

**INFLUENCE OF HUMAN RESOURCE PRACTICES ON EMPLOYEE  
PERFORMANCE AT THE NATIONAL COUNCIL FOR POPULATION AND  
DEVELOPMENT, KENYA**

**DOROTHY ACHIENG**



**A RESEARCH PROJECT PRESENTED IN PARTIAL FULFILMENT FOR THE  
AWARD OF THE DEGREE OF MASTER IN BUSINESS ADMINISTRATION OF  
MOUNT KENYA UNIVERSITY.**

**MAY 2025**

## DECLARATION AND APPROVAL

### Declaration by Candidate

I want to stress that this research proposal is completely unique and has not been submitted before for any kind of award or degree at any university..

Sign.....

Date.....

**Dorothy Achieng**

**MBA/2023/60090**



### Approved by Supervisor

I attest that the applicant worked under my direct supervision to complete the tasks detailed in this Research Proposal.

Sign.....

Date.....

**Dr. Peter Simotwo, PhD**

**School of Business & Economics**

**Mount Kenya University**

## DEDICATION

The unfaltering dedication to education that my late parents, Osungu and Ojungá, exhibited is honored in this work. Forever may you rest in peace, my dear ones.



## ACKNOWLEDGEMENT

I am profoundly grateful to the Almighty God for His guidance and strength throughout my academic journey. My heartfelt appreciation goes to Dr. Peter Simotwo for his invaluable supervision and support, which greatly contributed to the completion of my proposal. I also extend my sincere gratitude to the faculty and staff of Mount Kenya University for providing an enabling environment that made it possible for me to pursue a Master of Business Administration.

A special thank you to my children, whose unwavering support and encouragement have been a pillar of strength for me. I am also deeply grateful to Mr. Benard Kigen, Head of Department at the National Council for Population and Development, for his generosity in facilitating my academic scholarship.

Additionally, I appreciate my students at Mount Kenya University and the North Rift Population team for their continuous encouragement and valuable recommendations, which played a crucial role in the success of my project.

## ABSTRACT

Many challenges must be surmounted before an organization's human resource management strategies can be put into effect. For instance, these challenges might arise in managing diversity, dealing with mental health issues, keeping employees, encouraging creativity, complying with regulations, or navigating worldwide complications. Human resource management (HRM) strategies and their effects on the overall efficiency and effectiveness of Kenya's National Council for Population and Development (NCPD) are the focus of this study. The primary goal of this study is to analyze the effects of NCPD's human resource management techniques on the productivity and performance of the company. Human resource policy is also examined in this study to see how it mediates the connection between HR processes and performance in the Kenyan National Police Department. The groundwork for this inquiry is laid by several hypotheses. The theories of human capital, route goals, attraction-selection-attrition, and main agents are among them. A full complement of features, including moderators, independent variables, and dependent individuals, are shown in the conceptual framework. The main emphasis of this inquiry is the strategies for managing human resources, while the business results are used as the dependent variable. The research analyzed the relevant literature and take human resource policy into account as the moderating variable. A combination of descriptive and correlational research methods were used for this project. The target population was 307 people, 107 were from the operational management level, 107 from the middle management level, and 107 from senior management within Kenya's National Council of Public Administrations (NCPD). The research used proportional sampling to choose managers to serve on Kenya's National Council of Professional Development. According to Fisher's calculation, a sample size of at least 113 people is required. Standardized questionnaires were used throughout the first data gathering procedure. The data was analyzed using both descriptive and inferential approaches. Separate estimates are obtained for the sample and the multigression model. The findings revealed that; a structured recruitment process enhances performance, but inefficiencies such as favoritism and lengthy hiring procedures hinder optimal outcomes; competitive and fair compensation boosts employee motivation and productivity, whereas delayed payments and perceived unfairness negatively impact morale; training is the most significant factor influencing performance, with continuous professional development improving employee skills and service delivery, though limited training opportunities due to budget constraints reduce effectiveness; and well-structured and transparent performance appraisals enhance employee engagement, but inconsistencies in implementation weaken their impact. The study concludes that effective human resource practices are critical for enhancing employee performance. Recommendations include ensuring a merit-based recruitment process, timely and competitive compensation, structured and accessible training programs, and standardized performance appraisals linked to rewards. Future research should explore the long-term effects of HR practices on employee retention and satisfaction in public institutions.

## TABLE OF CONTENTS

<b>DECLARATION AND APPROVAL</b> .....	<b>II</b>
<b>DEDICATION</b> .....	<b>III</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>IV</b>
<b>ABSTRACT</b> .....	<b>V</b>
<b>TABLE OF CONTENTS</b> .....	<b>VI</b>
<b>LIST OF TABLES</b> .....	<b>X</b>
<b>LIST OF FIGURES</b> .....	<b>XI</b>
<b>LIST OF ABBREVIATION AND ACRONYMS</b> .....	<b>XII</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background to the study .....	1
1.2 Statement of the Problem.....	5
1.3 Purpose of the study.....	8
1.4 Objectives of the study.....	8
1.5 Research Questions .....	8
1.6 Significance of the Study .....	8
1.7 Scope of the Study .....	10
1.8 Study Limitations.....	10
1.9 Delimitations of the Study.....	11
1.10 Assumptions of the Study .....	12
1.11 Operational Definition of Key Terms.....	13
<b>CHAPTER TWO</b> .....	<b>14</b>
<b>LITERATURE REVIEW</b> .....	<b>14</b>
2.1 Introduction.....	14
2.2 Empirical Review.....	14
2.2.1 Recruitment and Employee Performance .....	14
2.2.2 Compensation and Employee Performance .....	17
2.2.3 Training and Employee Performance .....	20
2.2.4 Appraisal and Employee Performance.....	22
2.3 Theoretical Framework .....	25
2.3.1 Expectancy Theory .....	25
2.3.2 Agency Theory .....	27

2.3.3 Human Capital Theory .....	28
2.3.4 Goal Setting Theory.....	29
2.4 Conceptual Framework .....	30
2.5 Research Gap .....	32
2.6 Recap of literature review .....	34
<b>CHAPTER THREE.....</b>	<b>36</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>36</b>
3.0 Introduction.....	36
3.1 Research Methodology.....	36
3.2 Research Design .....	36
3.3 Location of the Study.....	37
3.4 Target Population.....	37
3.5 Sampling Procedure and Techniques .....	38
3.6 Sample Population .....	40
3.7 Construction of Research Instruments.....	40
3.8 Testing for Validity and Reliability/Trustworthiness.....	41
3.9 Validity and Reliability of the research Instrument.....	42
3.9.1 Validity of the Research Instruments.....	42
3.9.2 Reliability of Instruments.....	43
3.10 Data Collection Methods and Procedures .....	43
3.11 Proposed Data Analysis Techniques and Procedures.....	44
3.12 Ethical Considerations.....	45
<b>CHAPTER FOUR.....</b>	<b>46</b>
<b>RESEARCH FINDINGS AND DISCUSSIONS.....</b>	<b>46</b>
4.0 Introduction.....	46
4.1 Response Rate.....	46
4.2 Demographic study .....	46
4.2.1 Gender.....	46
4.2.2 Age bracket .....	47
4.2.3 Years of service in National Council for Population and Development.....	48
4.2.4 Highest level of education .....	49
4.2.5 The management Level.....	50
4.3 Descriptive Analysis .....	51
4.3.1 Influence of recruitment on employee performance .....	51

4.3.2 Influence of compensation on employee performance .....	53
4.3.3 Influence of training on employee performance .....	54
4.3.4 Influence of staff appraisal on employee performance .....	56
4.3.5 Organizational Performance .....	58
4.4 Inferential Statistics.....	59
4.4.1 Reliability.....	59
4.4.2 ANOVA with Friedman's Test.....	60
4.4.3 Regression.....	61
4.4.4 ANOVAa .....	62
4.4.5 Coefficientsa .....	63
4.4.6 Correlations.....	64
4.5 Discussion of findings.....	65
4.5.1 Recruitment and Employee Performance .....	65
4.5.2 Compensation and Employee Performance .....	66
4.5.3 Training and Employee Performance .....	67
4.5.4 Appraisal and Employee Performance.....	67
<b>CHAPTER FIVE .....</b>	<b>69</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>69</b>
5.0 Introduction.....	69
5.1 Summary of findings .....	69
5.1.1 Recruitment and Employee Performance .....	69
5.1.2 Compensation and Employee Performance .....	70
5.1.3 Training and Employee Performance .....	70
5.1.4 Performance Appraisal and Employee Performance .....	71
5.2 Conclusions of the Study .....	72
5.3 Recommendations of the Study.....	73
5.4 Recommendations for further studies .....	73
<b>REFERENCE.....</b>	<b>75</b>
<b>APPENDICES.....</b>	<b>81</b>
Appendix I: Introductory Letter.....	81
Appendix II: Questionnaire.....	82
Appendix III: ERC Letter .....	87
Appendix IV: Introduction Letter .....	88

Appendix V: NACOSTI Authorization.....89  
Appendix VI: Similarity Index.....90



## LIST OF TABLES

Table 1: Research Gaps .....	32
Table 2: Target Population.....	38
Table 3: Sample Size .....	39
Table 4: Gender .....	47
Table 5: Age bracket.....	47
Table 6: Years of service in National Council for Population and Development.....	48
Table 7 : Highest level of education .....	50
Table 8: The management Level.....	50
Table 9: Influence of recruitment on employee performance .....	52
Table 10: Influence of compensation on employee performance.....	54
Table 11: Influence of training on employee performance.....	55
Table 12: Influence of staff appraisal on employee performance.....	57
Table 13: Organizational Performance .....	59
Table 14: Reliability Statistics .....	60
Table 15: ANOVA with Friedman's Test .....	61
Table 16: Model Summary .....	62
Table 17: ANOVAa.....	62
Table 18: Coefficientsa.....	64
Table 19: Correlations.....	65

## LIST OF FIGURES

Figure 1: Conceptual Framework .....	31
Figure 2: Years of service in National Council for Population and Development .....	49
Figure 3: The management Level .....	51



## LIST OF ABBREVIATION AND ACRONYMS

<b>CEO</b>	Chief Executive Officer
<b>HR</b>	Human Resource
<b>HRM</b>	Human Resource Management
<b>HCT</b>	Human Capital Theory
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>MKU</b>	Mount Kenya University
<b>NACOSTI</b>	National Commission for Science, Technology & Innovation
<b>NCPD</b>	National Council for Population and Development in Kenya



# CHAPTER ONE

## INTRODUCTION

This chapter covers a wide range of topics, including background information, a description of the issue, the aim of the investigation, the objectives of the study, research questions, and the importance of the study, the scope of the study, the boundaries of the study, delimitations, assumptions, and operational definitions of relevant terminology.

### 1.1 Background to the study

An organized approach of managing a company's workers, who are the company's most important asset owing to the way in which they operate both individually and cooperatively to fulfill the company's goals, is what Armstrong and Taylor (2018) mean when they talk about human resource management (HRM). HRM is an acronym that stands for human resource management or human resource management. The term "human resource management" (HRM) includes both of these terms. Baumaid (2018) defines human resource management as a management style that aims to achieve organizational goals by establishing programs, procedures, and policies related to employee selection and hiring, compensation and benefits, workplace relationships, employee performance, and other aspects of the employee's time spent working for the company. In other words, human resource management is a management style that aims to achieve organizational goals. To put it another way, human resource management is a methodology of management that is geared toward the accomplishment of organizational objectives. Put another way, human resource management is a management approach that is aimed toward the achievement of organizational goals. In other words, it is a management methodology. Human resource

management is defined by Mahmood (2019) as the efforts that are required to maintain a safe and healthy work environment for workers, as well as to guarantee that employees receive the appropriate training, monitor their productivity, and pay them properly. In addition, managing human resources involves ensuring that workers are paid appropriately. It is also possible to define management of human resources as the responsibilities that must be fulfilled in order to guarantee that employees are paid properly.

Human resource practices are essential to the success of organizations globally, as they directly influence employee performance and organizational effectiveness. Globally, organizations have increasingly focused on strategic HR practices, such as talent acquisition, continuous employee development, and performance management, to enhance productivity and competitiveness (Sulaiman & Khalid, 2023). According to Armstrong (2022), effective HR practices lead to higher employee engagement, better retention rates, and improved organizational outcomes. In advanced economies, HR practices are geared towards fostering innovation, improving employee well-being, and promoting a culture of inclusivity to drive organizational performance.

Management strategies for human resources are implemented all over the world with the purpose of maximizing the efficiency of firms by directing resources in the direction that yielded the highest amount of productivity (Kaaria, 2022). This is done with the intention of maximizing organizational effectiveness. This is due to the fact that performance is considered to be a complex and multi-faceted concept that requires a well defined strategic emphasis in order to be effectively managed within enterprises. This is the reason why situations are the way they are. Within the German government, the department of human resource management (HRM) is accountable for the recruitment, hiring, and onboarding of

qualified personnel. In addition to ensuring that employees receive the training, support, and incentives they need to effectively perform their tasks and continue working for the organization, human resource management is also responsible for ensuring that these needs are met. An additional duty that falls under the purview of human resource management is to make certain that employees are provided with the necessary training. A rising amount of research suggests that human resource management strategy packages may have a favorable impact on the outcomes of businesses, as stated by Mahapatro (2022). This hypothesis is supported by the findings of a growing body of research. The fact that the research is still in the process of evolving lends credence to this proof.

On a continental scale, African organizations have recognized the importance of HR practices in addressing unique challenges such as workforce diversity, limited resources, and varying socio-economic conditions. A study by Opoku-Asante and Winful (2022) highlights that African companies are increasingly adopting modern HR practices, including training and development programs, as a means to boost employee skills and productivity. In addition, effective performance appraisal systems and employee motivation strategies have been linked to better job satisfaction and organizational loyalty across African countries (Xu et al., 2021). However, challenges such as insufficient HR capacity and inadequate resources hinder the full implementation of these practices on the continent.

Attempts were made to address historical disparities through the implementation of post-apartheid human resource management systems in South Africa. These systems placed a significant emphasis on equality and inclusion as vital components. These systems were developed with the intention of resolving the problem of historical imbalances. Experts such as Kamoche and Siebrits (2020) make it a point to emphasize the significance of

transformational leadership and diversity management in terms of the contribution that they make to the enhancement of organizational performance. This is particularly relevant in the context of South Africa. There are a number of various factors that have an impact on the tactics that are utilized for the management of human resources in Nigeria. These factors include the socioeconomic challenges that the country is experiencing as well as the cultural features that the country is exposed to. The authors Okpara and Wynn (2019) highlight the significance of indigenous management philosophies such as Ubuntu in the process of achieving sustainable development. In spite of the fact that their circumstances are different, both countries are coping with issues that are analogous to those that are being faced by the other country.

At the regional and local levels, Kenya has witnessed a growing emphasis on HR practices, particularly in public sector organizations like the National Council for Population and Development (NCPD). In Kenya, studies have shown that HR practices, such as employee motivation, fair recruitment processes, and continuous professional development, play a critical role in driving employee performance (Ng'ang'a et al., 2023). These practices, coupled with proper performance management systems, have been found to significantly enhance employee productivity in public institutions (Wangui & Muthoni, 2024). Despite progress, there remain challenges in the consistent application of these practices, which can impact overall organizational effectiveness in Kenyan public institutions.

It is of the highest necessity that the methods that are utilized for the management of human resources in Kenya be both inclusive and adaptive in order to suit the diverse and culturally diverse workforce. This is because Kenya is home to a large number of people from different backgrounds. Talent management and employee engagement are the two most important

factors that, according to the findings of Ogolla et al. (2019), are the most essential variables in enhancing creativity and productivity in Kenyan enterprises. This was discovered to be the situation at the place of employment. Based on the findings of Mburugu et al. (2021), it is of utmost importance to possess a human resource management system that is not only adaptable but also capable of performing data analytics and automation. This is due to the fact that digital technologies have had a significant impact on the operations of human resource management (HRM), which has resulted in the necessity of having such a system. This is necessary in order to address these issues. It is imperative that something be done in order to address these concerns. According to Oyugi et al. (2021), in order for human resource management strategies to be sustainable and contribute to Kenya's socioeconomic development goals, they need to involve the establishment of a welcoming workplace, the sponsorship of workers' professional growth, and the promotion of ethical leadership. In addition, ethical leadership needs to be promoted. Along with that, it is necessary to put these tactics into action simultaneously.

