increasing the rate of knowledge-based economic growth (Jackson, 2018). The utilization of human resources through the reformation and upgrading of their knowledge is the key to staff development and the achievement of organizational objectives (Kidombo, 2017). However, the coexistence of naturally different human capital demands the development of specific programs in order to stay in step with modern developments in education, especially for adult and other non-traditional learners (Kiptis, 2014).

2.2.4 Reward Management Systems On Employee Performance

Armstrong (2010) explain that reward management is concerned with the formulation and implementation of strategies and policies, aimed at rewarding people fairly, equitably and consistently in accordance with their value to the organization and thus help the organization to achieve its strategic goals. It deals with the design, implementation and maintenance of reward systems (reward processes, practices and procedures) that aim to meet the needs of both the organization and its stakeholders.

Reward management practice is one of the strategies used by human resource managers for attracting and retaining suitable employees as well as facilitating them to improve their performance. Therefore human resource managers must design reward structures that facilitate the organizations strategic goals and the goals of individual employees (Maund 2011). Fundamental purpose is to provide positive consequences for contributions to desired performance (Wilson, 2013). Reward practices include; salaries and wages, awards and other forms of recognition, promotions, reassignments, and non-monetary bonuses like vacations or simple appreciations (Kotelnikov 2010). Gerhart and Rynes (2013) explain that reward relates to pay, both fixed in the form of salaries and wages, and variable through schemes such as incentives and bonuses. Reward management practices have been conceptualized through the use of the ratio of base salary to short term bonus payments (Eisenhardt 2018; Bloom and Milkovich 2008). Others scholars have widened this simple ratio to examine the proportion of base pay to cash compensation, including short and long term incentives (Tremblay et al 2003; Burke and Hsieh 2006). Others have used the closely related area of bonus to cash compensation (Gomez-Mejia et al 2007; Elvira 2011).

The aggregate of financial and non-financial rewards that any employer offers are thus meant to attract, retain and elicit reciprocal performance of its employees. This aggregate has been described as the new pay (Schuster and Zingheim 2012) or total rewards. (Armstrong 2017) first defined as consisting of compensation, benefits and the work experience, with the latter component including acknowledgement, balance (of work and personal life), culture, learning and development as well as the work environment. The latest consists of five components; compensation, benefits, work-life, performance and recognition, development and career opportunities (World at Work 2017).

In many organizations, reward management has been seen to be a vital instrument in employee performance (Guest, 2002). A well rewarded employee feels that they are valued by the company.

Such employees are encouraged to work harder and better if they are aware that their well-being is taken seriously by their employers, and that their career and self-development are also being honed and taken care of by their company. Employees are the engine of organization vehicles while reward is the fuel. No organization can achieve its stated objectives without its employees. Akerele, (2011) blamed the productivity of many employees on several factors; employer's failure to provide adequate compensation for hard work. Markova and Ford (2011) mentions that the real success of companies originate from employees' willingness to use their creativity, abilities and know-how in favour of the company and it is organization's task to encourage and nourish these positive employee inputs by putting effective reward practices in place.

The importance of rewarded employees is very significant towards employee performance among many companies (Lotta, 2012). Well rewarded employees are more productive, more efficient and more willing to work towards organizational goals than the employees who are experiencing low levels of rewards (Hunter et al 2010). Entwistle (2017) is of the view that if an employee performs successfully, it leads to organizational rewards and as a result motivational factor of employees lies in their performance. The highly motivated employees serve as the competitive advantage for any company because their performance leads an organization to well accomplishment of its goals (Rizwan and Ali, 2010). Employees who are effective and efficient are likely to be limited if they are not given appropriate rewards to Perform. Mendonca, (2012) looks at reward and compensation system that is based on the expectancy theory, which suggests that employees are more likely to be encouraged to perform when they perceive there is a strong link between their performance and the reward they receive. Guest, (2012) is of the opinion that reward is one of the keys that motivate employees to perform as expected.

Reward management schemes are all designed to enhance company performance by aligning the interests of employees with the financial performance of their companies (Chin-Ju, 2010). Huselid, (2005) looks at reward as a system (profit sharing) that contributes to performance by linking the interests of employees to those of the team and the organization, thereby enhancing effort and performance. La Motta (2005) is of the view that performance at job is the result of ability and courage. Entwistle (2017) assert that if an employee performs successfully, it leads to organizational rewards and as a result motivational factor of employees lies in their performance. Freedman (2018)

explains that when effective rewards and recognition are implemented within an organization, favorable working environment is produced which motivates employees to excel in their performance. Employees take recognition as their feelings of value and appreciation and as a result it boosts up morale of employee which ultimately increases productivity of organizations. Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation (Rizwan and Ali, 2010).

Mehmood (2013) explains how rewards play a very big role in increasing employee performance and change the behavior of dissatisfied employees. A good reward system helps to improve organizational performance and also fulfills other objectives such as labour cost control, perceived fairness towards employees, legal compliance and enhancement of employee performance to achieve high level of productivity and customer satisfaction (Maire & Nick 2002). The reward practices in an organization should be effective as pointed out by (Carragher et al 2006). This is so as to retain the high performers in the organization and also equate reward with their productivity.

Therefore, organizations should create rules, policies, and organizational structures that allow workers to perform and recognize them for their accomplishments and task fulfillment. According to (Hodgetts, 2018), a reward system can be used to encourage employees and win their dedication and engagement, as well as to compensate them for the value they create and foster a performance culture. Armstrong further argues that reward systems establish holistic reward systems that acknowledge the significance of both monetary and non-monetary incentives.

According to (Gerhart, 2021), motivation is a dynamic and complex process that requires intelligence and expertise to completely implement because each person's motivation is unique due to differences in their preferences and demands. Reward is given after an activity (i.e., behavior) with the intention of making the behavior repeat itself. It might be material or immaterial. Assigning a positive meaning to the behavior does this. The effect would be larger if the prize was given to the recipient right away, and would get smaller as time went on. The action may develop into a habit if the reward is repeated. Motivation originates from the self as well as from the people that one knows (Dimba, 2018). Extrinsic motivation derives from outside sources, whereas intrinsic motivation originates from within an individual. According to Davis (2016), a person's self-actualization serves

as a source of motivation. Previous academics, such as the father of motivational theory, held the same opinion (Byars, 2017).