From a conceptual standpoint, the link between human resource practices and employee performance is grounded in strategic human resource management (SHRM) theory, which posits that aligning HR practices with organizational goals enhances employee outcomes and overall performance (Wright & McMahan, 2023). Core HR practices—including recruitment and selection, training and development, performance appraisal, and employee involvement—are seen as strategic tools that influence employees' attitudes, competencies, and behaviors (Guest, 2023). Recruitment ensures that the organization attracts and retains individuals with the right skills and cultural fit, while training builds the capacity needed to perform current and future tasks effectively. Performance appraisal provides feedback that

guides behavior and development, and employee involvement fosters commitment and innovation through participatory decision-making (Delaney & Huselid, 2021). These practices collectively form a system that drives performance by increasing motivation, skill development, and goal alignment.

Employee performance remains a critical concern for organizations worldwide, with numerous studies highlighting its direct correlation with human resource practices. Performance encompasses an employee's ability to meet job expectations, contribute to organizational goals, and exhibit commitment, innovation, and accountability. In many public sector institutions, however, performance gaps persist due to issues such as lack of motivation, unclear performance targets, and inadequate skill sets (Otoo, 2021). Research by Katou and Budhwar (2020) indicates that strategic HR practices such as recruitment, training, and performance appraisals significantly influence individual performance by shaping employee behavior and enhancing job satisfaction. In particular, training and development empower employees with the skills needed to perform effectively, while fair and transparent recruitment processes ensure competent staff are hired, thus boosting overall productivity.

In Kenya, public institutions continue to grapple with inconsistencies in employee performance, often linked to weak HR management systems. Studies by Njeru and Waiganjo (2022) and Onyango (2020) suggest that public sector agencies frequently suffer from irregular performance reviews, poor career progression policies, and limited staff development initiatives, all of which erode employee morale and efficiency. The absence of structured appraisal systems or employee involvement in decision-making can lead to disengagement and underperformance. At institutions such as the National Council for

Population and Development, where strategic planning and policy implementation are central functions, effective HR practices are essential in nurturing a productive and responsive workforce.

### **1.2 Statement of the Problem**

Efficient employee performance management has become increasingly complex due to heightened global competition and dynamic organizational environments (Gilli, Nippa, & Knappstein, 2023). To remain competitive, firms must adopt specialized human resource management (HRM) practices that align with strategic goals (Mahapatro, 2022). Scholars emphasize the critical role of HR managers in strategic decision-making to enhance employee performance (Storey, 2023). However, organizational failures are often linked to poor HRM practices (Bandari, 2020; Nyathi & Kekwaletswe, 2023). Despite growing scholarly focus on the HRM-performance link, inconsistencies in methodologies and the absence of a unified HRM framework hinder clarity (Hu & Oh, 2022). While some studies show a positive correlation between HRM practices and productivity (Vuorenmaa, Sumelius, & Sanders, 2023), the impact of recruitment, training, compensation, and appraisal remains inadequately understood and inconclusive (Kanan et al., 2023).

Issues with HRM practices in Kenya significantly reduce the efficiency and effectiveness of the staff in the majority of businesses. Muriuki (2021) identifies the lack of comprehensive and specialized HRM frameworks as one of the most serious difficulties that enterprises face. Inconsistent and inefficient HR processes are aggravated by the lack of clear criteria for recruitment, promotion, and performance evaluation, which has a negative influence on staff morale and productivity. Furthermore, employees are unable to successfully contribute to organizational goals and fulfill the changing demands of their jobs due to a lack of adequate training and development opportunities, which is a key hindrance. In a rapidly

changing socioeconomic environment, Kimani (2020) claims that the abilities and skills required to successfully execute projects are inadequately addressed in the majority of Kenyan firms' strategies.

Despite the increasing recognition of the importance of human resource practices in enhancing employee performance, public sector organizations in Kenya continue to face challenges in effectively implementing these strategies. At the National Council for Population and Development (NCPD), key HR practices such as talent management, performance appraisals, and training programs have not consistently resulted in improved employee outcomes. Research shows that poorly executed HR strategies can lead to low employee motivation, reduced productivity, and higher turnover rates (Owolabi, 2022). These issues highlight a disconnect between HR practices and organizational performance, which is critical in ensuring that public institutions can meet their goals and deliver services efficiently (Nderitu, 2023). Without a clear alignment of HR practices with both employee needs and organizational objectives, performance improvements remain elusive.

The magnitude of poor employee performance in Kenya's public institutions remains substantial, with reports indicating that over 45% of public sector employees demonstrate low levels of engagement and productivity due to ineffective HRM systems (Public Service Commission of Kenya, 2022). At institutions like the National Council for Population and Development (NCPD), these inefficiencies manifest in delayed project implementation, weak policy coordination, and reduced service impact. A survey by Odhiambo and Chege (2023) found that the absence of structured training and transparent performance appraisals in public agencies led to a 35% drop in individual task efficiency and a 28% increase in absenteeism. Furthermore, research by Wambua and Koskei (2023) indicated that only 32% of public sector employees felt that promotions and rewards were based on merit,

contributing to demotivation and talent attrition.

Furthermore, the unsuccessful implementation of HRM techniques within corporate administrative systems is typically due to a range of barriers, such as bureaucratic red tape and limited autonomy. Complex procedures and hierarchical decision-making processes might limit employee adaptability and innovation (Gathogo, 2021). This bureaucratic culture may frustrate employees, limiting their ability to perform at their best. The purpose of this study is to investigate the impact of HRM policies and procedures on the performance of the National Council for Population and Development (NCPD) in Kenya, which serves as the research context.

### **1.3 Purpose of the study**

The purpose of the study is to analyze the influence of human resource management (HRM) practices on the performance of the National Council for Population and Development (NCPD) in Kenya.

### **1.4 Objectives of the study**

- i. To assess the influence of recruitment on employee performance at NCPD
- ii. To determine the influence of compensation on employee performance at NCPD
- iii. To assess the influence of training on employee performance at NCPD
- iv. To determine the influence of staff appraisal on employee performance at NCPD

### **1.5 Research Questions**

- i. How does recruitment impact employee performance at NCPD?
- ii. What is the relationship between compensation and employee performance at NCPD?
- iii. How does training impact employee performance at NCPD?
- iv. What is the impact of staff appraisal on employee performance at NCPD?

## **1.6 Significance of the Study**

A great lot of attention is going to be given to the findings that were gathered by the investigation by the individuals that are listed below:

They are in a position to take action to correct issues that are harming the performance of workers and to boost overall productivity when management has a better awareness of the areas in which there is potential for growth. This is because they are in a position to take action. Management is able to increase overall production as a result of this. The management now has the potential to raise the overall productivity of the company as a result of this development. It is of the utmost importance to carry out this activity in order to achieve the goal of enhancing the overall performance of the members of the workforce systematically.

The researcher provided helpful insights into the ways in which businesses may achieve their performance goals by leading firms through the process of implementing management and human resource strategies into their business plans. This was accomplished via the process of guiding companies through the process. In the event that you make use of this skill, you were able to achieve the objectives that you have previously established for yourself. The importance of integrating methods for managing human resources into organizational strategy is likely to get a significant amount of attention from the researcher, who would want to emphasize its significance. The significance of this subject was emphasized to a significant degree. It is not something that should come as a surprise to anybody that competitive niches are growing more relevant. Certainly, this is not something that ought to come as a shock to anybody.

In order to generate strategies that increased the efficiency of the organization, it is expected

that those personnel within the Ministry of Environment who are responsible for making choices made use of the findings in order to build strategies. This is the expectation that has been placed upon them, and they are expected to fulfill it.

There is a high probability that the Ministry of Labor took into consideration the information that was acquired from this study when it comes to the process of formulating plans. Because the survey has the potential to have an impact on the process of managing the resources that are accessible to workers, this is the reason why this is the case.

### **1.7 Scope of the Study**

The primary focus of the investigation is on the impact that the approaches to human resource management have on the performance of the National Council for Population and Development (NCPD) in Nairobi, with a specific emphasis on the practices of incentive systems and employee performance. This is the primary focus of the investigation. The population of the research included both the national and regional offices of the National Council for Population and Development (NCPD). This is due to the fact that each of these practices is a human resource practice. The study utilized a descriptive survey design to gain insights into employee views, actions, and attitudes, as well as a descriptive correlational method to analyze the relationship between employee performance and HR practices like recruitment, pay, training, and evaluation. The research took place at NCPD headquarters and regional offices across Kenya, targeting the entire NCPD workforce as the population for the study. The study was carried out between November 2024 and March 2025.

### **1.8 Study Limitations**

There have been concerns made over the fact that government institutions and private corporations are restricting their employees from sharing sensitive information about the

institution. This might potentially be damaging to the department's image and could breach the policy that the department has in place regarding the maintenance of confidentiality. For the purpose of preventing the leakage of confidential information on the firm, this is followed. The researcher from the institution supplied an introduction letter as a method of compensating for the limitation that has been placed on them. The management is able to avert any and all forms of suspicions by delivering this letter, and they are also able to provide a large quantity of information that is sought in the questionnaires that are used for the study. In addition, the researcher were able to make it clear that the information that was gathered is being utilized for academic reasons, and that the respondent has not been harmed or exposed to anything that may lead to their identify.

### **1.9 Delimitations of the Study**

This study is delimited in several ways to maintain focus and relevance:

- i. **Geographical Scope:** The study specifically focuses on the National Council for Population and Development (NCPD) in Kenya and does not extend to other organizations or geographical locations.
- ii. **Organizational Context:** The research is limited to examining the influence of human resource management (HRM) practices on employee performance within the NCPD, excluding other factors that may affect performance in broader organizational contexts.
- iii. **Timeframe:** The study is conducted within a specific timeframe and does not consider historical or future trends in HRM practices or employee performance at NCPD.
- iv. There might be other variables but this study only utilized a few that is

recruitment, compensation, training and staff appraisal.

### **1.10 Assumptions of the Study**

The study operates under the following assumptions:

Employees provide accurate and honest responses in surveys and interviews, ensuring the reliability of data collected.

HRM practices implemented at NCPD are consistent with established HRM principles and guidelines, facilitating valid comparisons and analysis.

The relationship between HRM practices and employee performance is influenced by various factors, including organizational culture, leadership style, and external environmental factors.



Mount Kenya

University

### 1.11 Operational Definition of Key Terms

<b>Compensation</b>	It is a term that describes any payment that is made by an employer to an employee while they are working for that employer.
<b>Performance</b>	Performance management is the practice of identifying, measuring, and managing human performance in businesses.
<b>Performance Appraisal</b>	Performance management may be thought of as the activity or process of executing a job or function.
<b>Recruitment</b>	Consists of the process of recruiting individuals who are qualified for a position.
<b>Selection</b>	Is the undertaking of locating and choosing the most suitable applicant for a position
<b>Staff appraisal</b>	Is a systematic process used by organizations to evaluate and document an employee's job performance, skills, and contributions over a specific period.
<b>Practice</b>	In practice, the implementation or use of a concept
<b>Training</b>	The term "knowledge acquisition" refers to the process of acquiring information, skills, and abilities via the process of teaching, vocational training, or practical experience that are related to certain usable competencies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter's literature review offers a comprehensive picture of the body of current studies and theoretical stances on how human resource management (HRM) policies affect employee performance. By means of an integration of empirical data and theoretical frameworks, this study aims to provide a basis for comprehending the dynamics of human resource management practices within companies. By identifying gaps in present information, this evaluation promotes knowledge in the subject of human resource management and organizational performance, thereby guiding the goals of the research projects in this sector.

#### **2.2 Empirical Review**

Empirical research in many corporate environments has looked at the relationship between employee performance and human resource management (HRM) practices. Though earlier research have clarified this link, there is still a major knowledge vacuum about the ways in which specific HRM practices influence worker performance in the public sector, particularly with relation to Kenya's National Council for Population and Development (NCPD).

##### **2.2.1 Recruitment and Employee Performance**

Recruitment management in human resources management is the process of selecting which applicants accept employment offers (Chowdhury et al., 2023). Finding, evaluating, and onboarding new employees or improving current ones are the main goals of recruiting and

choosing (Fitri, Handaru, & Yohana, 2021). The main job of the human resources department in the daily running of any company is the hiring and choosing of fresh hires. Moreover, according to Verma et al. (2022), hiring is the first stage in raising a company's ability to properly compete in the market. Starting with the initial stage of discovering possible applicants and proceeding with the scheduling, behavior, and interview preparation, the recruiting process is a difficult and resource-intensive one (Harris et al., 2022). Therefore, hiring and selection procedures are considered as the ways by which companies find, evaluate, and indicate interest in prospective workers prior to deciding on a hire (Lundvall, 2022; Rajabpour et al., 2022). However, the current study addressed the contextual gap by examining how recruitment and selection practices specifically influence employee performance at the National Council for Population and Development (NCPD), a focus rarely explored in the Kenyan public sector.

Wazir and Khan (2024) conducted research to explain the relationship between talent acquisition and organizational performance while studying employee resilience as a mediating element. The research study filled an important knowledge gap about how talent management affects performance by investigating employee adaptability in demanding situations. The research collected quantitative data from teachers working in public higher education institutions across the southern portion of KP Pakistan. Their research demonstrated that talent acquisition directly and indirectly influenced performance outcomes through the essential intervention of employee resilience. The study confirmed all proposed relationships while delivering practical recommendations to enhance strategic Human Resource practices. The study recommended resilience programs should become part of talent management strategies to boost organizational performance. The study added

value to existing HR literature and delivered useful findings that extended past education institutions to all sectors.

Examining the impact of hiring, placement, and selection on employee performance, Fitri, Handaru, and Yohana (2021) found that recruitment had a moderately positive influence on performance. Similarly, Setiawan, Wakhyuni, and Siregar (2020) examined how recruitment management affected worker performance in a manufacturing company and reported a significant and favorable impact. In another study, Saputro and Nawangsari (2021) investigated the relationship between green recruitment management and employee performance, concluding that green practices had a moderately positive influence. While these studies offer valuable insights, they were primarily desktop-based and focused on private or industrial contexts; the current study fills this methodological and contextual gap by conducting an empirical investigation into how recruitment practices affect employee performance within a Kenyan public sector agency—specifically, the National Council for Population and Development.

Sisneros (2025) explored the impact of recruitment and selection strategies on organizational performance and employee productivity within the hospitality industry in Portland, Oregon. The study focused on understanding how HR managers' recruitment and selection strategies affect hiring quality, financial performance, employee turnover, and satisfaction. It involved 24 participants from the hotel sector, who provided insights through structured interviews. Thematic analysis revealed five key topics: organizational-specific hiring strategies, prioritization of entry-level positions, cost-effective hiring, external factors affecting recruitment and retention, and data-driven decision-making. The findings emphasized the benefits of technology-driven solutions like applicant tracking systems (ATS) and artificial

intelligence for streamlining recruitment. Additionally, the study highlighted the importance of personnel development, mentoring programs, and data analytics to improve hiring quality and retention rates.

In 2018, Anyango, Okibo, and Muya examined how the recruitment and selection policies at Kisii University impacted institutional performance in Kenya. The study aimed to identify, from the workers' perspective, the factors influencing the success of these operations. Seven management officials and 144 teaching staff members were surveyed through questionnaires and interviews, using a case study approach. The study's findings revealed a positive correlation between employee performance and recruitment quality, underscoring the importance of selecting qualified candidates for organizational success. It also pointed out flaws in the university's recruitment policies, suggesting areas for improvement in ensuring fairness and efficiency in staff selection. While this earlier study used a case study methodology, the current study filled the gap by employing a descriptive research methodology to examine recruitment and selection processes at the National Council for Population and Development, thus broadening the scope within Kenya's public sector.

The research on Nigerian institutions published by Omotunde and Alegbeleye (2021) shows a clear correlation between merit-based recruiting policies and higher job performance. Their findings indicated that inadequate recruitment practices had led to the hiring of inappropriate candidates, which negatively impacted organizational outcomes. Similarly, studies on recruitment and selection in Egypt by Karim, Bhuiyan, Nath, and Latif (2021) revealed that effective hiring practices significantly enhanced worker productivity. Many modern HR systems emphasize selecting the right candidates—those with the necessary skills and expertise or those whose attitudes promote team building. While these studies conducted in

Egypt and Nigeria highlighted the impact of recruitment on employee performance, the current study filled the gap by examining recruitment practices within the Kenyan context, specifically focusing on the National Council for Population and Development.

A Pendidikan (2022) study indicates that recruitment success in the private sector is favorably associated. Comparably, a 2016 research by Makhamara et al. revealed how strategic recruiting impacted worker performance in the health sector of Kenya. This study was carried out in the private sector, hence it does not fairly depict the public sector, including NCPD, which follows policies forbidding recruiting in government entities.

Studies on the most successful people management techniques at Moi University show that the institution employs a retroactive recruiting approach, wherein candidates for vacant roles are evaluated based on the departure of outgoing officials (Egesah, 2019). The research revealed that new employees, lacking proper introduction and training, were unprepared for their roles. In a separate study, Njagi (2020) compared the recruitment practices at various schools to assess the effectiveness of each method. The findings indicated that both public and private universities sought to implement fairer recruitment and promotion procedures for faculty members. While these studies primarily focused on universities in Kenya and used a comparative approach, the current study addressed the gap by specifically examining recruitment practices within the public sector, focusing on the National Council for Population and Development.

Desri et al. (2024) investigated the effect of recruitment on employee performance, with selection as a moderating variable, focusing on the Federal University of Technology, Owerri, Nigeria. The study aimed to examine recruitment practices and their relationship with organizational performance. A cross-sectional survey design was employed, with a

sample of 844 staff members drawn using a multi-stage sampling method. The study collected data via a structured questionnaire, which was validated for content and construct accuracy. The results revealed that external recruitment was the primary source for hiring, but recruitment exercises were not conducted regularly. The study found that verbal communication skills were highly valued, and recommended reducing personal connections in recruitment decisions to improve organizational performance.

### **2.2.2 Compensation and Employee Performance**

Attracting and maintaining talent depends mostly on pay; hence, this affects worker production as well (Koo et al., 2020). To encourage dedication and job happiness, companies combine non-financial with financial incentives such performance awards and flexible work hours (Chiang & Birtch, 2020). By matching their goals with the company's, well-designed incentive programs not only increase team and individual productivity but also provide employees a better sense of purpose (Chiang & Birtch, 2020). By means of deliberate integration of incentive programs into business culture, a devoted and motivated workforce results, thus raising customer satisfaction and ensuring long-term financial success (Ryan & Burchell, 2023).

Apriliani and Hubbansyah (2024) conducted a literature review to explore the role of compensation and work motivation on employee performance in Indonesian companies. The study examined how compensation strategies, including monetary and non-monetary rewards, alongside motivational factors such as job satisfaction and recognition, influence employee performance. The review highlighted that competitive compensation packages and strong motivational practices positively affected employee productivity and organizational success. It was found that employees who were adequately compensated and motivated

showed higher levels of commitment and performance. The study emphasized the importance of aligning compensation with employee expectations and providing a work environment that fosters motivation to optimize performance. This literature review contributed valuable insights for companies looking to enhance employee output through effective compensation and motivation strategies.

Using Normet Ltd. in Iisalmi, Finland, Emelianova (2019) investigated how pay affected employee performance. The study sought to examine desired incentives, evaluate present incentives, and provide recommendations for changes to the reward structure. Research techniques combined qualitative (in-person interviews with eight managers) and quantitative (91 responders to an online questionnaire). SPSS allowed frequency, correlation, and regression analysis. Data were gathered by means of thematic analysis. The results of the research showed a significant degree of positive correlation—0.678—between worker performance and pay. Conversations revealed that a balance of internal and outside incentives was needed to enhance staff performance. There is a regional difference as Finland conducted the poll.

With the intention of using traditional incentive systems to increase motivation and output, Noorazem, M. Sabri and Mat Nazir (2021) looked at how reward systems affected worker performance. Though their good intentions abound, many reward-based programs are ineffective and often compared to bribery. This inefficiency might result in less performance than expected, instead of more performance—a serious hazard to office output. Studies on which incentive systems are bad for managers, staff, and companies generally as well as ineffective and poor incentive systems abound. Closing this gap helped to restore employee productivity and satisfaction. The present study aims to optimize employee performance at

the National Council for Population and Development (NCPD) in Kenya by means of issue identification and resolution with reference to the current pay systems.

Investigating how incentive systems effect employee performance, Pane, Fitriano, Tarigan, Ginting, and Tahir (2023) examined items like salary, bonuses, recognition, and health insurance. With 132 people, their quantitative study used SPSS for correlation analysis and regression. Given motivated individuals as the key driver of corporate success, the findings clearly show how crucial well-designed incentive systems are for properly regulating worker performance. Despite past studies demonstrating the need of acknowledging outstanding achievement, organizations still find it difficult to decide on the optimum rewards. The studies revealed that every element under investigation had a notable effect on worker performance, therefore providing insightful information to let companies improve their incentive schemes. Still, there is a research vacuum that implies additional study should be conducted to fully grasp the intricate dynamics of various incentive systems and how they influence employee motivation in various organizational contexts.

2019 saw Arif, Syaifani, Siswadi, and Jufrizen look at how the incentive structure influences Tampa, Florida employee performance. They focused especially on public recognition, job development opportunities, and money awards. Grounded on Vroom's Expectancy Theory and Maslow's Hierarchy of Needs, the study was conducted using positivist thinking and quantitative research techniques. From 170 staff members in Tampa's HR and administrative departments who answered pre-made questionnaires, a dependability value of 0.81 was found. Descriptive statistics as well as inferential techniques like multiple linear regression and Pearson's correlation were part of data analysis. Employee productivity and salary, recognition, and promotions showed a positive association in the findings. Further research

is required to completely grasp the complicated interaction between these incentive aspects and their distinct effects on various employee demographics and job functions, therefore obtaining thorough insights into strategies of improving employee performance.

Having 200 bank employees answer surveys, Myint and War (2020) looked at how the incentive structure influences worker performance at KBZ Bank in Yangon. The results revealed a link between worker dedication and production as well as the major influence salary and perks have on productivity in the workplace. At KBZ Bank, employee engagement was found to be most influenced by bonuses and public acknowledgment. Regarding raising commitment and output, monetary remuneration performed better than non-monetary incentives. Strong performance and emotional commitment were also linked, according the study, to a person's bank investment. In the end, the study found that at KBZ Bank, financial incentives beat non-financial ones in terms of enhancing staff performance and reaching organizational objectives. Still, more research is needed to properly grasp how different pay systems affect employee retention and motivation over time.

### **2.2.3 Training and Employee Performance**

Companies which give employee training top priority receive outcomes in talent development and outstanding staff productivity (Haymanot, 2019; Helal, 2022). Because it lowers errors, boosts confidence, and promotes morale, a well-trained workforce with the required skills and competencies improves employee performance (Mohammed et al., 2022). Olasanmi et al. (2021) define employee productivity as the evaluation of an employee's output during a certain period with respect to set goals and objectives. Every company has objectives for which its staff are expected to be successful. These objectives help to evaluate and grade the staff members.

Haymanot (2019) claims that companies may save the expenses linked to trial and error by ensuring that staff members grasp their obligations via training and development projects. The paper emphasizes how crucial staff training is to raise corporate performance and output. Similarly, Belefkih et al. (2019) stress the need of carefully crafted instructional software as a tool for ongoing education that lets staff members pick up new abilities whenever it would be most handy for them. This approach aims to provide staff members the tools they need to support organizational objectives with efficiency and raise output. Research gaps result, therefore, from a lack of study on the exact training programs or strategies that best reduce organizational costs and increase productivity.

Moreover, Sothy (2019) investigated at a few private high schools in Phnom Penh, Cambodia, how staff performance responded to training and development. The target group for the research consisted of 220 staff members from six (06) top private secondary schools in Phnom Penh, Cambodia, who acted as the case studies: administrators, coordinators, and teachers. Still, seventy-four persons answered. Results of the research reveal that employee performance increases with training and development. Through training and development, employees choose the fresh skills and information needed to do their tasks and help to increase output. Research was done in Cambodia; this latest project took place in Kenya.

Mohanty, Dash, Dash, and Das (2019) carried out a descriptive research to investigate the elements impacting corporate effectiveness of training. According to the study, clearly stated training objectives with regard to the subjects to be covered and the anticipated results inspire companies to embrace training. Moreover, training is readily embraced in a conducive environment with conveniently available, qualified, and useful instructors equipped with all the resources required for the instruction. The results of the research were

much influenced by adoption factors including learning environments, outcomes, needs analysis of training programs, design of training programs, objective of training programs, and resources. The current study focused on elements of HR policy, employee opinion, managerial support, and professional development opportunities. Furthermore, whilst the current study would be based on a public organization in Kenya, the outcomes of Mohanty, Dash, Dash, and Das (2019) lacked any specific organization basis.

Kumar's (2022) study looked at how worker performance in the private sector was affected by training programs and how worker productivity and training costs interacted. Odhiambo (2018) also looked at how training and development could influence worker productivity at Safaricom Company Limited. Target group for the research included 1,892 full-time workers of the Westland, Nairobi County, and headquarters of the firm. The sample consisted of 377 randomly selected respondents from the target population. Employee performance was discovered to be much influenced by the study of training requirements, training strategies, training resources, and employee development programs all around. Variations in organizational structures, goals, and financial constraints make it difficult to know how these outcomes might fit public sector entities as NCPD Kumar (2022).

#### **2.2.4 Appraisal and Employee Performance**

Under a methodical procedure called performance evaluation, an employee's job performance, accomplishments, and skills are evaluated in line with established goals and criteria inside companies (Alsuwaidi, Alshurideh, Al Kurdistan and Salloum, 2021). Workers' areas of strength and progress are discussed; managers may more easily interact with them; decisions on required training, recognition, and promotion are supported by workers' feedback. Performance evaluations, according to Suša Vugec, Bosilj Vukšič, Pejić

Bach, Jaklič, and Indihar Štemberger (2020), are supposed to improve worker productivity, match personal goals with company objectives, and support ongoing corporate development and advancement.

Amoke et al. (2024) evaluated the relevance of performance appraisal on employee productivity at Leadway Assurance. The study aimed to assess employees' perceptions of the performance appraisal system, its relationship with job satisfaction and motivation, and its impact on self-reported productivity. A cross-sectional survey was conducted, with 120 completed questionnaires from employees at Leadway Assurance in Lagos. Data analysis involved frequency tables, percentages, and Chi-Square tests. The findings indicated a significant relationship between performance appraisal and job satisfaction, as well as job motivation. The study recommended that Leadway Assurance implement regular performance feedback sessions and invest in training and development programs based on performance appraisal results to improve employee productivity and performance.

The 2020 Al-Jedaia and Mehrez research found that the main determinant of how performance reviews affected public sector employees' job performance was the aim, the criteria, the leadership, and the assessment practices. Using a descriptive research technique with 294 participants, they discovered that work performance and employee motivation improved by use of performance assessment criteria. Benson et al. (2020) emphasized, however, that companies which stress compliance and disciplinary measures via performance reviews run the risk of eroding employee trust and morale, therefore undermining the efficacy of HRM practices. The optimal strategies for using performance assessments' outcomes to raise organizational performance and employee confidence while

maintaining morale and drive are obviously unknown.

With an eye on training and development, Hajiali, Kessi, Budiandriani, Prihatin, and Sufri (2022) looked at the relationship between employee performance and performance assessment using a desk review based on expectancy theory. The researchers found gaps in the corpus of studies on the link between employee performance and performance evaluations, partly ascribed to organizational and procedural elements. The study comes to the conclusion that evaluation of the connections among performance assessment, organizational structures, and procedures helps one to increase employee commitment and performance. It advises regular assessments, conversations about pertinent goals, quick comments, and compliments of achievers in order to solve underperformance by means of training and growth. Nevertheless, little is known about how organizational structures and procedures affect the effectiveness of performance evaluation systems in different fields and contexts.

Employee performance at Hawassa University is influenced by the performance assessment process among administrative staff. Research by Deressa and Zeru (2019) offers fascinating data on this link. Still, a lot more study is lacking on the generalizability of the findings outside of Hawassa University's unique setting. The study's limited relevance to other organizational settings and job categories stemmed from its focus on administrative staff solely at one institution. Consequently, further study is required to determine how performance evaluation policies affect worker performance throughout a spectrum of sectors, industries, and job kinds. Moreover, while the study revealed some aspects of the performance review process that are positively correlated with worker performance, it neglected to address any potential negative effects of these procedures.

Research on how staff assessment strategies affect Malmo's public and commercial businesses was done by Bayo-Moriones, Galdon-S Sanchez, and Martinez-de-Morentin (2021). Data gathered from Malmo's public and commercial sectors using an employee survey approach Analyzed using SPSS version 22 the results showed above-average satisfaction with assessment time and approaches but below-average satisfaction with regard to accountable individuals and assessment report methods. The studies revealed that the effects of the performance assessment methods were not clearly different depending on their application; they rather successfully promoted employee career development and organizational goal attainment. More research is required to completely grasp the exact factors of discontent with the methods and individuals used in assessment reports thus enhancing the efficacy of the assessment system in all spheres.

Examining internal company efficiency as well as employee performance assessments and staff motivation, Ulfsdotter Eriksson, Larsson, and Adolfsson (2021) found for their descriptive study, they spoke with 120 participants to compile primary data via questionnaires. Performance evaluations clearly raise employee excitement and improve organizational output. According to the poll, most employees feel more motivated and productive after receiving feedback; they are also happy with the present approach for assessing their performance. The company reportedly has a good work atmosphere, hence it has not taken any particular action to address problems with employee performance records. Current studies, however, do not clearly show how performance reviews affect worker motivation and organizational productivity over the long run.

### **2.3 Theoretical Framework**

This study was anchored on four theories as discussed in the following sections.

### **2.3.1 Expectancy Theory**

Victor Vroom developed the Expectancy Theory of Motivation, which explains how individuals make choices based on the expected outcomes of their actions. According to Suci et al. (2013), this theory suggests that people, particularly employees, are motivated to behave in a specific manner when they anticipate that their efforts will lead to desirable rewards. The foundation of this theory lies in the idea that motivation is driven by a rational calculation in which individuals weigh the potential benefits of their actions against the effort required to achieve them. Vroom argues that people make conscious decisions about their behaviors, considering how likely they are to achieve a specific outcome and how valuable that outcome is to them.

Vroom identifies three key components of his theory: expectancy, instrumentality, and valence. Expectancy refers to the belief that exerting a certain level of effort will lead to a particular performance outcome. It is based on factors such as self-efficacy, available resources, and task difficulty. According to Baakeel (2018), an individual will only be motivated to perform a task if they believe that their effort will significantly impact the results. For example, an employee will be more motivated to work hard if they feel that their skills and knowledge are sufficient to complete the task successfully. Conversely, if employees believe that no matter how much effort they put in, they will not achieve the desired result, their motivation to work hard decreases. Abdul Rehman et al. (2019)

emphasize that individuals are less driven when faced with tasks that exceed their capabilities.

Instrumentality is the belief that performing well will lead to the attainment of a specific reward. It is influenced by the fairness and transparency of reward systems within an organization. Employees are more likely to be motivated when they trust that good performance will be recognized and rewarded accordingly. For instance, if an organization has a performance-based incentive system where promotions and salary increments are directly tied to individual achievements, employees will strive to improve their performance. However, if promotions are based on favoritism rather than merit, employees may lose confidence in the system and become demotivated. According to Dewettinck & van Dijk (2013), motivation declines when employees perceive that rewards are distributed equally regardless of performance, as this fails to recognize individual efforts.

The third element, valence, refers to the value an individual places on the reward they receive for their performance. Different people assign different levels of importance to various rewards, depending on their personal goals, values, and needs. Freeman (2019) states that while some employees may be highly motivated by monetary incentives, others may prioritize non-financial rewards such as career growth, job security, or work-life balance. This variation in preferences underscores the need for organizations to design reward systems that cater to diverse employee needs.

Vroom's Expectancy Theory was relevant in understanding the influence of compensation on employee performance. A well-structured compensation system that aligns effort with reward can enhance motivation, leading to improved productivity and job satisfaction. Organizations must ensure that employees clearly understand how their

performance impacts their rewards and that rewards are meaningful to them.