Conversely, the two component theory proposed by Herzberg (1965) suggests that employees may be driven by the reward system or may not be affected by it. According to Herzberg, many employment requirements serve only as a source of dissatisfaction for workers when they are absent—hygiene considerations. Salary, job security, working environment, relationships between coworkers and supervisors, and administrative norms and regulations are a few of these. However, there are also elements known as motivators that contribute to high levels of drive and contentment in one's work. They consist of accomplishment, the labor itself, acknowledgment, accountability, and progress. However, the lack of motivators does not turn out to be very unsatisfactory.

But when it comes to employee performance, (Crane, 2018) noted that awards ought to be given on the spur of the moment to prevent circumstances in which employees view them as expected rather than as an unexpected present. Employee performance may be impacted since there will be a division between those who work hard regardless of presents or prizes and those who perform well in exchange for gifts.

2.3 Conceptual Framework

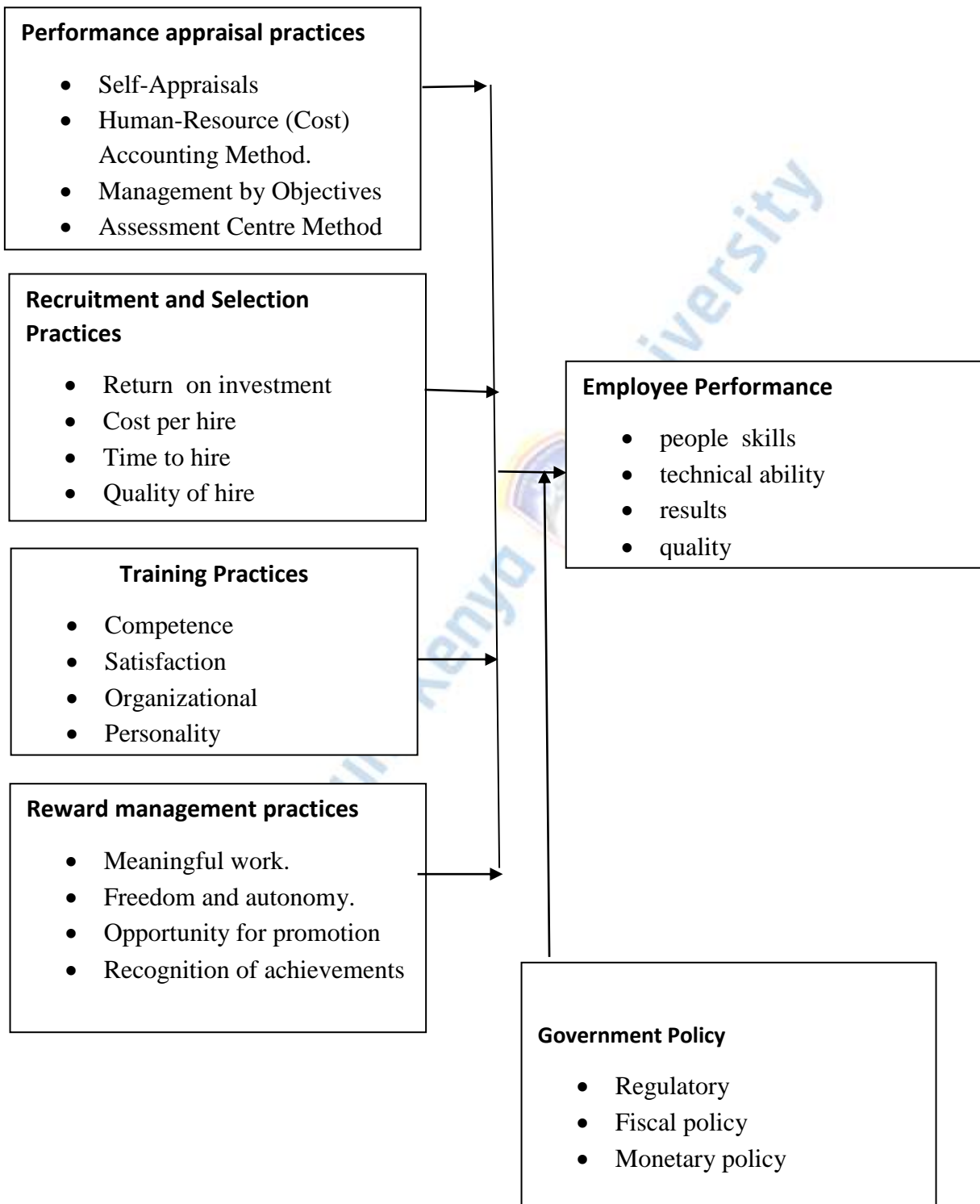
A conceptual framework is a concept that is broadly defined and systematically organized to provide a focus, a rationale, and a tool for the integration and interpretation of information (Elsevier, 2018). The conceptual framework that will guide the study as detailed below indicates the relationship between the independent variable and the dependent variables (Sarkis, 2015). Muma *et al* (2014) conceptualized the following independent variables against dependent variable.

2.4 Conceptual Framework

Independent Variable

Human Resource Management Practices

Dependent Variable



2.4 Gap Analysis

This chapter has presented a preview of pertinent literature on the influence of motivation on employee's productivity at health sector and various research theories have been presented. The section has highlighted the impact of salary increase and bonuses on employees' productivity. It also highlights the impact of promotion and recognition on employee's productivity.

Research has offered little support that a happy employee is productive; furthermore, some research has suggested that causality may flow in the opposite direction, from productivity to satisfaction (Bassett, 2014). This study of the influence of motivation on employee's productivity at public health sector in Uasin Gishu County addresses the gap in research for the different organizations. Until present, there is no research that has been conducted in the organization itself to investigate the influence of motivation and employee's productivity. The next chapter will present essential research methods that will be used to carry out this research

	Author	Focus	Findings	Research Gaps
1.	Eliphas et al., (2017)	The study which was carried out in Muheza District, Tanzania looked at the influence of performance appraisal practices on employee productivity	<ul style="list-style-type: none"> Employee productivity was influenced by recognition and feedback which are critical to employee's performance The study found out that training and development had little effect on employee performance 	The study examined the following performance appraisal practices; recognition, feedback, and training and development
2.	Riego and Lapuz (2020)	The study which was carried out in Philippines in an academic institution from selected personnel examined the relationship between management style, performance appraisal, and employee development	The study found out that there was a low-moderate positive relationship between management style, performance appraisal and employee development.	Management style, performance appraisal and employee development were the aspects that the study examined
3.	Hee and Jing (2018)	The study was carried out in Manufacturing Sector in Malaysia and focused on influence of human resource management practices on employee	Employee performance was significantly related to performance appraisal and training and development	The study examined employee performance based on the following human resource practices; compensation and

		performance		benefits, work-life policies, performance appraisal and training and development
--	--	-------------	--	--



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher presents the methodology that was used to carry out the study. The chapter consisted of the research design, target population, sampling procedures and sample size, research instruments, reliability and validity of the instruments, data collection procedures and data analysis

3.1 Research Design

The research study adopted a descriptive survey design. Descriptive research design was used because it enables the researcher to generalize the findings to a larger population.