### **2.3.2 Agency Theory**

Within the framework of this theory, which was created by Rees (1985), it is maintained that the fundamental concept is determined by the interaction between one (primary) party and others (agent). Agency theory places a strong focus on interactions in which one party has delegated some degree of decision-making ability to the other side. An incentive, such as a fee, would be offered to the agent who is designated by the principal with some decision-making power. This agent would be accountable for maximizing the principal's investment when they get the incentive. Agency connections are established with the intention of providing benefits to all parties involved. Nevertheless, there are expenses associated with both the upkeep of the connection and the supervision of its application. The discrepancies in the principals' and agents' knowledge availability, sometimes known as "information asymmetries," are contributing factors to these expenses. Additionally, the various risk-taking attitudes of principals and agents are also in play. For example, the principal is unable to precisely monitor or get access to the sensitive information that the agent has by themselves. In the context of the partnership, this improves the agent's position in the bargaining process. If the interests of the principal and the agent are in conflict with one another, and if the agents are not given with the appropriate incentives or are otherwise limited, it is conceivable that the circumstances of the contract drove the agents to operate in a manner that is more in line with their own interests than with those of the principal. This is what people refer to as a "agency problem." The problem of agency in the interaction

between management and shareholders is commonly depicted as one in which management agents have the goal of self-aggrandizement, devouring money to create their own empires, while shareholder principals desire to maximize value. This is a common interpretation of the agency issue.

Under this structure, it is permissible for there to be conflicts between the interests of employees and the goals of the organization. Through the implementation of well-designed performance management and reward systems, human resource practices have the potential to eliminate conflicts and motivate individuals to accomplish the objectives of the organization. Due to the fact that individual acts have an effect on national goals, this is particularly relevant to the NCPD organization.

### **2.3.3 Human Capital Theory**

According to the thesis presented by Becker (1964), several governments and businesses are looking for more effective ways to maintain their competitive advantage. This is due to the fact that persistent challenges, such as globalization, a knowledge-based economy, and inventive innovation, must be overcome. According to Sun et al. (2022), the idea of human capital is based on the assumption that the performance of an organization can be significantly influenced by its personnel and the information, talents, and skills that they possess, as well as the manner in which they may deploy them to the advantage of the firm. It is now widely acknowledged that this notion is a significant factor that distinguishes successful firms from similar ones.

According to Tahmasebi and Babashahi (2021), the human capital theory asserts that every worker has natural abilities that may be developed and increased via the combination of formal education and experiential learning. According to the concept, the hospitality

industry has a natural advantage over other sectors as a result of its one-of-a-kind human capital, which enables it to get access to vital resources and advantages over its competitors (Zahra, Neubaum, & Hayton, 2020). The wisdom, expertise, abilities, attitudes, experiences, talents, creativity, and knowledge of an employee are all components that make up their human capital. According to Sun, Li, and Ghosal's 2020 research, this capital may be used to either improve the value of a firm or give it with an advantage over its competitors.

This basic idea places an emphasis on the value of personnel as assets in company operations. In accordance with the objectives of the NCPD, it is necessary to have a workforce that has a high level of expertise. Effective human resource management efforts, such as training and development, make investments in this asset by enhancing knowledge, skills, and performance.

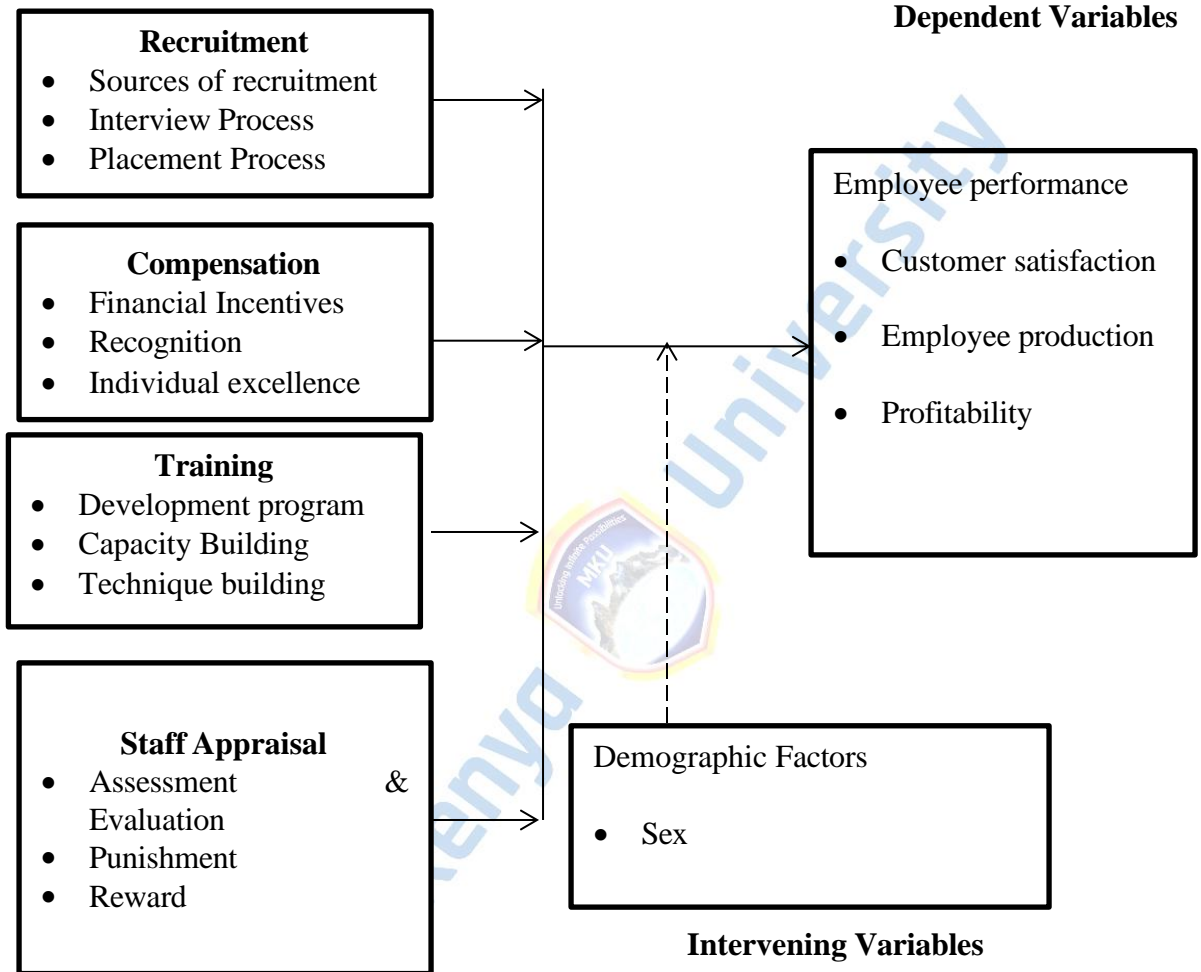
#### **2.3.4 Goal Setting Theory**

An evaluation system is a component of a system that facilitates the management of performance. Performance evaluations should be carried out on a regular basis as a means of monitoring how well an employee is doing in relation to the goals that they have set for themselves. The management of employee performance is one of the numerous obligations that fall on the shoulders of every supervisor during the course of the year. According to Grote (2002), performance evaluation is a rigorous methodology that managers use to evaluate the degree to which an employee is performing their job duties accurately. According to Schneier and Beatty, as mentioned in Patterson (1987), the approach not only promotes human performance but also analyzes it. Additionally, it identifies and improves human performance. Performance evaluation is a complicated subject that is surrounded by a multitude of opposing assumptions and theories. Below are some examples of them:

Edwin Locke is credited with developing the theory of goal setting in the year 1968. As mentioned in this concept, the objectives that a worker has for himself are what motivate him to achieve success. The staff have not given up on the possibility of achieving their goals, which is the reason for this. They make adjustments to their performance or establish new goals that are more attainable if they are unable to reach the ones they have set for themselves. The ultimate goal of the performance management system would be to achieve an improvement in performance to the greatest extent possible. According to the findings of a number of studies who have investigated the connection between employee motivation and the performance of a business, the employee's confidence may be increased by establishing objectives and providing them with an explanation. When objectives are established in a specific manner, every member of the staff is aware of what the organization is making an effort to accomplish. According to the findings of Coetsee (2003), the most productive workers are goal-oriented. Workers are required to establish goals in order for the company to realize its vision, objectives, and strategic purpose. This is a vital prerequisite for success. In this context, the assumption is that people were more driven to do the activities within the allotted time limit if they are aware of precisely what has to be done and when it was completed. The vast majority of those who are interested in becoming better coaches consider goal-setting theory to be their primary motivating factor.

## 2.4 Conceptual Framework

### Independent Variables



**Figure 2.1: Conceptual Framework**

Source: Researcher, (2024)

Research Gap Table 1: Research Gaps

<b>Author (S)</b>	<b>Focus of the Study</b>	<b>Key Findings</b>	<b>Research Gaps</b>
Setiawan, Wakhyuni, and Siregar (2020)	How a manufacturing company's recruiting practices affect employee productivity.	The hiring process had a positive and substantial effect on employee output.	This study is an empirical investigation, while the last one was more of a desk study.
Anyango, Okibo, and Muya (2018)	How Kisii University's success is affected by its recruiting and selection method	Selecting competent candidates is critical to an organization's success, since there is a significant correlation between employee performance and recruitment quality.	The present investigation used a descriptive research strategy, in contrast to the case study methodology used in the previous study.
Pane, Fitriano, Tarigan, Ginting, and Tahir (2023)	Effects of incentive programs on productivity	Employee engagement is the key to a company's success, and well-planned incentive programs allow for more effective control of employee performance.	There is still a lack of studies that attempt to explain the intricate relationship between different types of rewards and how they influence employee motivation in different types of businesses.
Myint and War (2020)	Impact of the KBZ Bank's incentive program on Yangon employees' productivity	Salary and benefits significantly affect workplace productivity, and the findings demonstrated a correlation between employee dedication and productivity.	The long-term impacts of various incentives on employee motivation and retention are not well understood, and

Author (S)	Focus of the Study	Key Findings	Research Gaps
			additional study is needed to fill this knowledge gap.
Sothy (2019)	Training and development's effect on productivity in a sample of Cambodian private secondary schools	Training and development programs improve worker productivity, according to the research. Employees acquire these new skills and knowledge via many forms of training and development.	Research in Cambodia was conducted, however the present investigation took place in Kenya.
Odhiambo (2018)	Effects of Safaricom Limited's Employee Training on Productivity	Training methods, training materials, employee development programs, and training needs assessments all have a major influence on worker productivity.	Because of variances in organizational structures, objectives, and budget limitations, it is unclear if these results are applicable to public sector organizations such as NCPD.
Bayo-Moriones, Galdon-Sanchez, and Martinez-de-Morentin (2021)	Public and private companies in Malmo and the impact of performance reviews on them.	assessment time and techniques were found to have above-average levels of satisfaction, whereas responsible persons and assessment report methods were found to have lower levels of satisfaction.	Although the present study is located in Kenya, the previous research was based in Malmo.

## **2.6 Recap of literature review**

The second chapter provides a comprehensive analysis of current studies, with a particular emphasis on how organizational human resource management strategies influence the performance of employees. Using a combination of actual data and theoretical ideas, it begins with an introduction that elucidates the dynamics of human resource management inside firms. This is accomplished via the use of research. The expectations theory, the agency theory, the human capital theory, and the goal setting theory are the four significant theoretical frameworks that are being investigated in this chapter. As a result of the fact that each theory elucidates the manner in which human resource policies influence employee performance, motivation, and behavior, it provides a theoretical basis for the study. The findings of the investigation highlight the deficiencies in our existing understanding. There are a number of gaps, one of which being the complex dynamics of human resource management techniques in public sector organizations like Kenya's National Council for Population and Development (NCPD).

This portion of the empirical review is particularly notable since it is devoted to research that investigate the ways in which certain HRM practices effect employee performance. This book covers a wide range of issues, including but not limited to: salaries, training, performance reviews, recruiting, and employee performance management. Each individual component provides insights gleaned from a wide range of research carried out in a number of settings, with a particular emphasis on the role that human resource management practices have in increasing employee productivity. Among the research gaps that are now being exposed are the following: the need for more studies on the effectiveness of various training programs; the long-term impact of incentive systems on motivation and retention; and the

influence of performance assessment processes on employee morale and organizational performance.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

The purpose of this chapter is to present an overview of the research technique that was used by the National Council for Population and Development (NCPD) of Kenya in order to analyze the influence that recruitment policies, testing, job analyses, and interviews had on the performance of employees. In order to determine whether or not these treatments were successful, the study approach was used. A mixed-techniques strategy was used in the research project to collect data. This methodology included qualitative and quantitative research methods in order to get an all-encompassing comprehension of the phenomena being investigated.

#### **3.1 Research Methodology**

In order to evaluate the significance of effective testing on the organization, ascertain the extent to which interviews have an effect on performance, investigate the impact of job analysis on performance, and ascertain the most significant influence that hiring policy has on performance, both primary and secondary data collection methods are utilized. There are many different approaches of collecting main and secondary data that are used in order to accomplish all of these different goals.

#### **3.2 Research Design**

For the purpose of carrying out the inquiry, the descriptive survey research design and procedure, in connection with this approach, was used. As stated by Mohajan (2018), a

descriptive design is an efficient strategy that may be used to obtain insight into human views, actions, or attitudes. According to the findings of the investigation, this was clear. According to Snyder (2019), descriptive surveys are effective in fostering trust because they provide a detailed account of the particular methods and tools that were used for the purpose of data collecting. This was done in order to answer the research questions and the problem that was being investigated.

The descriptive correlational method was used in order to analyze the link between the dependent variable, which is employee performance, and the independent components, which are recruiting, pay, training, and staff assessment. This was carried out in order to determine the degree of intensity that these connections possess. By using this method, it was possible to investigate connections without revealing a causal relationship, which made the research of interconnections much simpler.

### **3.3 Location of the Study**

The research was carried out concurrently in the headquarters of the National Council for Population and Development (NCPD) as well as at its regional offices located all throughout Kenya. All of these places were situated in Kenya as their respective locations.

### **3.4 Target Population**

According to Zangirolami-Raimundo et al. (2018), the phrase "target population" is used to define the entire collection of components that were applied to construct the sample for the study. This was done in order to prepare the sample for the research. This is the definition of the word that was presented. The term also reflects the aim of the sample frame, which

is to provide a means for choosing people from the population that is the subject of the inquiry. It is essential that this step be taken in order to ensure that the inquiry in question is exhaustive. Barley is the focus of the year 2008. For the purposes of this study, the population that was considered was represented by the sample frame, which consisted of all of the workers of the North Carolina Police Department. As was seen in the following table, the population was segmented into three main categories:

**Table 2: Target Population**

Category	Target Population	Percentage%
Senior management	12	7
Middle Management	40	33
Operational Staff	255	60
<b>Total</b>	<b>307</b>	<b>100</b>

**Source:** National Council for Population and Development in Kenya National Council for Population and Development in Kenya (2024)

### 3.5 Sampling Procedure and Techniques

According to Mishra and Alok 2022, the sampling approach entails picking a subset of individuals or observations from a broader population with the intention of carrying out research or drawing conclusions about the community as a whole. This action is taken in order to achieve the objectives that were indicated before. "A sample is defined as an assembly of elements drawn from the target population for the purpose of representation," according to Babii (2020) in his article. "The purpose of the sample is to represent the population." The North Carolina Police Department is able to guarantee that the population

that is greater gets a better representation by using this strategy. This is an accomplishment of great significance. The formula that was developed by Fisher et al. (2003) is used in order to retrieve the sample for the purpose of the study.

**Table 3: Sample Size**

Category	Target Population	Sample Size
Senior management	15	8
Middle Management	20	31
Operational Staff	265	74
<b>Total</b>	<b>307</b>	<b>113</b>

Source: Researcher (2024)

The following variables are used in the equation  $N = \frac{Z^2(1-P)}{d^2}$ , where n represents the sample size; z, which represents the standard normal deviation value (for example, 1.96 for a confidence level of 95%); d, which represents the margin of error or degree of accuracy for C1 calculated at 92%; and n once again.

Israel (2009) suggests that if one does not know the exact value of P, they should make the assumption that P is equal to 0.5. These are the conclusions that Israeli policymakers have arrived to. The task of determining the percentage, which is denoted by the letter P, is important. On account of this, the following method is used in order to ascertain the size of the sample:

The equation

$$N = \frac{Z^2(1-P)}{d^2} = \left( \frac{1.96^2 \cdot 0.08(1-0.08)}{0.05^2} \right)$$

$$= \frac{(.962)(0.15)(1-0.5)}{(0.05)^2}$$

$$\frac{3.842 \times (0.08 \times 0.92)}{0.0025} = \left( \frac{3.842 \times 0.0736}{0.0025} \right)$$

$$= 0.2828 \quad = 113.2$$

n=113

As a result, the sample consists of 113 professionals that are employed by the twelve (12) regional organizations that comprise the North Carolina Police Department.