3.2 Target Population

Mugenda and Mugenda (1999) define a population as a set of individual cases or objects with common observable characteristics. This is the population to which a researcher liked to generalize results of a study. The population to be included in the study was 204 employees in Nandi County Government, Kenya.

Table 3.1 Target Population

Respondent Categories	Target Population
Departmental heads	9
General Employees	195
Total	204

Source: (Nandi County Government, Kenya, 2023)

3.4 Sampling procedure and sample size

The study employed stratified sampling, simple random sampling in selecting the respondents. Kothari (1997) stated that stratified sampling involves the division of a population into smaller groups known as strata. The strata were formed based on members' shared attributes or characteristics. Stratified sampling technique was used to sub divide the population into the various

strata, after which simple random sampling was used to obtain samples from the department staff, after which simple random sampling was used to obtain samples from the department staff members and the clerks. The department heads to be included in the study using purposive sample which involves inclusion of a given group of respondents into a study due to some kind of information they have or some form of knowledge they possess. In purposive sampling the researcher decides who to include in the sample and hence the researcher purposely targets a group of people believed to be reliable for the study (Kombo & Tromp, 2006).

The sample size was used in a study is determined based on the expanse of data collection, and the need to have sufficient statistical power. Saunders et al (2009). For the purposes of authenticity and efficiency of the study, the researcher used a sample size of 30% of the selected respondents from the target population as recommended by Magunda and Mugenda (2007), who further argues that the main factor were considered in determining the sample size is the need to keep it manageable enough. The study therefore ended up with a sample size of 62 respondents.

Table 3.2 Sample size

Respondent Categories	Target Population	Sample size
Departmental heads	9 x0.3	3
General Employees	195 x0.3	58
Total	204	61

Source: (Nandi County Government, Kenya,2023)

3.4 Data Collection Document

The main tool for data collection in the study was a questionnaire. The questionnaire were dropped and picked after two days for the reason of time-saving, convenience and cost-effectiveness. A few questionnaires were administered in interviews. The questionnaire had both close-ended and open questions. The close-ended questions had response types predetermined and organized into a Likert scale. Likert scales are handy during data organization in preparation for analysis. They further help the researcher to focus on the core objectives of the study. A few open-ended questions were used to allow free expression on the part of the responded and to capture responses that may not have been captured by the close-ended questions. (Kothari & Garg, 2014)

3.5 Questionnaires

One type of questionnaires was prepared for respondents. The questionnaire was divided into two parts – A and B. Part A dealt with the background information for the respondent and business enterprise in Nandi County Government, Kenya. Part B had three sections. Section 1 dealt with the impact of lending regulations on the choice of business financing. Section 2 dealt with the level of awareness on the business choice of funding from financial markets in Nandi County Government, Kenya. A slanting Likert type of scale was used to measure the attitudes and perceptions of the respondents. They were asked to rate given statements on a five-point scale of Strongly Agree (SA), Agree (A), Uncertain (U), Disagree (D) and Strongly Disagree (SA). The Likert type of scale was used because it permits measurements of attitudes towards different aspects of the course on a single scale. It is also easy to construct, more reliable and objective (Kothari, 2009).

3.5.1 Interview

This study made use of structured interview; face to face interview was conducted. It enabled the researcher to probe the business Administration further. This was used alongside the questionnaires

to elicit more information to collaborate data collected through questionnaire.

Interviews was used for the following reasons; The interviewer can explain any questions that the interviewee does not understand; They are the best method for collecting personal data, for example, information on a person's income.; It would enable the interviewer to have a visual check as to whether the interviewee fits the sample population and It allowed for the development of a detailed questionnaire.

3.6 Validity and Reliability

3.6.1 Reliability

A pilot study was carried out in two business enterprises in Uasin Gishu County Government, Kenya. The test-retest methods was used to estimate the reliability of the questionnaire and interview test. It was done within Nandi County Government, Kenya from a small sample of businesses that was involved in the final study. Reliability is a measure of the degree to which a research instrument produces consistent results or data often repeated trails. (Divivedi, 2007). Pearson's product-moment correlation coefficient for test-retest reliability was computed. The minimum reliability coefficient value needed to judge if the instrument is reliable is 0.50.

3.6.2 Validity of Research Instruments

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. It is the extent to which differences found with a measuring instrument reflect actual differences among those being tested (Kothari 2003:9) Validity of a research instrument deals with whether the instrument measures what it is supposed to measure. Mugenda and Mugenda (2009), state that validity is the degree to which results obtained from an analysis of the data represents the phenomenon being studied. In order to validate the data, the researcher consulted her supervisors and experts from the Department of Human Resource Management school of

Business of Mount Kenya University for guidance and advice.

3.7 Data Collection Procedures

Before conducting the research, the researcher will obtain authorization from the university. The researcher sought permission from Nandi County Government, Kenya to research the respondent businesses. Copies of the questionnaires will then be administered personally to the respondents. The participants were asked to read the instructions before filling the questionnaire. They were given assurance that the information they were kept confidential and that were used for the study. Adequate time was allowed for the participants to respond to items in the questionnaires. The researcher personally collected the questionnaires and gauge the degree of response.

Ethical issues in the research was taken care of by the researcher assuring the participants that information to be provided was used for purposes of research only and not to malign their integrity and interest in the business. Furthermore, the respondents were advised not to indicate their names anywhere on the questionnaires.

3.8 Method of data presentation and Analysis

The data collected were coded and analysed using the Statistical Package for Social Sciences (SPSS). It employed descriptive statistics which included frequencies and percentages. Descriptive statistics give a summary of data (Barman 2002). After this, the findings were presented by the use of tables in chapter four.

3.9 Ethical Considerations

The researcher sought permission from Mount Kenya University then from National Commission for Science, Technology & Innovation (NACOSTI) before embarking on data collection. The researcher observed professional ethics and ensure that no student suffers physical, psychological, or emotional

harm during the research. The universal principles of autonomy, beneficence, non-maleficence, justice and veracity was adhered to. The researcher open to correct mistakes that would invade privacy, cause embarrassment, cause belittlement, or tend to trick. Confidentiality and anonymity were maintained. Each participant was expected to make an informed choice and give consent by signing or writing initials before they participate in the research. The information obtained was released for other purposes other than for which the research is intended. Breaking of confidentiality was to the extent where ethically it should be and if the law required such.



CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the response rate of the study, the respondent's background information as well as the descriptive analysis of the research findings. The chapter also presents the discussion of the findings in addition to the presentation of the research findings.

4.2 Response Rate

Information was collected from head teachers through use of interview and from teachers through use of questionnaire. The response rate for the research instrument was above 75.0% which is considered to be adequate in research studies.

4.3 Respondents Demographic Information

4.3.1 Age bracket

Table 4.1 Age bracket

Age	Frequency	Percentage
18-30 years	15	26%
31 -40	21	36%
41-50	12	21%
51 and above	10	17%
Total	58	100

Table 4.1 shows the following results, 15 respondents (26%) of the total sample, fall within 18-30 years. 21 respondents (36%) of the sample, belong to the age group between 31 and 40 years. 12 respondents (21%) of the total, are aged between 41 and 50 years. 10 respondents (17%) of the total,

are 51 years of age or older. Different age groups have varying degrees of adaptability to HR practices. For instance, younger employees, more receptive to modern HR practices and technologies, while older employees might prefer traditional approaches. Understanding how different age groups respond to HR initiatives is crucial.

4.3.2 Marital Status

Table 4.2 Marital Status

Marital status	Frequency	Percentage
Single	14	24%
Married	30	52%
Separated	6	10%
Widowed	8	14%
Total	58	100

Table 4.2 indicates the following results, 14 individuals (24%) were single represents individuals who have never been married. 30 individuals (52%) included individuals who were currently in a marital relationship it was the largest category. 6 individuals (10%) Separated individuals are those who are legally married but currently living apart from their spouse. 8 individuals (14%) represented Widowed individuals those who have lost their spouse due to death and are not currently in a marital relationship. Marital status affects an employee's work-life balance. Human resource management practices, such as flexible working hours or remote work options, helped employees maintain a healthy work-life balance. Marital status impacts an employee's stress levels and overall well-being. For instance, marital issues or family concerns contributes to stress. HR practices related to employee assistance programs or counseling services support employees in managing such stress.

4.3.3 Education level

Table 4.3 Education level

Level of Education	Frequency	Percentage
Certificate	22	38%
Diploma	5	9%
Degree	17	29%
Master's Degree	14	24%
Total	58	100

From the table 4.3 the findings were as follows, 22 respondents (38%) represented the highest percentage of respondents. 5 respondents (9%) had a diploma. 7 respondents (29%) had a a degree. 14 respondents (24%) had a master's degree. Education level often reflects the skills and knowledge that an employee brings to the workplace. Employees with higher levels of education possess specific skills that enhances their performance in their roles. Human resource management practices must consider these skills when assigning tasks and responsibilities. Education is associated with cognitive abilities such as critical thinking, problem-solving, and analytical skills. These cognitive abilities play a significant role in employee performance. HR practices that recognize and harness these cognitive abilities positively impact performance.

4.4.4 Working Experience (Years)

Table 4.4 Working Experience (Years)

Working Experience	Frequency	Percentage
1- 5yrs	7	12%
6-10	36	62%
Above 10yrs	15	26%
Total	58	100

Table 4.4 shows the findings as follows, 7 individuals (12%) represented individuals who have between 1 and 5 years of work experience. 36 individuals (62%) represented individuals with work experience ranging from 6 to 10 years it is the largest category. 15 individuals (26%) represented individuals with more than 10 years of work experience. Employees with more working experience typically have a broader skill set and knowledge base. Human resource management practices, such as training and development programs is effective for employees with less experience in enhancing their skills and knowledge. Employees with more experience require more advanced or specialized training programs to further enhance their abilities. The assessment of employee performance is a key human resource management practice. The level of experience affects the criteria used in performance appraisals. More experienced employees are evaluated based on their ability to mentor or lead others, while less experienced employees, assessed more on individual task completion.

4.4 Descriptive statistics

4.4.1 Performance Appraisal Practices on Employee Performance

Table 4.5 Performance Appraisal Practices on Employee Performance

Statements	SA	A	U	D	SD	N
A self-appraisal entails asking an employee to reflect on and assess their job performance over a period of time	10	16	14	12	6	58
	17%	28%	24%	21%	10%	100%
The standard cost method of human resource accounting involves determining the total cost of recruiting and hiring each employee, as well as the cost of any training or development.	16	15	5	14	8	58
	28%	26%	9%	24%	14%	100%
Management system that measures employees' performance against a series of set targets or goals to gauge their overall performance in their role	20	7	13	15	3	58
	34%	12%	22%	26%	5%	100%
Assessment Centre Method to evaluate on critical competencies necessary for their job using job-related simulations and exercises.	16	19	15	5	3	58
	28%	33%	26%	9%	5%	100%

From the finding the following are the results according to statement respectively, self-appraisal, where employees reflect on and assess their job performance over a period with 10(17%) strongly agreeing and 16(28%) agreeing. However, 14(24%) were uncertain 12(21%) disagreed, and 6(10%) strongly disagreed with this method. As shown in table 4.5

standard cost method of human resource accounting, which involves calculating the total cost of recruiting, hiring, and training employees 16(28%) strongly agreed with the statement, 15(26%)

agreed, 5(9%) were uncertain,14(24%) disagreed, and 8(14%) strongly disagreed. This suggests a lack of consensus regarding this approach.

The use of performance targets and goals in the management system garnered a relatively favorable response, with 20(34%) strongly agreeing and 7(12%) agreeing. 13(22%) were undecided,3(5%) disagreed and 15(26%) strongly disagreed.

The assessment center method for evaluating competencies through simulations and exercises was generally well-received, with 16(28%) strongly agreeing and 10(33%) agreeing. 15(26%) were uncertain 5(9%) disagreed, and 3(5%) strongly disagreed.

According to Adams, (2018) Performance appraisals provide a structured platform for supervisors and employees to engage in meaningful feedback and communication. Constructive feedback helps employees understand their strengths and areas for improvement, leading to enhanced performance. Performance appraisals often involve setting and reviewing individual and organizational goals.

When employees have well-defined goals that align with the organization's objectives, they are more likely to work towards achieving them, positively impacting their performance.