A method of selection known as stratified random selection was used in order to choose the 113 personnel. The volume of the population as well as the limitations of the resources that were available were the driving forces behind this choice. This allowed us to ensure that each and every worker had the opportunity to express their opinions.

### **3.6 Sample Population**

It was determined that there were three different levels of employees: senior, medium, and operational roles. The population was divided into numerous groups using these criteria, which were used to split the population.

- i. A calculation was used to calculate the percentage of each group that is present within the sample total of 113 individuals.
- ii. A random selection was made from each group in order to determine the overall number of people who took part in the research.

### **3.7 Construction of Research Instruments**

For the purpose of the research, a combination of open-ended and closed-ended questions was used. Instruments that are closed-ended are composed of two components. As part of the second section of the survey, questions were asked concerning the connection between

the dependent variable and the four independent variables. At the beginning of this part, we investigated the demographics of the respondents. According to Nayak and Singh (2021), a questionnaire is a piece of paper that contains questions and is meant to be filled out by individuals with the purpose of receiving their responses. Paper that includes a questionnaire is what we mean when we talk about a questionnaire in this sense. There are a number of advantages to utilizing questionnaires to collect information, one of which is that they can preserve the respondents' privacy. As a consequence of this, individuals could be more candid with comments that are honesty and authenticity. Questionnaires have the potential to minimize the amount of time and money spent on processing, in addition to simplifying the process of data collecting (Oyolla, 2019). Interval measurements that are based on a five-point scale are used in order to evaluate the variables that are associated with the primary goals of the research. An Likert scale is going to be used. An evaluation was conducted using a scale that goes from 1 (meaning "Strongly Agree") to 5 (indicating "Strongly Disagree") to determine the degree to which respondents agree or disagree with the statement.

### **3.8 Testing for Validity and Reliability/Trustworthiness**

It is necessary to conduct a pilot test in order to ensure that everything is prepared for the full probe. Pilot studies are smaller versions of bigger research projects; nonetheless, they should still adhere to the same procedures as the main study, using a lower sample size and adhering to the criteria that are supplied (Payne, 2016). Pilot studies are copies of larger research projects. Although it is not required, it is strongly suggested that pilot studies follow the same procedure as the main research. Twenty workers served as the small sample for this testing segment. It is going to take place in this manner so that the survey may be

reviewed. The pilot testing for the focus group talks were also carried out in order to further guarantee that the facilitation process goes smoothly and to develop the interview guide's capabilities. The experimental project was carried out at Kitale Town, which is located in Trans Nzoia County, Kenya. This choice was taken in an attempt to lessen the potential of prejudice and contamination among the persons who were participating in the investigation. Unlike the other counties, this one is not going to be one of those that gets the all-out treatment. Twenty persons from the Kenya National Bureau of Statistics (KNBS), which is a sister organization of the National Crime Prevention organization (NCPD) and has attributes that are similar, assisted with the study's small sample size.

### **3.9 Validity and Reliability of the research Instrument**

It is said that research instruments are dependable if they consistently and consistently deliver the same findings throughout a number of trials. Validity, on the other hand, relates to how well they assess the variables that were supposed to be examined (Wafudu, Kamin, and Marcel, 2022). Validity and dependability are two characteristics that are very necessary for research tools. There is a single idea that covers both reliability and validity at the same time.

#### **3.9.1 Validity of the Research Instruments**

It is stated by Sekaran and Bougie (2019) that the term "validity" refers to the degree to which the structures of sample tests accurately reflect the variables that are intended to be assessed. In addition, it indicates the degree of precision with which the research depicts the issue that is being investigated. There is a significant role for this. A number of different rounds of testing was performed to guarantee that the questionnaire is authentic. In the first

place, we could consult with specialists in the field, then we would conduct an exhaustive literature review, and finally, we may make certain that the questionnaire is in accordance with the research objectives and conceptual framework in order to establish the content validity of the questionnaire.

### **3.9.2 Reliability of Instruments**

According to Privitera and Ahlgrim-Delzell (2018), the cornerstone of an instrument's reliability is the consistency of its measurements. In light of this, we are able to draw the conclusion that the results would not change even if the polls were undertaken again. This element is what distinguishes a research instrument from others in terms of its dependability. For the purpose of determining whether or not the results of the pilot project are statistically significant, they were compared to the findings of the primary study. For the purpose of determining the dependability index, Cronbach's alpha was used, which is in accordance with the descriptive statistics that were applied to each variable. If there is an increase in the score, it indicates that the scale that was constructed earlier is more dependable. According to Taber (2018), a reliability of 0.7 is regarded to be satisfactory; hence, it was deemed enough for this inquiry. Following the completion of the required modifications to the questionnaire, which was based on the input received from the pilot test, the final version was prepared for distribution.

### **3.10 Data Collection Methods and Procedures**

It is possible to collect information on an individual's demographics, sentiments regarding HR procedures, and self-reported performance via the use of a questionnaire that the subject administers to themselves. Because of this, the acquisition of primary data was feasible. It is

planned to enhance the main data with secondary data that is taken from human resources publications that have been published in the first place. This data included job descriptions, performance metrics, and recruiting records from the NCPD Human Resources department, provided that the department grants authorization for the collection of such information. During the months of January and February in the year 2024, we were testing and developing devices for data collecting. After this, we proceeded to acquire study permission from the NCPD as well as gain approval from an ethical review board. In conclusion, we shall submit an application for a research license provided by NACOSTI, which necessitates authorization from Mount Kenya University. The whole of these stages were covered by a timetable. It is planned that the data collecting took place in the months of April and May in the year 2024.

### **3.11 Proposed Data Analysis Techniques and Procedures**

For the purpose of analyzing the quantitative data obtained from the survey and determining the relationships between the variables, we used a combination of descriptive statistics, such as percentages and means, and inferential statistics, such as correlation and regression analysis. This is done with the intention of determining the degree of connection between the variables. For the purpose of identifying patterns and recurring themes in the experiences of the participants, the qualitative data that was gathered from the focus groups were subjected to thematic analysis. The goal of this is to identify recurring themes and patterns that keep appearing in the research. Due to the fact that this poll does not specifically request free-form replies, we were instead using a Likert scale with five points.

### **3.12 Ethical Considerations**

Throughout the whole of the study, ethical research norms, including the need to get informed consent, were adhered to in a stringent manner. The participants were taught the goal of the research, and they were offered the option to withdraw from participation at any time throughout the course of the study. All of the participant information was encrypted and kept confidential in order to protect their privacy. At every stage of the investigation, each and every participant was shown the highest level of respect and courtesy. Not only were they treated with respect and decency, but their thoughts and opinions were also taken into consideration.



Mount Kenya

University

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSIONS**

#### **4.0 Introduction**

This chapter presents the research findings and discussions on the influence of human resource practices on employee performance at the National Council for Population and Development (NCPD) Kenya. The findings are based on data collected from respondents through surveys and interviews analyzed in line with the study objectives. The chapter explores the impact of key human resource practices recruitment, compensation, training, and staff appraisal on employee performance.

#### **4.1 Response Rate**

The study targeted a sample of 113 respondents, out of which 108 successfully participated, representing a response rate of 95.6%. This high response rate indicates strong participation and reliability of the collected data.

#### **4.2 Demographic study**

This section consists of gender, age and experience.

##### **4.2.1 Gender**

Table 4 presents the gender distribution of the respondents in the study. Out of the 108 respondents, 61 (56.5%) were male, while 47 (43.5%) were female. The study indicates that there was a slightly higher representation of male respondents compared to females.

**Table 4: Gender**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Male	61	56.5	56.5	56.5
	Female	47	43.5	43.5	100.0
	Total	108	100.0	100.0	

**Source:** Researcher (2025)

#### 4.2.2 Age bracket

The study revealed the age distribution of respondents, as presented in Table 5. The findings showed that the majority of respondents (40, 37.0%) were in the 26–32 years age bracket, followed by 26 respondents (24.1%) in the 32–37 years category. Additionally, the study found out that 18 respondents (16.7%) were aged 20–25 years, while 17 respondents (15.7%) fell within the 38–43 years range. The least represented group comprised respondents aged 44 years and above, accounting for 7 respondents (6.5%). These findings suggest that most employees at the National Council for Population and Development (NCPD) Kenya are young to middle-aged, reflecting a workforce with a blend of early-career and experienced professionals.

**Table 5: Age bracket**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	20 - 25 years	18	16.7	16.7	16.7
	26 - 32 years	40	37.0	37.0	53.7
	32 - 37 years	26	24.1	24.1	77.8
	38 - 43 years	17	15.7	15.7	93.5
	44 years and above	7	6.5	6.5	100.0
	Total	108	100.0	100.0	

**Source:** Researcher (2025)

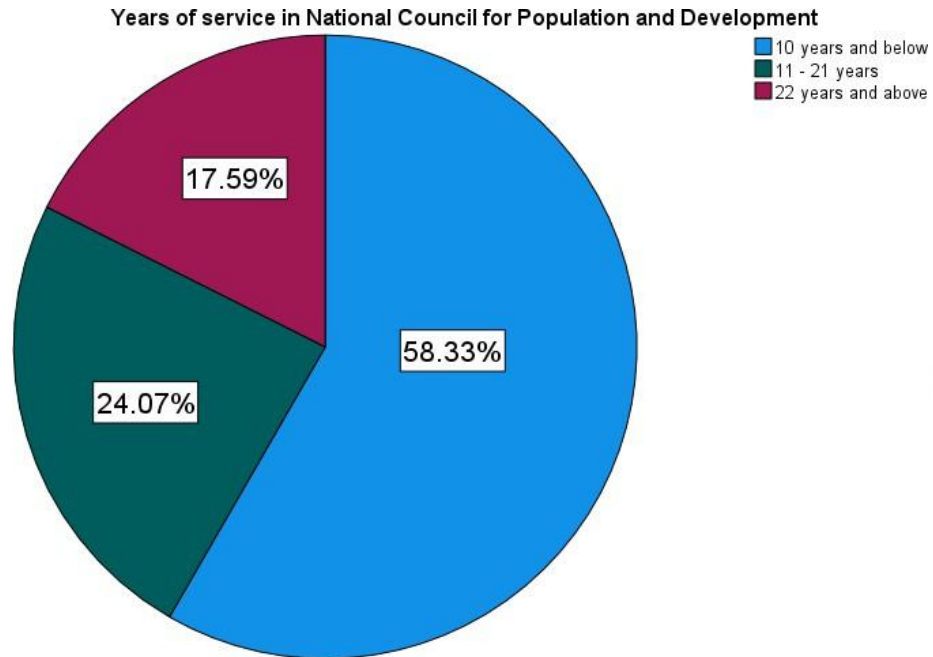
#### 4.2.3 Years of service in National Council for Population and Development

The study revealed the distribution of respondents based on their years of service at the National Council for Population and Development (NCPD), as shown in Table 6. The findings showed that the majority of respondents (63, 58.3%) had served for 10 years and below, indicating a relatively young workforce. Additionally, the study found out that 26 respondents (24.1%) had been with the organization for 11–21 years, while 19 respondents (17.6%) had worked for 22 years and above. These findings suggest that while a significant proportion of employees are relatively new to the organization, there is also a notable presence of long-serving staff, contributing to a balance of fresh perspectives and institutional experience within NCPD.

**Table 6: Years of service in National Council for Population and Development**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 years and below	63	58.3	58.3	58.3
	11 - 21 years	26	24.1	24.1	82.4
	22 years and above	19	17.6	17.6	100.0
	Total	108	100.0	100.0	

**Source:** Researcher (2025)



**Figure 2: Years of service in National Council for Population and Development**

**Source:** Researcher (2025)

#### 4.2.4 Highest level of education

The study revealed the educational qualifications of respondents, as presented in Table 7. The findings showed that the majority of respondents (52, 48.1%) held a university degree, indicating a highly educated workforce. Additionally, the study found out that 33 respondents (30.6%) had attained college-level education, while 23 respondents (21.3%) had completed secondary education as their highest qualification. These findings suggest that the National Council for Population and Development (NCPD) Kenya has a workforce with diverse educational backgrounds, with a significant proportion possessing higher education qualifications that may contribute to enhanced job performance and professional expertise.

**Table 7 : Highest level of education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	23	21.3	21.3	21.3
	College	33	30.6	30.6	51.9
	University degree	52	48.1	48.1	100.0
	Total	108	100.0	100.0	

**Source:** Researcher (2025)

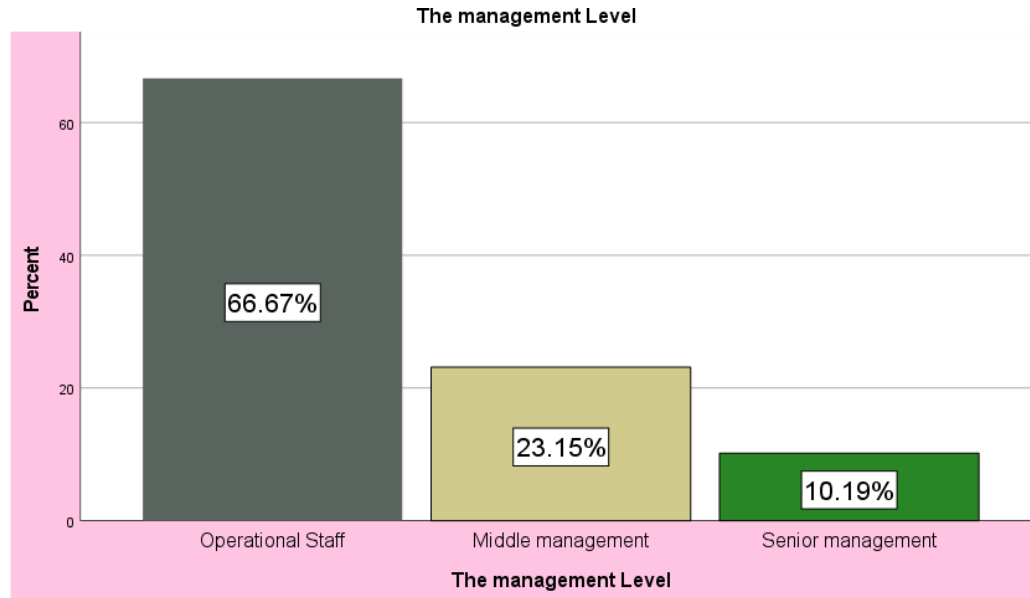
#### 4.2.5 The management Level

The study revealed the distribution of respondents based on their management level, as presented in Table 8. The findings showed that the majority of respondents (72, 66.7%) were operational staff, indicating that most employees at the National Council for Population and Development (NCPD) Kenya are engaged in routine operational roles. Additionally, the study found out that 25 respondents (23.1%) were in middle management, while 11 respondents (10.2%) held senior management positions.

**Table 8: The management Level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Operational Staff	72	66.7	66.7	66.7
	Middle management	25	23.1	23.1	89.8
	Senior management	11	10.2	10.2	100.0
	Total	108	100.0	100.0	

**Source:** Researcher (2025)



**Figure 3: The management Level**

**Source:** Researcher (2025)

### 4.3 Descriptive Analysis

#### 4.3.1 Influence of recruitment on employee performance

The study sought to examine the influence of recruitment on employee performance at the National Council for Population and Development (NCPD), as presented in Table 9. The study found out that the recruitment sources used by NCPD are moderately effective in attracting high-quality applicants, with a mean of 3.3333 with a standard deviation of 1.91404. Additionally, the study further revealed that the interview process provides a thorough evaluation of candidates' skills and qualifications, with a mean of 3.5463 with a standard deviation of 1.86650, suggesting that respondents largely perceived the process as comprehensive, the study found out that the recruitment sources utilized by NCPD do not always effectively reach potential candidates with the required skills and qualifications, with a mean of 2.8611 with a standard deviation of 1.95012. Similarly, the placement process at

NCPD was rated with a mean of 2.8981 with a standard deviation of 1.93318, indicating some concerns about the smooth integration of new employees into their roles. The study further revealed that NCPD provides insufficient support and resources during the placement phase, with the lowest mean of 2.4815 with a standard deviation of 1.90170.

These findings suggest that while the recruitment process at NCPD is somewhat effective in attracting and evaluating candidates, there are gaps in providing sufficient support and ensuring a smooth transition for new employees. Improvements in these areas could enhance overall employee performance and job satisfaction.