4.4.2 Recruitment and Selection Practices on Employee Performance

Table 4.6 Recruitment and Selection Practices on Employee Performance

Statements	SA	A	U	D	SD	N
Return on investment strategic HR metric that reflects the financial value added by the workforce as a result of the money spent on employees	19	14	7	8	10	58
	33%	24%	12%	14%	17%	100%
Cost per hire one of the most commonly used metrics to verify the hiring and recruiting process quality	22	10	9	12	5	58
	38%	17%	15%	21%	9%	100%
Time to hire measures the time between the moment your eventual hire entered your pipeline (through sourcing or application) and the moment they accepted your job offer.	17	10	16	6	9	58
	29%	17%	26%	10%	16%	100%
Quality of hire measurement of the value that a new hire brings to a company and how much they contribute to a company's overall bottom line through their own work.	14	16	12	10	6	58
	24%	28%	21%	17%	10%	100%

Table 4.6 indicates the following results according to statement respectively, 19(33%) of respondents strongly agreed with using ROI as an HR metric to measure the financial value added by the workforce.14(24%) agreed, 7(12%) were undecided, (12%), 8(14%) disagreed and 10(17%) of respondents strongly disagreed with this approach.22(38%) of respondents strongly agreed that cost per hire as a commonly used metric to verify the quality of the hiring and recruiting process. 10(17%) agreed with the statement, 9(15%) of respondents were undecided, 12(21%) disagreed and 5(9%) of respondents strongly disagreed with the statement.17(29%) of respondents strongly agreed that time to hire as a metric that measures the time it takes for a candidate to move from entering the recruitment pipeline to accepting a job offer, 10(17%) agreed, 16(26%) of respondents were undecided, 6(10%) of respondents disagreed and 9(16%) of respondents strongly disagreed.

14(24%) of respondents strongly agreed that quality of hire as a metric that measures the value a new hire brings to a company and their contribution to the company's overall bottom line. 16(28%) agreed, 12(21%) of respondents were undecided, 10(17%) disagreed and 6(10%) strongly disagreed.

The findings observed by Baker, (2020) A well-structured recruitment process ensures that candidates are not only qualified but also aligned with the organization's mission and goals. When employees resonate with the company's values and objectives, they are more likely to work towards achieving them, positively impacting their performance. A workforce comprised of capable and well-matched employees creates a motivating work environment. When employees see their colleagues as competent and capable, it boosts motivation and engagement, leading to improved job performance. Effective recruitment and selection practices help identify candidates who are a good fit for the organization in the long term. This reduces turnover and the associated costs of replacing employees. Lower turnover rates contribute to stability in the workforce, which positively impact performance.

4.4.3 Training and Development Practice On Employee Performance

Table 4.7 Training and Development Practice On Employee Performance

Statements	SA	A	U	D	SD	N
Competence of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success.	18	12	10	11	7	58
	31%	21%	17%	19%	12%	100%
Employee satisfaction describe how satisfied or content employees are with elements like their jobs, their employee experience, and the organizations they work for.	15	13	11	12	7	58
	26%	22%	19%	21%	12%	100%
Organizing is the function of HRM that involves developing an organizational structure to ensure the accomplishment of the organizational goals	18	11	6	14	9	58
	31%	19%	10%	24%	16%	100%
Personality and personality development are one of the key concepts in HRD	21	8	10	13	6	58
	36%	14%	17%	22%	10%	100%

From the finding in table 4.7 the following are the results according to statement respectively, 18(31%) of respondents strongly agreed that competence, which includes observable and measurable knowledge, skills, abilities, and personal attributes, contributes to enhanced employee performance and organizational success., 12(21%) of respondents agreed, 10(17%) of respondents were either undecided, 11(19%) disagreed and 7(12%) of respondents strongly disagreed with the statement.

15(26) % of respondents strongly agreed that employee satisfaction, which reflects how content employees are with various elements were essential.13(22%) agreed,11(19%) of respondents were undecided, 12(21%) disagreed and 7(12%) strongly disagreed.

18(31%) of respondents strongly agreed that organizing, a function of HRM, is critical for developing an organizational structure that ensures the accomplishment of organizational goals. 11(19%) agreed, 6(10%) of respondents were undecided, 14(24%) disagreed and 9(16%) of respondents strongly disagreed.

21(36%) of respondents strongly agreed that personality and personality development are key concepts in HRD (Human Resource Development). 8(14%) of respondents agreed,10(17%) of respondents were undecided, 13(22%) disagreed and 6(10%) of respondents strongly disagreed with the statement.

As noted by Smith and Jones, (2021) Training and development programs are designed to enhance employees' skills, knowledge, and abilities. When employees acquire new skills or improve existing ones, it positively affects their performance in their current roles. They become more capable of handling tasks and challenges. Organizations are constantly evolving, and training equips employees with the knowledge and skills needed to adapt to changes. Well-trained employees better handle

changes in technology, processes, and industry standards, which positively impacts their performance.

4.4.4 Reward Management Systems on Employee Performance

Table 4.8 Reward Management Systems on Employee Performance

Statements	SA	A	U	D	SD	N
Meaningful work Meaningfulness of work the extent to a person feels that their work is worth their effort, dedication and commitment.	19	10	8	15	6	58
	33%	17%	14%	26%	10%	100%
Autonomy is the means by which employees have the latitude to make their own decisions and employers provide both the tools and the guidelines to help employees succeed.	16	9	12	15	6	58
	28%	16%	21%	26%	10%	100%
Promotion is the appointment of existing members of staff to another post or office at a higher grade than the one previously held.	25	15	5	11	2	58
	43%	26%	9%	19%	3%	100%
Recognition of achievements the act of publicly acknowledging your people for who they are and what they do.	28	11	6	8	5	58
	48%	19%	10%	14%	9%	100%

From the finding in table 4.8, the following are the results according to statement respectively, 19(33%) of respondents strongly agreed that meaningful work, which reflects the extent to which a person values their work and is committed was essential, 10(17%) of respondents agreed, 8(14%) were undecided, 15(26%) disagreed and 6(10%) of respondents strongly disagreed.

16(28%) of respondents agreed that autonomy, which allows employees to make their own decisions, 9(16%) of respondents were in agreement. 12(21%) were undecided, 15 (26%) disagreed and 9(10%) of respondents strongly disagreed.

25(43%) of respondents strongly agreed that promotion, which involves appointing existing staff to higher-grade positions was crucial. Additionally, 15(26) % of respondents agreed with this statement. However, 5(9%) of respondents were undecided, 11 (19%), disagreed 2(3%) of respondents strongly disagreed with the statement.

28(48%) of respondents strongly agreed with the importance of recognizing achievements, which involves publicly acknowledging employees for their contributions. 11(19%) of respondents agreed with this statement, 6(10%) of respondents were undecided, 8(14%) disagreed and 5(9%) of respondents strongly disagreed with the statement.

Reward systems that provide competitive salaries, bonuses, and other incentives motivates employees to perform at their best. When employees are satisfied with their compensation, they are more likely to be engaged and committed to their work, which positively influences their performance.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMEDATIONS

5.1 Introduction

This chapter presented the summary of research findings from the data analyzed. It also gave a detailed conclusion on the study variables and recommendations.

5.2 Summary of Findings

This area contains the summary of the study findings.

5.2.1 Performance Appraisal Practices on Employee Performance

From the findings it was found out that, performance appraisal practices had a **positive impact** on employee performance. When employees receive regular feedback and are recognized for their accomplishments, it motivates them to perform at their best. Recognition is a key outcome of performance appraisals. When employees receive positive feedback and acknowledgment for their achievements, it boosts morale and motivation. This, in turn, contributes to improved job performance. Performance appraisal practices align individual and team performance with the organization's goals. The feedback provided during appraisals helps employees understand their roles in achieving these objectives, leading to improved performance. Performance appraisals play a crucial role in career development. Employees and managers discuss career aspirations, growth opportunities, and development plans during these evaluations. This process motivates employees to perform at their best to achieve their career goals. Performance appraisal data is used for data-driven decision-making in HR and management. It informs decisions related to promotions, salary adjustments, and talent management. This ensures that high-performing employees are recognized and rewarded appropriately (Anderson,2017)

5.2.2 Recruitment and Selection Practices on Employee Performance

From the findings it was found out that, effective recruitment and selection practices lead to a higher quality of hire. When organizations identify and hire candidates with the right skills, qualifications, and cultural fit, it positively impacts their job performance. Well-structured recruitment and selection processes ensure that candidates not only possess the necessary qualifications but are also aligned with the organization's mission and goals. This alignment enhances performance as employees work toward achieving the organization's objectives. Employees who are selected through a rigorous and fair process are more likely to be motivated and engaged in their work. This motivation and engagement positively influence their performance. Effective recruitment and selection practices are instrumental in retaining high-performing employees. When organizations reward top performers with competitive compensation packages and opportunities for advancement, it positively influences overall performance. Organizations with attractive recruitment and selection practices easily attract top talent. When potential employees see competitive compensation packages and opportunities for growth, they are motivated to join the organization, leading to improved overall performance (Baker, 2020).

5.2.3 Training and Development Practice on Employee Performance

From the findings it was found out that, training and development programs have a **positive impact** on employee performance by enhancing their skills and knowledge. When employees acquire new skills or improve existing ones, it contributes to their job performance in their current roles. Training and development are essential for helping employees adapt to changes in the organization. Well-trained employees better handle changes in technology, processes, and industry standards, which positively impacts their performance. Employees who have access to training and development opportunities tend to have higher job satisfaction. When employees are satisfied with the organization's commitment to their professional growth, it enhances their job satisfaction, which in

turn, motivates them to perform well. Offering training and development programs as part of employee development signals that the organization is invested in its employees' professional growth. This serves as a powerful motivator, encouraging employees to perform well and seize opportunities for career development. Leadership training programs prepare employees for leadership roles, and when employees are groomed internally, it positively influences team performance and overall organizational success (Adams,2018).

5.3 Conclusion

The researcher concluded that, Performance appraisal practices played a pivotal role in enhancing employee performance. They provide a structured framework for recognizing and motivating employees, aligning individual goals with organizational objectives, and fostering a culture of continuous improvement. Additionally, performance appraisals are crucial for data-driven HR and management decisions. When conducted effectively, performance appraisals positively impact employee performance and contribute to overall organizational success (Anderson,2017)

Effective recruitment and selection practices significantly influence employee performance. When organizations hire candidates who align with the organization's mission and goals, it positively impacts job performance. Quality of hire, motivation, engagement, and the retention of high-performing employees are outcomes of well-structured recruitment and selection processes. Reducing turnover and absenteeism, performance differentiation, and ensuring ethical and legal compliance also contribute to improved performance. Attracting top talent through these practices positively influences overall workforce performance (Baker, 2020).

Training and development practices are instrumental in enhancing employee performance. These programs improve skills, adaptability, job satisfaction, and motivation among employees. They contribute to leadership development, increased confidence, and enhanced productivity. Reducing

errors and accidents, succession planning, and creating a culture of continuous learning all positively impact employee performance. Effective training and development practices result in a more capable and engaged workforce, which directly contributes to organizational success (Adams, 2018).

Reward management systems have a profound impact on employee performance. These systems motivate and engage employees through recognition and competitive compensation. They align individual and team performance with organizational goals and contribute to the retention of high-performing employees. Attractive reward systems help in talent attraction and reduce turnover and absenteeism. Performance differentiation encourages healthy competition, fostering improved performance. Ethical and legal compliance is crucial in certain contexts. In conclusion, when reward management systems are effectively designed and administered, they contribute significantly to enhanced employee performance and overall organizational success.

5.3 Recommendation

The researcher recommended that, the county government should invest in more comprehensive training and development programs for employees. This includes technical skills, leadership development, and soft skills training. Regular workshops, seminars, and e-learning opportunities should be provided to ensure that employees continuously improve their skills and knowledge.

The recruitment and selection process should be further refined to ensure that it identifies candidates who not only have the required qualifications but also align with the county government's goals and values. Emphasis should be placed on competency-based assessments and structured interviews to make the process more robust.

The performance appraisal process should be made more continuous and feedback-driven. Managers should engage in regular performance discussions with their subordinates, offering constructive

feedback and recognizing accomplishments promptly. Performance appraisals should not be seen as a once-a-year event but as an ongoing process.

Implement a comprehensive reward and recognition program that acknowledges and appreciates outstanding employee contributions. This program should include monetary rewards, non-monetary incentives, and public recognition to motivate and engage employees.

5.4 Suggestion for further Study

The researcher suggested, further studies should be done on Comparing the HRM practices and their impact on employee performance in the Nandi County Government with other counties or local governments in Kenya. This comparative approach should help identify best practices and areas for improvement.