These findings align with those of Otoo, Wang, and Tseng (2022), who emphasized that effective recruitment depends not only on candidate evaluation but also on strategically reaching suitable applicants. Widyastuti and Nurcahyo (2021) similarly found that structured interview processes positively affect hiring quality and performance outcomes. In line with this, Sisneros (2025) highlighted that ineffective onboarding and limited placement support often delay employee adjustment and reduce early productivity. Furthermore, Ryan and Burchell (2023) asserted that organizations with poor post-hire support systems tend to experience lower employee engagement and higher turnover. Thus, this study confirms that both the breadth of recruitment outreach and the strength of placement practices significantly influence employee performance within public sector institutions.

**Table 9: Influence of recruitment on employee performance**

	N	Minimum	Maximum	Mean	Std. Deviation
The recruitment sources utilized by the NCPD effectively reach potential candidates with the required skills and qualifications.	108	1.00	5.00	2.8611	1.95012
The recruitment sources used by NCPD are effective in attracting high-quality applicants.	108	1.00	5.00	3.3333	1.91404
The interview process at the NCPD is structured, well-organized and demonstrates competence and professionalism	108	1.00	5.00	2.8981	1.91862
The interview process at NCPD provides a thorough evaluation of candidates' skills and qualifications.	108	1.00	5.00	3.5463	1.86650
The placement process at the NCPD facilitates smooth integration of new employees into their roles.	108	1.00	5.00	2.8981	1.93318
The NCPD provides sufficient support and resources to employees during the placement phase	108	1.00	5.00	2.4815	1.90170
Valid N (listwise)	108				

**Source:** Researcher (2025)

#### **4.3.2 Influence of compensation on employee performance**

The study sought to determine the influence of compensation on employee performance at the National Council for Population and Development (NCPD), as presented in Table 10. The study found out that the highest-rated statement was NCPD's compensation structure rewards individual excellence in the workplace, with a mean of 3.7500 with a standard deviation of 1.80407, suggesting a moderate level of agreement among respondents. Additionally, the study further revealed that The NCPD provides opportunities for employees to showcase their individual talents and skills, with a mean of 3.1019 with a standard deviation of 1.85422, and The organization promotes a culture of continuous learning and development to support individual excellence, with a mean of 3.1852 with a standard deviation of 1.96297, the study found out that financial incentives at NCPD were perceived as less effective. The statements The NCPD offers a fair and equitable system of financial incentives based on performance and NCPD's financial incentives motivate me to perform my job effectively both had a mean of 2.6944, with standard deviations of 1.83149 and 1.85683, respectively, indicating lower levels of agreement. Similarly, the statement The NCPD effectively recognizes employees for their contributions and achievements had a mean of 2.8241 with a standard deviation of 1.87870, suggesting that recognition efforts may not be fully effective in motivating employees.

These results are consistent with findings by Apriliani and Hubbansyah (2024), who argued that although compensation structures may exist, their effectiveness often depends on perceived fairness and alignment with employee expectations. Similarly, Koo et al. (2020) emphasized that while compensation remains a central factor in attracting and retaining talent, its motivational power diminishes when rewards are perceived as inequitable or

disconnected from actual performance. Chiang and Birtch (2020) further supported the need for a combination of financial and non-financial incentives, noting that recognition, development opportunities, and performance-based rewards together yield stronger impacts on productivity. Ryan and Burchell (2023) reinforced this by showing that performance incentives integrated into the organizational culture enhance commitment, but only when employees perceive them as transparent and meaningful. These studies validate the need for NCPD to reevaluate its compensation and recognition mechanisms to enhance employee motivation and performance. Table 10: Influence of compensation on employee performance

	N	Minimum	Maximum	Mean	Std. Deviation
The NCPD offers a fair and equitable system of financial incentives based on performance.	108	1.00	5.00	2.6944	1.83149
NCPD's financial incentives motivate me to perform my job effectively	108	1.00	5.00	2.6944	1.85683
The NCPD effectively recognizes employees for their contributions and achievements	108	1.00	5.00	2.8241	1.87870
The NCPD provides opportunities for employees to showcase their individual talents and skills	108	1.00	5.00	3.1019	1.85422
NCPD's compensation structure rewards individual excellence in the workplace	108	1.00	6.00	3.7500	1.80407
The organization promotes a culture of continuous learning and development to support individual excellence	108	1.00	5.00	3.1852	1.96297
Valid N (listwise)	108				

**Source:** Researcher (2025)

### 4.3.3 Influence of training on employee performance

The study sought to assess the influence of training on employee performance at the National

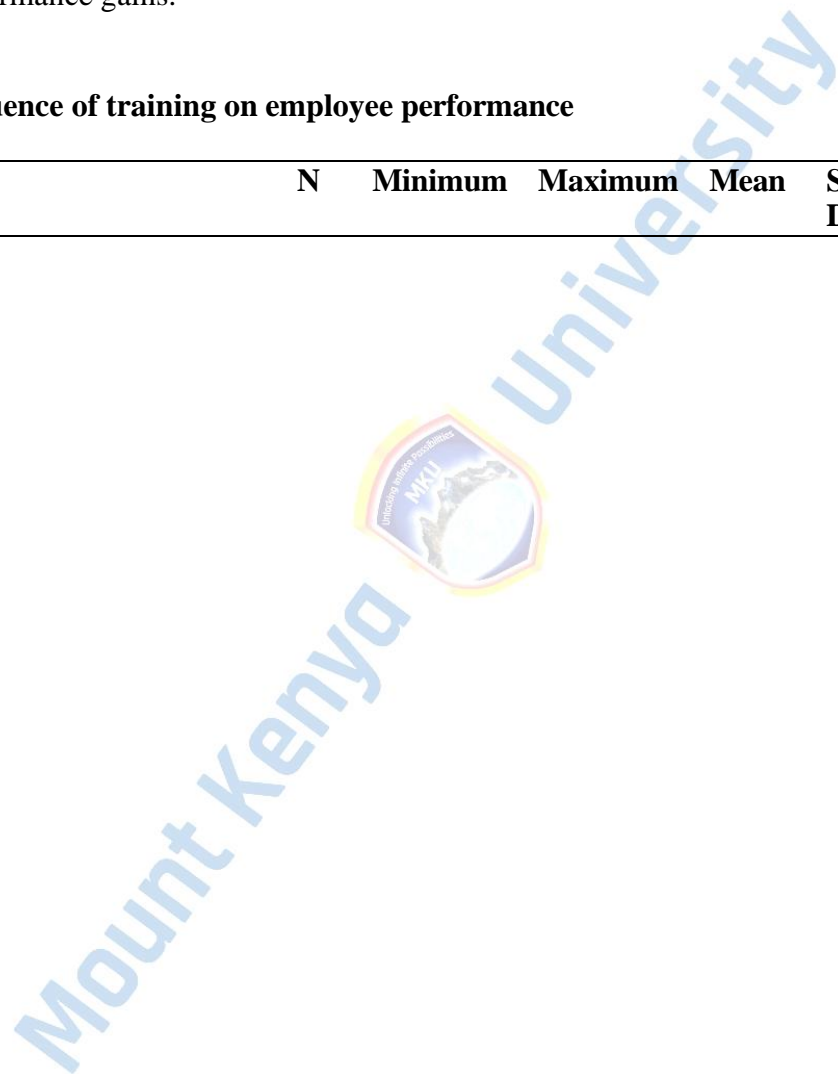
Council for Population and Development (NCPD), as presented in Table 11. The study found out that the highest-rated statement was Participation in capacity-building activities has improved my ability to handle job responsibilities effectively, with a mean of 4.0833 with a standard deviation of 1.45413, suggesting that employees perceive training as beneficial in enhancing job performance. The study further revealed that The technique-building sessions at NCPD equip employees with modern and relevant skills, with a mean of 3.4167 with a standard deviation of 1.81955, and The training sessions conducted by the NCPD focus on practical techniques that are applicable to my job, with a mean of 3.2500 with a standard deviation of 1.96286, indicating a moderate level of agreement, the study found out that some aspects of training at NCPD require improvement. The NCPD provides comprehensive development programs that enhance my professional skills and knowledge had a mean of 3.0556 with a standard deviation of 1.85872, suggesting that while training is available, it may not be comprehensive enough for all employees. Similarly, The NCPD invests in capacity-building initiatives that are relevant to my job role was rated 2.7685 with a standard deviation of 1.86260, and Capacity-building programs at NCPD contribute to improved employee performance had the lowest mean of 2.7037 with a standard deviation of 1.86587, indicating concerns about the relevance and effectiveness of these initiatives.

These findings are consistent with recent research by Amoke et al. (2024), who highlighted that the effectiveness of employee training is closely tied to the relevance of content and its alignment with specific job requirements. When training lacks this focus, its impact on productivity diminishes. Similarly, Apriliani and Hubbansyah (2024) noted that well-structured training enhances individual capability and motivation, but underinvestment in practical, role-specific development can lower performance returns. Koo et al. (2020)

emphasized that capacity-building is most effective when tailored to address current workplace challenges, while Chiang and Birtch (2020) argued for integrating continuous learning with strategic HR practices. These studies support the need for NCPD to improve the depth, job relevance, and strategic targeting of its training programs to maximize employee performance gains.

**Table 11: Influence of training on employee performance**

N	Minimum	Maximum	Mean	Std. Deviation
---	---------	---------	------	----------------



The NCPD provides comprehensive development programs that enhance my professional skills and knowledge	108	1.00	5.00	3.0556	1.85872
The NCPD invests in capacity-building initiatives that are relevant to my job role	108	1.00	5.00	2.7685	1.86260
Capacity-building programs at NCPD contribute to improved employee performance	108	1.00	5.00	2.7037	1.86587
Participation in capacity-building activities has improved my ability to handle job responsibilities effectively	108	1.00	5.00	4.0833	1.45413
The technique-building sessions at NCPD equip employees with modern and relevant skills.	108	1.00	5.00	3.4167	1.81955
The training sessions conducted by the NCPD focus on practical techniques that are applicable to my job	108	1.00	5.00	3.2500	1.96286
Valid N (listwise)	108				

Source: Researcher (2025)

#### 4.3.4 Influence of staff appraisal on employee performance

The study sought to determine the influence of staff appraisal on employee performance at the National Council for Population and Development (NCPD), as presented in Table 12. The study found out that the highest-rated statement was the appraisal process considers both quantitative and qualitative aspects of job performance, with a mean of 3.6296 with a standard deviation of 1.86754, suggesting that employees acknowledge a balanced approach in evaluating performance. Additionally, the study further revealed that the reward system at NCPD encourages me to strive for higher performance, with a mean of 3.1019 with a standard deviation of 1.90886, indicating that while some employees are motivated by the reward system, others **may not find it as effective**, the study found out that other aspects of

the staff appraisal process received moderate ratings. The staff appraisal process at the NCPD provides a fair and objective assessment of my performance had a mean of 3.0093 with a standard deviation of 1.89192, and I receive regular and constructive feedback during the assessment process at NCPD had a mean of 3.0370 with a standard deviation of 1.90879, suggesting that while employees receive feedback, its consistency and quality may need improvement. Similarly, The organization utilizes corrective measures rather than punitive actions to address performance issues had a mean of 2.9815 with a standard deviation of 1.88938, and The staff appraisal process at the NCPD recognizes and rewards employees for their exceptional performance had a mean of 2.9907 with a standard deviation of 1.88201, indicating that employees may not always feel adequately recognized for their contributions. These results align with the findings of Amoke et al. (2024), who emphasized that performance appraisal systems that incorporate both quantitative and qualitative dimensions foster employee engagement and accountability. However, they cautioned that the effectiveness of such systems depends significantly on regular feedback and the fairness of recognition mechanisms. Supporting this, Bakare et al. (2023) noted that employees are more likely to improve performance when they perceive the appraisal process as transparent and developmental rather than judgmental. Likewise, Ryan and Burchell (2023) stressed that constructive feedback and recognition are critical motivators for staff and directly contribute to enhanced performance outcomes. Therefore, for NCPD to enhance employee motivation and productivity through appraisals, it should strengthen the delivery of timely, constructive feedback and reinforce recognition practices tied to measurable performance.

**Table 12: Influence of staff appraisal on employee performance**

N	Minimum	Maximum	Mean	Std. Deviation
---	---------	---------	------	-------------------



The staff appraisal process at the NCPD provides a fair and objective assessment of my performance	108	1.00	5.00	3.0093	1.89192
I receive regular and constructive feedback during the assessment process at NCPD	108	1.00	5.00	3.0370	1.90879
The organization utilizes corrective measures rather than punitive actions to address performance issues	108	1.00	5.00	2.9815	1.88938
The staff appraisal process at the NCPD recognizes and rewards employees for their exceptional performance	108	1.00	5.00	2.9907	1.88201
The reward system at NCPD encourages me to strive for higher performance	108	1.00	5.00	3.1019	1.90886
The appraisal process considers both quantitative and qualitative aspects of job performance	108	1.00	5.00	3.6296	1.86754
Valid N (listwise)	108				

**Source:** Researcher (2025)

#### 4.3.5 Organizational Performance

The study sought to assess organizational performance at the National Council for Population and Development (NCPD), as presented in Table 13. The study found out that The measures taken by the organization to improve customer satisfaction are effective had the highest mean of 3.0833 with a standard deviation of 1.81955, followed closely by The NCPD effectively manages its resources to ensure financial stability and profitability, with a mean of 3.0741 with a standard deviation of 1.78102. Additionally, the study further revealed that Employee productivity has improved due to the organization's HRM practices, with a mean of 3.0463 with a standard deviation of 1.82600, indicating that human resource practices have had a moderate impact on employee performance; the study found out that some aspects of organizational performance were rated lower. The NCPD effectively meets the needs and expectations of its clients or stakeholders had a mean of 2.7500 with a standard

deviation of 1.77798, suggesting that there may be gaps in addressing stakeholder expectations. Similarly, The organization consistently achieves its financial targets and objectives had a mean of 2.9444 with a standard deviation of 1.76589, indicating that financial performance may not always align with organizational goals. The lowest-rated statement was Employees at the NCPD consistently meet their performance targets and objectives, with a mean of 2.5185 with a standard deviation of 1.66032, highlighting concerns about employee performance in achieving set targets.

These findings are consistent with the work of Okoth et al. (2023), who noted that in many public sector organizations in Kenya, moderate customer satisfaction levels are often linked to inefficient feedback systems and constrained resource management, even when strategic plans are in place. Similarly, Onyango and Muchiri (2024) found that organizational performance in public institutions is frequently hindered by inconsistent employee accountability and weak alignment between human resource practices and institutional goals. In agreement, Ahmed and Kinyanjui (2022) observed that although HRM strategies have the potential to boost employee productivity, their impact remains limited without robust performance tracking and stakeholder involvement. Thus, to enhance its overall organizational performance, NCPD should invest in performance monitoring systems, expand stakeholder engagement strategies, and align individual performance goals more closely with organizational objectives.

**Table 13: Organizational Performance**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
1The NCPD effectively meets the needs and expectations of its clients or stakeholders	108	1.00	5.00	2.7500	1.77798
Employees at the NCPD consistently meet their performance targets and objectives	108	1.00	5.00	2.5185	1.66032
The NCPD effectively manages its resources to ensure financial stability and profitability	108	1.00	5.00	3.0741	1.78102
The organization consistently achieves its financial targets and objectives	108	1.00	5.00	2.9444	1.76589
The measures taken by the organization to improve customer satisfaction are effective	108	1.00	5.00	3.0833	1.81955
Employee productivity has improved due to the organization's HRM practices	108	1.00	5.00	3.0463	1.82600
Valid N (listwise)	108				

**Source:** Researcher (2025)

#### 4.4 Inferential Statistics

##### 4.4.1 Reliability

The study sought to determine the reliability of the research instrument using Cronbach's Alpha, as presented in Table 14. The study found out that the Cronbach's Alpha coefficient for the five items was 0.564, while the Cronbach's Alpha based on standardized items was 0.594. These values indicate a moderate level of internal consistency among the items measured.

According to reliability standards, a Cronbach's Alpha value of 0.7 and above is generally considered acceptable for good internal consistency. However, a value between 0.5 and 0.7 may still be considered adequate in exploratory studies, suggesting that while the research instrument demonstrates some level of reliability, there may be room for improvement.