REFERENCES

- Abbott, K. (2016). A review of employment relations theories and their application. *Problems and Perspectives in Management*, 1, 187-199.
- Ahmad, S. & Shahzad, K. (2011). Human resource management and Employee performance: A case of University teachers and Azad Jammu and Kashmir (AAJK) in Pakistan. *African Journal of Business Management*, 5(13), 5249-5253.
- Amendi V. B (2015). Influence of Human Resource Management Practices on Performance of Savings and Credit Cooperatives in Vihiga County, Kenya, *Unpublished MBA Project*, University of Nairobi
- Armstrong, M. & Baron, L (2018). *Performance Management. The New Realities*. Chartered Institute of Development.
- Barney, J. (1991). *Firm Resources and Sustained Competitive Advantage*. *Journal of Management*, 17(1), 99-120S.
- Bennett, R., & Graham, T. (2015). *Human Resources Management*. Pitman.
- Boxall, P., & Purcell, J. (2015). *Strategy and Human Resource Management*. Palgrave Macmillan.
- Byars, L.L & Rue, L.W. (2017). *Human Resource Management* (5th ed.). Boston, MA: Irwin / McGraw-Hill.
- Camppesino, A.A.(2016). Human resource management practices and Firm performance, *International Journal of Economics, Commerce and Management*, 4 (13)
- Carrier, C. (2014). Entrepreneurship in large firms and SMEs: A comparative study. *International Small Business Journal*, 12(3), 54-61.
- Cole, G.A. (2016). *Management: Theory and Practice* (5th ed.). Gosport, Ashford colour

press.

Crane, T. (2018). Is Perception a Propositional Attitude? *Philosophical Quarterly*, 59(236), 452-469.

Davis, K. & Newstrom, J.W. (2016). *Human Behaviour at Work: Organizational Behaviour*. McGraw Hill International Editions.

Deb, T. (2009). *Performance Appraisal And Management*. Mumbai: Excel Books India.

Delery, J. E. & Doty, D. H. (2016). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39(4), 802-835.

Dessler, G. (2011). *Management: Leading People and Organization in the 21st Century*. Harlow: Prentice Hall.

Dimba, R. (2018). The effect of Strategic Human Resource Management practices on organizational performance of Manufacturing Multinational companies in Kenya. The mediating role of employee motivation. *Unpublished doctoral thesis. University of Nairobi, Nairobi.*

Dubrin, J. (2018), *Essentials of Management*. 8th ed. New York: Cengage Learning.

Gay, J. (1992). *Techniques of writing research projects and Reports*. Boston: Houghton Mifflin Company.

Gerhart, B., Rynes, S.L. (2003), *Compensation: Theory, Evidence, and Strategic Implications*. Thousand Oaks, CA: Sage Publications.

Ghalayini Y.E. (2017). Human resource management practices and Organizational Performance in public sector organizations. *Journal Business studies Quarterly*, 8(3).

- Gilbert, T.F. (2018). *Human Competence: Engineering worthy Performance*. New York: McGraw-Hill.
- Guest, D. E. (1997). *Human resource management and performance; a review of the research agenda. International Journal of Human Resource Management*, 8 (3), 263 – 76
- Ghebregiorgis, F. & Karsten, L. (2017). Employee reactions to human resource management and performance in a developing country: Evidence from Eritrea. *Personnel Review*, 36 (5), 722 – 738.
- Hodgetts, R.M. & Hegar, K.W. (2018). *Modern Human Relations at Work* (10th ed.). South-Western: Cengage Learning.
- Hundley, G. (2008). *The Global Diffusion of Human Resource Practices: Institutional and Cultural Limits*. Emerald Group Publishing.
- Huselid, M., J. S. & Schuler, R. (2017). Technical and strategic human resource management effectiveness as determinants of firm performance, *Academy of Management Journal*, 40 (1), 171-88.
- Jackson, S. E., & Schuler, R. (2018). *Strategic Human Resource Management*, 2nd ed. Wiley India Pvt. Limited.
- Kagwiria.C.(2015) Alignment of HR Practices and Business Strategy at the Coca cola bottling company Nairobi, *Unpublished MBA Project*, University of Nairobi.
- Kibet,C.C (2014). Human Resource Management Practices in Kericho Water and Sanitation Company Limited Kenya, *Unpublished MBA Project*, University of Nairobi.
- Kidombo, H. J. (2017). Human resource strategic orientation, organizational commitment and firm performance in Large Private manufacturing firms in

- Kenya. (*Unpublished PhD Thesis*), University of Nairobi.
- Kiptis, C.K., Kwasira, J.& Cheruiyot, K.P.(2014). Effect of Human Resource Management Practices on Employee Performance in Kenya: A case of large scale tea farms in Kuresoi South District, Kenya. *International Journal of Human Resource Management and Research*,(4), 6.
- Kirkpatrick, D. L. (2011). *Improving Employee Performance Through Appraisal and Coaching*. Chicago: AMACOM Div American Mgmt Assn.
- Kramer, O., Briffault, R. (1991), *Workers Compensation: Strengthening the Social Compact*. New York: University Press of America.
- Kreitner, R. & Kinicki, A. (2010). *Organizational Behavior*. McGraw-Hill/Irwin.
- Kothari, C.R. (2008). *Research Methods* (2nd ed). New Delhi: New age international (p) limited.
- Mathis, R.L. & Jackson, J.H. (2019). *Human Resource Management*. Mason, OH, USA: South-Western Cengage Learning.
- McDuffie, J. P. (1995). Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *Industrial and Labour Relations Review*, 197-221.
- Minbaeva, D. B., (2015). HRM practices and MNC knowledge transfer, *Personal Review*, 34(1),125-144.
- Mugenda, O.M. & Mugenda, A. G. (2013). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Acts Press.
- Mullin, J. (1996). *Management and Organizational Behavior*. Pitman Publishing New York.

Murage, S. (2015) A survey of the relationship between strategic human resource management practices and performance of firms quoted in the Nairobi Stock Exchange. *Unpublished MBA project university of Nairobi*



APPENDICES

Appendix I: Letter of Introduction

Dear respondent,

I am Pamela Jebitok a postgraduate student at Mount Kenya University, pursuing a Masters of Business Administration. I am carrying out my research titled” Influence of Human Resource Management Practices on Employee Performance” Acase Study of Nandi County Government,Kenya I have chosen you in my study to assist fill the questionnaire for the data collection.

This study aims at extracting expert information on Influence of Human Resource Management Practices on Employee Performance. The findings of this study may be shared to by academic institution upon request; however, your personal information will be kept in confidential.

As a result, I eagerly anticipate your unreserved participation in our research.

For more information and clarification, contact:

The Chairman, Ethics Research Committee,

Mount Kenya University,

P.O. Box 342 – 01000, THIKA

Thanks,



Yours sincerely,

Pamela Jebitok

APPENDIX II: QUESTIONNAIRES

Kindly answer the following questions. The information is for academic purposes only and will be treated with utmost confidentiality. Your contribution is invaluable in ensuring that this study meets its objectives.

Fill or indicate with a (√) as appropriate.

SECTION A: Demographic Details

1. What is your age bracket?
18-30 years ()
31-40 years ()
41-50 years ()
51 and above years ()
2. What is your marital status?
Single ()
Married ()
Separated ()
Widowed ()
3. What is your education level?
Certificate ()
Diploma ()
Degree ()
Master's degree ()
4. How many years have you worked in Nandi County?
1-5 Years ()
6-10 Years ()
Above 10 Years ()

SECTION B: PERFORMANCE APPRAISAL PRACTICES ON EMPLOYEE PERFORMANCE

In a scale of 1-5, indicate your level of agreement on extent of Performance appraisal practices on employee performance. The scale as follows is applicable; 1-Strongly Agree, 2-Agree, 3-Uncertain, 4-Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
A self-appraisal entails asking an employee to reflect on and assess their job performance over a period of time					
The standard cost method of human resource accounting involves determining the total cost of recruiting and hiring each employee, as well as the cost of any training or development.					
management system that measures employees' performance against a series of set targets or goals to gauge their overall performance in their role					
Assessment Centre Method to evaluate on critical competencies necessary for their job using job-related simulations and exercises.					

SECTION C: RECRUITMENT AND SELECTION PRACTICES ON EMPLOYEE PERFORMANCE

In a scale of 1-5, indicate your level of agreement on the extent of recruitment and selection practices on employee performance. The scale as follows is applicable; 1-Strongly Agree, 2-Agree, 3-Uncertain, 4-Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
Return on investment sstrategic HR metric that reflects the financial value added by the workforce as a result of the money spent on employees					
Cost per hire one of the most commonly used metrics to verify the hiring and recruiting process quality					
Time to hire measures the time between the moment your eventual hire entered your pipeline (through sourcing or application) and the moment they accepted your job offer.					
Quality of hire measurement of the value that a new hire brings to a company and how much they contribute to a company's overall bottom line through their own work.					

SECTION D: TRAINING AND DEVELOPMENT PRACTICE ON EMPLOYEE PERFORMANCE

In a scale of 1-5, indicate your level of agreement on the extent of training and development practice on employee performance. The scale as follows is applicable; 1-Strongly Agree, 2-Agree, 3-Uncertain, 4-Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
Competence of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success.					
Employee satisfaction describe how satisfied or content employees are with elements like their jobs, their employee experience, and the organizations they work for.					
Organizing is the function of HRM that involves developing an organizational structure to ensure the accomplishment of the organizational goals					
Personality and personality development are one of the key concepts in HRD					

SECTION E: REWARD MANAGEMENT SYSTEMS ON EMPLOYEE PERFORMANCE

In a scale of 1-5, indicate your level of agreement on the Reward management systems on employee performance. The scale as follows is applicable; 1-Strongly Agree, 2-Agree, 3-Uncertain, 4-Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
Meaningful work Meaningfulness of work the extent to a person feels that their work is worth their effort, dedication and commitment.					
Autonomy is the means by which employees have the latitude to make their own decisions and employers provide both the tools and the guidelines to help employees succeed.					
Promotion is the appointment of existing members of staff to another post or office at a higher grade than the one previously held.					
Recognition of achievements the act of publicly acknowledging your people for who they are and what they do.					

Thank You for Your Cooperation

Appendix II: Informed Consent

I am **Jebitok Pamela** , Masters student at Mount Kenya University. I am conducting a study on

“ Influence of Human Resource Management Practices on Employee Performance: A case Study of Nandi County Government, Kenya.

I kindly wish to inform you that the study is partial fulfillment of my master degree program. I request you to voluntarily and freely participate in this study and therefore I am seeking your consent. Confidentiality will be maintained by using code numbers instead of your name and information gathered will not be revealed to other party or individual. Participation in the study is voluntary. The study poses no risk to the participant.

Before I involve you in this study, I kindly request you to sign the declaration below.

I have read the purpose and I hereby agree/disagree to participate in this study.

Respondent (coded)

Sign.....

Date.....

Principal investigator

Name: **JEBITOK PAMELA**

Sign.....

In case of any complaints or further clarifications, kindly contact the;

Chairman,

Mount Kenya University,

Ethics Review Committee,

P.O Box 342-0100

Thika.

APPENDIX III

APPENDIX III: Authorization Letter from Mount Kenya University



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/49951

9th October, 2023

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

Dear Sir/Madam,

RE: JEBITOK PAMELA - REGISTRATION NO. MBA/2022/49951

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 "**Influence of Human Resource Management Practices on Employee Performance: A Case Study of Nandi County Government Kenya.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2023 and December, 2023.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


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

Mount Kenya University
P.O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

Enc.

APPENDIX IV: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 350534	Date of Issue: 19/October/2023
RESEARCH LICENSE	
	
<p>This is to Certify that Ms. PAMELA JEBITOK of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nandi on the topic: INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE: A CASE STUDY OF NANDI COUNTY GOVERNMENT, KENYA for the period ending : 19/October/2024.</p>	
License No: NACOSTI/P/23/00517	
350534 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
See overleaf for conditions	

APPENDIX V: WORK PLAN

	STAGE IN RESEARCH PROCESS	ESTIMATED TIME WKS	DATE
	Identification of topic	1	December 2022
	Writing the research project	3	January to February 2022
	Data collection	2	April 2022
	Presentation & analysis of data	2	May 2023
	Report writing	2	October 2023
	Typing & binding of final report	1	October 2023
	Submission to the Supervisor	1	November 2023

APPENDIX VI: ESTMATED RESEARCH BUDGET

Task/Activity	Investment (Kshs)	Investment Description & Justification
Stationary	20,000	Stationary
Pilot Testing of questionnaire	30,000	2 research assistants at 250/= per day for 2-man days
Questionnaire printing & photocopying	6,000	30 copies of a 4-page questionnaire at5/=
Field data collection	18,000	2 research assistants at 200/= each
Data Analysis	50,000	Research @ 50,000
Printing &binding project	16,000	7 copies
Local Travelling for data collection	7000	For research assistants
Contingency budget	5,000	To cater for any unprecedented research activities that may present themselves
Total Budget	152,000	

Source of funding: self