**Table 14: Reliability Statistics**

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>N of Items</b>
.564	.594	5

**Source:** Researcher (2025)

#### **4.4.2 ANOVA with Friedman's Test**

The study sought to assess the differences in responses using Friedman's Test, as presented in Table 15. The study found out that the Friedman's Chi-Square statistic was 3.257, with a significance value (Sig) of 0.516. Since the significance value is greater than 0.05, the results indicate that there is no statistically significant difference between the responses across the different items analyzed, Kendall's coefficient of concordance (W) was 0.005, suggesting very weak agreement among the responses. This implies that participants' opinions were highly varied regarding the measured variables.

**Table 15: ANOVA with Friedman's Test**

	Sum of Squares	df	Mean Square	Friedman's Chi-Square	Sig
Between People	16402.420	107	153.294		
Within People					
Between Items	217.241 <sup>a</sup>	4	54.310	3.257	.516
Residual	28595.959	428	66.813		
Total	28813.200	432	66.697		
Total	45215.620	539	83.888		
Grand Mean = 18.3426					
a. Kendall's coefficient of concordance $W = .005$ .					

**Source:** Researcher (2025)

#### 4.4.3 Regression

Table 16 presents the model summary of the regression analysis examining the influence of human resource management practices—specifically recruitment, compensation, training, and appraisal—on employee performance at the National Council for Population and Development (NCPD). The model shows a multiple correlation coefficient (R) of 0.295, indicating a weak positive relationship between the predictors and employee performance. The R Square value is 0.467, meaning that 46.7% of the variability in employee performance can be explained by the combined effect of recruitment, compensation, training, and appraisal practices. The Adjusted R Square is 0.372, which accounts for the number of predictors in the model and suggests that approximately 37.2% of the variance in employee performance is explained by the model after adjusting for sample size and the number of variables.

The standard error of the estimate is 8.38197, reflecting the average distance between the observed values and the predicted values; this suggests a moderate level of prediction

accuracy. The R Square Change value of 0.087 and the F Change value of 2.461 (with 4 degrees of freedom) indicate that the inclusion of the four predictors brings a slight improvement in explaining employee performance, although the effect is not particularly strong. This implies that while HRM practices contribute to performance at NCPD, other unexplored factors may also significantly influence employee outcomes.

Table 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1
1	.295 <sup>a</sup>	.467	.372	8.38197	.087	2.461	4

a. Predictors: (Constant), Appraisal, Compensation, Training, Recruitment

Source: Researcher (2025)

#### 4.4.4 ANOVAa

The study sought to evaluate the statistical significance of the regression model in predicting employee performance at the National Council for Population and Development (NCPD), as presented in Table 17. The study found out that the F-statistic was 2.461, with a significance value (Sig) of 0.050. Since the p-value is exactly 0.05, the model is marginally significant, meaning that recruitment, compensation, training, and appraisal collectively have a weak but notable impact on employee performance.

The regression sum of squares (SS) was 691.736, while the residual sum of squares was 7236.514, indicating that the majority of the variance in employee performance is explained by factors outside the model. The mean square for the regression was 172.934, compared to 70.257 for the residual, reinforcing that while the independent variables contribute to performance, their impact is relatively small.

Table 17: ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	691.736	4	172.934	2.461	.050 <sup>b</sup>
	Residual	7236.514	103	70.257		
	Total	7928.250	107			

a. Dependent Variable: Performance

b. Predictors: (Constant), Appraisal, Compensation, Training, Recruitment

Source: Researcher (2025)

#### 4.4.5 Coefficiency

The coefficients presented in Table 18 indicate how each independent variable (recruitment, compensation, training, and appraisal) contributes to the prediction of employee performance at the National Council for Population and Development (NCPD). The constant value of 14.128 suggests the baseline level of employee performance when all predictors are held at zero. Among the variables, training had the strongest and statistically significant effect on employee performance, with an unstandardized coefficient  $B = 0.358$ , a t-value of 2.303, and a p-value of 0.023, which is below the 0.05 threshold. This means that training programs at NCPD significantly and positively influenced employee performance.

On the other hand, the variables recruitment ( $B = 0.055$ ,  $p = 0.698$ ), compensation ( $B = 0.083$ ,  $p = 0.566$ ), and staff appraisal ( $B = 0.059$ ,  $p = 0.480$ ) were found to have no statistically significant effect on employee performance, as their p-values were above 0.05. Despite having small positive coefficients, their high p-values and low t-statistics suggest that their contributions to the model were minimal and not statistically meaningful in explaining employee performance at NCPD. Therefore, based on these results, training emerges as the most impactful factor, while the other variables may require further evaluation or enhancement to better influence performance outcomes.

**Table 18: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.128	2.874		4.915	.000
	Recruitment	.055	.142	.062	.389	.698
	Compensation	.083	.143	.082	.575	.566
	n					
	Training	.358	.155	.343	2.303	.023
	Appraisal	.059	.083	.073	.709	.480

**Source:** Researcher (2025)

#### 4.4.6 Correlations

The study sought to examine the correlation between recruitment, compensation, training, appraisal, and employee performance at the National Council for Population and Development (NCPD), as presented in Table 19. The study found out that training had a positive and statistically significant correlation with employee performance ( $r = 0.263$ ,  $p = 0.006$ ), indicating that employees who received better training were likely to perform better. Recruitment ( $r = 0.115$ ,  $p = 0.235$ ), compensation ( $r = 0.088$ ,  $p = 0.367$ ), and appraisal ( $r = -0.156$ ,  $p = 0.107$ ) had no significant correlation with performance, suggesting that these HR practices did not have a direct influence on employee performance.

The study further revealed that recruitment and compensation had a strong positive correlation ( $r = 0.728$ ,  $p = 0.000$ ), while recruitment and training were also strongly correlated ( $r = 0.705$ ,  $p = 0.000$ ). Additionally, training and compensation had a moderate positive correlation ( $r = 0.634$ ,  $p = 0.000$ ). However, there was a negative correlation between training and appraisal ( $r = -0.221$ ,  $p = 0.022$ ), which was statistically significant at the 0.05 level. This indicates that as training improved, appraisal ratings tended to be lower, possibly due to increased expectations following skill development.

**Table 19: Correlations**

		Recruitment	Compensation	Training	Appraisal	Performance
Recruitment	Pearson Correlation	1	.728**	.705**	0.070	0.115
	Sig. (2-tailed)		0.000	0.000	0.469	0.235
	N	108	108	108	108	108
Compensation	Pearson Correlation	.728**	1	.634**	0.038	0.088
	Sig. (2-tailed)	0.000		0.000	0.698	0.367
	N	108	108	108	108	108
Training	Pearson Correlation	.705**	.634**	1	.221*	.263**
	Sig. (2-tailed)	0.000	0.000		0.022	0.006
	N	108	108	108	108	108
Appraisal	Pearson Correlation	0.070	0.038	.221*	1	-0.156
	Sig. (2-tailed)	0.469	0.698	0.022		0.107
	N	108	108	108	108	108
Performance	Pearson Correlation	0.115	0.088	.263**	0.156	1
	Sig. (2-tailed)	0.235	0.367	0.006	0.107	
	N	108	108	108	108	108

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

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

**Source:** Researcher (2025)

## 4.5 Discussion of findings

### 4.5.1 Recruitment and Employee Performance

The literature suggested that recruitment played a crucial role in influencing employee performance. Studies by Fitri, Handaru, and Yohana (2021) and Setiawan et al. (2020) found

that recruitment processes positively and significantly impacted employee performance. Anyango et al. (2018) also highlighted that recruitment quality at Kisii University in Kenya had a strong positive association with employee performance. Similar results were observed in Nigeria by Omotunde and Alegbeleye (2021) and Egypt by Karim et al. (2021) where effective recruitment policies were linked to improved employee performance. The findings of this study supported these conclusions by revealing that structured recruitment and selection processes enhanced employee productivity. However, recruitment inefficiencies such as the hiring of underqualified candidates or delays in recruitment hindered performance. This indicated that for optimal employee performance, organizations needed to ensure a merit-based recruitment approach while addressing procedural inefficiencies.

#### **4.5.2 Compensation and Employee Performance**

Compensation had been consistently linked to employee motivation and productivity. Studies by Koo et al. (2020) and Chiang and Birtch (2020) emphasized the importance of financial and non financial rewards in enhancing employee engagement and performance. Research by Emelianova (2019) in Finland demonstrated a strong positive correlation of 0.678 between pay and employee performance. Similarly, Myint and War (2020) found that financial incentives were more effective than non financial incentives in increasing employee commitment at KBZ Bank in Yangon. Findings from this study reinforced these conclusions by showing that competitive salaries, bonuses, and recognition programs contributed to improved employee morale and productivity. However, inconsistencies in reward systems and perceived unfairness in compensation structures reduced motivation. This suggested that organizations needed to strike a balance between monetary and non monetary incentives while ensuring transparency in reward distribution.

#### **4.5.3 Training and Employee Performance**

The literature strongly supported the role of training in enhancing employee performance. Haymanot (2019) and Helal (2022) emphasized that training reduced errors, built confidence, and increased efficiency. Sothy (2019) found a direct positive impact of training on employee performance in Cambodia while Kumar (2022) noted that well designed training programs boosted productivity in the private sector. The findings of this study aligned with these observations, revealing that continuous training and professional development opportunities significantly enhanced employees' skills, confidence, and overall performance. However, inadequate training programs or a lack of training resources limited their effectiveness. Organizations therefore needed to implement structured and needs based training programs to maximize employee potential and performance.

#### **4.5.4 Appraisal and Employee Performance**

The literature highlighted performance appraisals as a critical factor in employee motivation and productivity. Al Jedaia and Mehrez (2020) found that effective appraisal systems improved job performance and motivation while Benson et al. (2020) warned that overly disciplinary approaches reduced employee morale. Studies by Deressa and Zeru (2019) and Bayo Moriones et al. (2021) indicated that performance appraisal positively affected employee performance when it was transparent and well structured. The findings of this study supported these conclusions by showing that fair and consistent performance evaluations led to higher employee engagement and productivity. However, poorly executed appraisals especially those lacking clear feedback or developmental focus negatively impacted employee motivation. Organizations needed to ensure that appraisal systems were

constructive, goal oriented, and tied to professional development to maximize their impact on performance.



## **CHAPTER FIVE**

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

#### **5.0 Introduction**

This chapter presents a summary of the key findings, conclusions, and recommendations based on the study objectives. It provides an overview of how recruitment, compensation, training, and performance appraisal influence employee performance. The conclusions are drawn from the study findings, while the recommendations offer practical suggestions for improving employee performance through effective human resource management practices.

#### **5.1 Summary of findings**

##### **5.1.1 Recruitment and Employee Performance**

The study revealed that recruitment practices had a significant influence on employee performance. A well-organized and transparent recruitment process ensured that the hospital attracted and hired highly qualified nurses who possessed the necessary skills and experience to deliver quality healthcare services. Respondents indicated that when recruitment was conducted based on merit, with clear selection criteria and minimal bias, newly hired nurses were better positioned to contribute positively to the hospital's goals.

However, challenges such as favoritism, limited advertisement of job vacancies, and a lengthy recruitment process sometimes hindered the ability to attract the best candidates.

The findings were in line with previous research by Setiawan, Wakhyuni, and Siregar (2020), who established that recruitment strategies significantly influenced employee productivity. Similarly, Anyango, Okibo, and Muya (2018) emphasized that organizations with effective recruitment policies often experienced higher employee retention and better

performance outcomes. The study confirmed that Kisubi Hospital's recruitment strategies needed to be streamlined further to ensure fairness, efficiency, and effectiveness in hiring the right talent.

### **5.1.2 Compensation and Employee Performance**

The study established that compensation played a crucial role in enhancing employee performance. Nurses who received competitive salaries, allowances, bonuses, and other financial incentives were more motivated, committed, and productive in their work. Respondents noted that when compensation packages were fair and aligned with the cost of living, they felt valued and were more willing to go the extra mile in their duties.

Conversely, nurses who felt underpaid or received irregular salaries expressed dissatisfaction, which negatively affected their morale and performance. Delayed salary payments and lack of recognition for extra work hours were highlighted as major concerns among some respondents. The findings were consistent with studies by Emelianova (2019), who established a positive correlation between compensation and employee performance in Finland. Similarly, Myint and War (2020) found that financial incentives had a stronger effect on motivation and productivity than non-financial rewards. The study concluded that Kisubi Hospital needed to ensure that nurses received timely and competitive compensation to sustain high levels of motivation and commitment.

### **5.1.3 Training and Employee Performance**

The study indicated that training had a direct and significant impact on employee performance. Respondents noted that training programs, such as workshops, refresher courses, and continuous professional development, enabled them to enhance their clinical skills, adapt to new healthcare technologies, and provide better patient care. Nurses who

received regular training felt more competent and confident in their work, which improved their overall efficiency. However, some respondents reported that training opportunities were limited, and not all nurses had equal access to skill development programs. Budget constraints and workload pressures sometimes prevented the hospital from facilitating frequent training sessions. These findings aligned with research by Haymanot (2019), who argued that organizations prioritizing employee training recorded higher productivity and efficiency. Similarly, Helal (2022) found that investing in professional development improved service delivery and reduced medical errors. The study reinforced the need for Kisubi Hospital to adopt a structured training program that would benefit all nurses and enhance overall hospital performance.

#### **5.1.4 Performance Appraisal and Employee Performance**

The study found that performance appraisal significantly influenced employee performance. Respondents indicated that a fair and transparent appraisal system helped them understand their strengths and areas that needed improvement. Regular feedback sessions provided opportunities for nurses to enhance their skills and align their performance with the hospital's expectations. Those who received recognition and constructive criticism from supervisors were more motivated and engaged in their work.

However, some respondents felt that the appraisal process at Kisubi Hospital was not always objective, with concerns about favoritism and a lack of clear performance metrics. The findings were in line with studies by Al-Jedaia and Mehrez (2020), who found that effective performance evaluations enhanced motivation and productivity in the public sector. Similarly, Ulfsdotter Eriksson, Larsson, and Adolfsson (2021) established that regular and well-structured performance assessments increased employee enthusiasm and overall

organizational output. The study suggested that Kisubi Hospital needed to refine its performance appraisal system by adopting clear evaluation criteria, ensuring transparency, and providing rewards for outstanding performers.

## **5.2 Conclusions of the Study**

The study concluded that recruitment practices significantly influenced nurse performance at Kisubi Hospital. Effective recruitment ensured the hospital attracted skilled nurses; however, challenges such as favoritism and delays hindered efficiency. Addressing these issues would improve staff quality and overall performance.

The study concluded that compensation played a crucial role in nurse motivation and job satisfaction. Fair and timely pay enhanced performance, while delays and inadequate salaries led to dissatisfaction and reduced productivity. Ensuring competitive and timely compensation would boost morale and efficiency.

The study concluded that training and development were essential in enhancing nurse skills and service delivery. Regular training improved efficiency, but limited opportunities and heavy workloads affected participation. Investing in continuous training programs would improve healthcare services and employee performance.

The study concluded that performance appraisal influenced nurse engagement and productivity. A fair and structured appraisal system motivated nurses, but inconsistencies in evaluations and feedback weakened its impact.

### **5.3 Recommendations of the Study**

The study recommended that recruitment practices at the National Council for Population and Development (NCPD) be enhanced by implementing a transparent, merit-based selection process. This can be achieved by establishing clear, standardized criteria for hiring, ensuring that all candidates undergo a rigorous evaluation based solely on qualifications and experience. Additionally, addressing issues of favoritism and reducing delays in the recruitment process would attract qualified nurses, helping retain talent and improving healthcare service delivery at NCPD.

The study recommended that NCPD review its compensation structure to ensure that employees receive timely and competitive salaries aligned with industry standards. Implementing a structured salary review process, alongside offering financial incentives such as performance-based bonuses, would motivate staff. Non-financial incentives like flexible work schedules and additional leave days should also be introduced to enhance job satisfaction and performance.

The study recommended that NCPD strengthen its training and development programs by offering employees access to up-to-date, job-relevant skills. This could involve expanding professional development opportunities through in-house workshops, e-learning, and partnerships with educational institutions. Additionally, managing workloads effectively to prevent burnout and ensuring staff can attend training without sacrificing their responsibilities would boost job efficiency and service quality.

The study recommended that NCPD standardize and implement performance appraisal systems regularly across all departments. This would involve creating clear, objective performance metrics, providing regular and constructive feedback, and ensuring that appraisals are tied to promotions and rewards. By linking appraisal outcomes to tangible

career progression, NCPD would improve employee motivation, accountability, and overall performance, fostering a culture of continuous improvement.

#### **5.4 Recommendations for further studies**

The study recommended that future research explore the long-term effects of recruitment practices on employee retention and job satisfaction in healthcare settings.

The study recommended further studies could examine the impact of compensation structures on nurse performance across different hospital types, including public and private institutions.

The study recommended further Research on the effectiveness of training and development programs in improving patient care and reducing medical errors would provide valuable insights.

The study recommended future studies should investigate the role of performance appraisal systems in shaping career progression and employee engagement in the healthcare sector.

## REFERENCE

- A. and Truong, L. (2023). *Emphasizing the value of AI in human resource*
- Abebe, H. (2018). *The effect of compensation on employee productivity in the case of Kaliti Food Manufacturing Factory*, Addis Ababa [Master's thesis, Addis Ababa University of Science and Technology]. Ethiopia.
- Alkandi, I.G., Khan, M.A., Fallatah, M., Albadulhadi, A., Alnizan, S. and Alharbi, J. (2023). The impact of incentive and reward systems on employee performance in primary, secondary and tertiary sectors in Saudi Arabia: The mediating effect of employee job satisfaction. *Sustainability*, 15(4), 3415.
- Alsafdi, Y. and Altahat, S. (2021). *Human resource management practices and employee performance: The role of job satisfaction*. *Asian Journal of Finance, Economics and Business*, 8(1), 519-529.
- Alsuwaidi, M., Alshurideh, M., Al Kurdi, B. and Salloum, S.A. (2021). *The effect of performance appraisal on employee motivation: A comprehensive analysis*. *Proceedings of the 2020 International Conference on Advanced Intelligent Systems and Informatics* (pp. 681–693). Springer International Publishing.
- Amoke, C. T., Kinikanwo, N. I., Nwosu, U. V., & Ikeotuonye, M. N. (2024). THE RELEVANCE OF PERFORMANCE APPRAISAL ON EMPLOYEE PRODUCTIVITY: A STUDY OF LEADWAY ASSURANCE. *INTERNATIONAL JOURNAL OF PUBLIC ADMINISTRATION AND DEVELOPMENT STUDIES*, 1(1), 191-216.
- Anyango, E., Okibo, B.W. and Muya, J. (2018). *The Impact of Recruitment and Selection Criteria on Organizational Performance in Universities, Kenya*. *International Journal of Social Science and Information Technology*. Volume IV. Issue X.
- Apriliani, N., & Hubbansyah, A. K. (2024). THE ROLE OF COMPENSATION AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE: A LITERATURE REVIEW ON COMPANIES IN INDONESIA. *INQUISITIVE: International Journal of Economic*, 4(2), 83-93.
- Arif, M., Saifani, P.E., Siswadi, Y. and Zufriesen, J. (2019). *The effect of reward system and discipline on employee performance*. *UII-ICABE Proceedings*, 263-276.
- Bandari, C. (2020). *Human resource management practices for sustainable development of small and medium enterprises in Ghana* (Doctoral dissertation, Walden University).

- Belefkih, A., Espina, A.G., Pacana, A. and Salas, V. (2019). *Training Needs of Retail Firms: A Business Case in the United Arab Emirates*. *Journal of Emerging Markets Research*, 1(3), 40-54.
- Bio-Moriones, A., Galdon-Sanchez, J.E. and Martinez-de-Morantin, S. (2021). *Business strategy, performance measures and organizational outcomes*. *Personnel Review*, 50(2), 515-534.
- Chaudhary, S., Day, P., Joel-Edgar, S., Bhattacharya, S., Rodriguez-Espindola, O., Abadi, Cutler, A. and Condon, D.M. (2022). Deep word hypothesis: Identifying idiosyncratic structure in natural language. arXiv preprint arXiv:2203.02092
- Deresa, A.T. and Zeru, G. (2019). Work motivation and its impact on organizational performance: The case of nurses in Hawassa public and private hospitals: A mixed methods research approach. *BMC Research Notes*, 12, 1-6.
- Desri, S., Sirait, E., Wibowo, T. S., Kusuma, M. E. A., & Ahmadun, A. (2024). The Effect of Recruitment on Employee Performance with Selection as a Moderating Variable. *Reslaj: Religion Education Social Laa Roiba Journal*, 6(3), 2389-2397.
- Emilianova, Y. (2019). Impact of reward system on employee performance: A case study of Normet Limited.
- Fitri, R.L., Handaru, A.W. and Yohana, C. (2021). *The impact of recruitment, selection and placement on employee performance*. *International Journal of Social Science World (TIJOSSW)*, 3(2), 90-97.
- Gilley, K., Nippa, M. and Knapstein, M. (2023). *Leadership Competencies for Digital Transformation: A Content Analysis of Job Advertisements*. *German Journal of Human Resource Management*, 37(1), 50-75.
- Hajiali, I., Casey, A.M.F., Budiandriani, B., Prihatin, E. and Soufri, M.M. (2022). *The effect of motivation, leadership style and employee competence on job satisfaction and employee performance*. *The Golden Ratio in Human Resource Management*, 2(1), 57-69.
- Hamnot, F. (2019). *The Role of Training and Development on Organizational Performance Moha Soft Drinks Industry AG [Doctoral Thesis, St. Mary's University]*. Canada.
- Helal, I. (2022). *The Impact of Performance Appraisal on Employee Productivity: A Case Study in the Lebanese Retail Industry*. *European Journal of Business and Management Research*, 7(5), 109-117.

<http://dx.doi.org/10.1037/0021-843X.103.1.13>

- Igesa, O.B. (2019). Graduate voices: The relationship between study and work experience among university graduates in East Africa. *II(9)*, 2014
- In Mohammed , N.A. , Mohammed , D. , & Gan , J. (2022). *The impact of training and development on worker productivity in the 21st century*. African Journal of Business Management and Research, 3(1), 41-58.
- In Nyathi , M. , and Kekweletswe , R. (2023). Improving employee and organizational performance through electronic human resource management in developing countries. African Journal of Economic and Management Studies, 14(1), 121-134.
- innovation performance in the IT industry: A cross-cultural micro-analysis. Environmental Sustainability, 11(3), 621
- Karim , M.M. , Bhuiyan , M.Y.A. , Nath , S.K.D. , and Latif , W.B. (2021). A conceptual framework for recruitment and selection. International Journal of Business and Social Research, 11(02), 18-25.
- Kariya, A.G. (2022). Human resource information systems, top management commitment and organizational performance in Kenyan state-owned enterprises (Doctoral dissertation, JKUAT-COHRED).
- Khan , W. , Nisar , Q. . A. , Stone , M. A. , Nasir , S. , Awan , U. , and Rafiq , M. (2023). *Green human resource management, green innovation and circular economy creation: The role of big data analytics and data-driven culture*. Journal of Environmental Planning and Management, 1-26.
- Kumar , S. 1999 . (2022). The impact of talent management practices on employee turnover and intention to stay. Global Business and Organizational Excellence, 41(2), 21-34.
- Lumwagi , N. 1999 . (2014). *A critical analysis of human resource management practices affecting the performance of public universities* (A case study of University of Nairobi CBD). International Journal of Economics, Business and Management (UK),
- Kuo , B. , Yu , J. , Chua , B.L. , Li , S. , and Han , H. (2020). Affective and material rewards relate to job satisfaction, burnout, affective commitment, job performance and turnover intentions in the hospitality industry. *Journal of Quality Assurance in Hospitality and Tourism*, 21(4), 371-401.

- Lundvall , H. ( 2022 ). Artificial Intelligence in Recruitment: Opportunities and Challenges for Implementing Artificial Intelligence in the Contemporary Recruitment Process.
- Mahapatro, B.B. (2022). *People's Command. PG Department of Business Management. management through an AI framework*. Human Resource Management Review, 33(1), 81-99.
- Mohanty , P.C. , Dash , M. , Dash , M. , & Das , S. (2019). *Research on factors affecting training effectiveness*. Space, 4 (2).
- Mullooly , E. ( 2015 ). Human Resource Management Practices and SME Performance: A Case Study in Kosovo Nagip Skenderi. International Review of Management and Business Studies, (2008), 2306-9007
- Myint , O.M. , and Warr , D.Y. (2020). *Impact of reward system on employee performance in KBZ Bank, Yangon*. Southeast Asian Journal of Contemporary Business, Economics and Law, 23(1), 338-349.
- New World International (P) Limited, Publishers.
- Noorzem , N.A. , Md Sabri , S. , a Mat Nazir , E.N. (2021). *Impact of reward system on employee performance*. Journal Intelect, 16(1), 40-51.
- Odhiambo , J.O. ; (2018). The impact of training and development on employee performance at Safaricom Company Limited (Doctoral thesis, KCA University). Kenya State.
- Olasanmi, O.O., Olajide, O.O., and Ojubanire, O.A. (2021). *Determinants of employee productivity in listed manufacturing firms in southwestern Nigeria*. International Journal of Applied Management and Technology, 20(1),
- Rodjam , C. , Thanasrisuebwong , A. , Suphuan , T. , and Charoenboon , P. (2020). *The impact of human resource management practices on employee performance is influenced by employee job satisfaction*. "Systematic Pharmacy Review," 11(3), 37-47
- Saputro, A., and Nawangsari, L.C. (2021). Pt. Andalan Bakti Niaga on Green Human Resource Management, its role in Organizational Citizenship Behavior (OCBE) and its impact on employee engagement. European Journal of Business and Management Research, 6(1), 174-181.
- Setiawan , N. , Vakhuni , E. , and Siregar , N.A. (2020). *Analysis of hiring employee performance in manufacturing companies with variable controls as moderators*.

- ILOMATA Journal of International Management, 1(3), 102-111.
- Shrestha, N. city. (2020). Detecting multicollinearity in regression analysis. *American Journal of Applied Mathematics and Statistics*, 8(2), 39-42.
- Sisneros, K. R. (2025). The Impact of Recruitment and Selection Strategies on Organizational Performance and Employee Productivity.
- Skeho. (2015). Human resource management practices, employee turnover and performance in the Kenya Coffee Research Foundation. *European Journal of Business and Management*, 7(3), 72-80.
- Sothi, C.H.H.Y. (2019). The impact of training and development on employee performance: A case study of selected private secondary schools in Phnom Penh, Cambodia. *Journal of Global Human Resource Management*, 7(3), 40-49.
- Sun, X., El Askari, A., Meo, M.S., Zafar, N. Ul A. and Husain, B. (2022). *Leadership of environmental change and social performance of small and medium businesses*. *Economic Research - Economic Research*, 35(1), 5273-5291
- Suša Vuček, D., Bosilj Vukšić, V., Pejić Bach, M., Jaklic, J. and Indihar Stemberger, M. (2020). *Entrepreneurial intelligence and organizational performance: The role of relationships and business process management*. *Journal of Business Process Management*, 26(6), 1709-1730.
- Taber, KS, and al. (2018) in. *The use of Cronbach's alpha in the development and reporting of research instruments in science education*. *Science Education Research*, 48, 1273-1296. <http://dx.doi.org/10.1037/0021-843X.103.2.213>
- Ulfsdotter Ericsson, Y., Larsson, B. & Adolfsson, P. (2021). Skilled workers: the importance of performance evaluation criteria. *Nordic Journal of Working Life Research*, 11 (2), 121-141.
- Verma, P., Kumar, V., Mittal, A., Gupta, P. and Hsu, S.C. (2022) in. *Human resource management strategies for managing TQM: A case study of an Indian tire manufacturing company*. *TQM Journal*, 34 (1), 29-69.
- Wafudu, S.J., Kamin, Y.B. and Marcel, D. (2022). The validity and reliability of the questionnaire was developed to measure the quality assurance aspect of education in vocational and technical education. *Humanities and Social Sciences*, 9(1), 1-10.
- Waheed, A., Miao, X., Waheed, S., Ahmed, N. and Majeed, A. (2019). How human resource

- management innovation, organizational innovation, and climate innovation affect
- Whoa, D. And oh, I.S. (2022). The "why" and "how" of human resource (HR) practice: A critical review of the antecedents and implications of research on HR personnel characteristics. *Personnel and Human Resource Management Research*, 40, 157-204.
- Wuorenmaa, H., Sumelius, J. & Sanders, K. (2023). Look at the missing pieces of the human resources (HR) performance puzzle. *Frontiers in psychology*.
- Yin, Y., Wang, Y. & Lu, Y. (2019). *Antecedents and consequences of employee empowerment practices: A theoretical supplement with empirical evidence*. *Journal of Human Resource Management*, 29(4), 564-584. <http://dx.doi.org/10.1037/0033-2909.101.2.203>



Mount Kenya University

## APPENDICES

### Appendix I: Introductory Letter

Dorothy Achieng

P O Box 44

Kitale, Kenya

+254723724245

Dear Respondent,

At this very moment, I will have finished my Master of Business Administration degree at Mount Kenya University, where I am pursuing a concentration in human resource management. Here at the National Council for Population and Development in Kenya, I am now doing research on the effect that HR rules and processes have on the level of productivity that is achieved. The headquarters of this organization is located in Nairobi, and it has established branches in every region of the nation. Your involvement as my responder is really appreciated, and I guarantee you that your responses will be utilized only for academic reasons. Thank you for your kind consideration.

First and foremost, the purpose of this research is to investigate the ways in which the Kenyan National Council for Population and Development (NCPD) is affected by a number of human resource activities, such as recruiting, training, salary, and performance evaluations to name a few. It would be much appreciated if you could provide accurate responses to the questions that are listed below, to the best of your abilities. We guarantee that your responses will be conducted in complete secrecy and will remain anonymous.

Thank you.

Yours Sincerely

Dorothy Achieng

MBA/2023/60090

Researcher

## Appendix II: Questionnaire

Please tick in the box [ ] corresponding to whatever your choice is or state briefly where necessary.

### SECTION A: PERSONAL INFORMATION

1. Gender (a) Male [ ] (b) Female [ ]

2. Age Bracket

(a) 20–25 [ ] (b) 26–31 [ ]

c) 32–37 [ ] (d) 38 -43 [ ]

(e) 44 years and above [ ]

3. Years of service in National Council for Population and Development.

(a) 10 and below [ ] (b) 11 – 21 years [ ]

c) 22 years and above [ ]

4. Highest level of education:

(a) Secondary Education [ ] (b) College [ ]

(c) University Degree [ ]

5. The management Level:

(a) Senior Management [ ] (b) Middle Management [ ] (c) Operational Staff [ ]

### SECTION B: RECRUITMENT

Please respond to each item by using the scoring guides below. Kindly write your best choice before each item. Be honest about your opinion for there is no right or wrong answer.

- 1- Strongly disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly agree

Scale	5	4	3	2	1
The recruitment sources utilized by the NCPD effectively reach potential candidates with the required skills and qualifications.					

The recruitment sources used by NCPD are effective in attracting high-quality applicants.					
The interview process at the NCPD is structured, well-organized and demonstrates competence and professionalism					
The interview process at NCPD provides a thorough evaluation of candidates' skills and qualifications.					
The placement process at the NCPD facilitates smooth integration of new employees into their roles.					
The NCPD provides sufficient support and resources to employees during the placement phase					

### SECTION C: COMPENSATION

Please respond to each item by using the scoring guides below. Kindly write your best choice before each item. Be honest about your opinion for there is no right or wrong answer.

Scale	5	4	3	2	1
The NCPD offers a fair and equitable system of financial incentives based on performance.					
NCPD's financial incentives motivate me to perform my job effectively					

The NCPD effectively recognizes employees for their contributions and achievements					
--	--	--	--	--	--

The NCPD provides opportunities for employees to showcase their individual talents and skills					
---	--	--	--	--	--

NCPD's compensation structure rewards individual excellence in the workplace					
--	--	--	--	--	--

The organization promotes a culture of continuous learning and development to support individual excellence					
---	--	--	--	--	--

**SECTION D: TRAINING**

Please respond to each item by using the scoring guides below. Kindly write your best choice before each item. Be honest about your opinion for there is no right or wrong answer.

Scale	5	4	3	2	1
The NCPD provides comprehensive development programs that enhance my professional skills and knowledge					
The NCPD invests in capacity-building initiatives that are relevant to my job role					
Capacity-building programs at NCPD contribute to improved employee performance					
Participation in capacity-building activities has improved my ability to handle job responsibilities effectively					

The technique-building sessions at NCPD equip employees with modern and relevant skills.					
The training sessions conducted by the NCPD focus on practical techniques that are applicable to my job					



## SECTION E: APPRAISAL

Please respond to each item by using the scoring guides below. Kindly write your best choice before each item. Be honest about your opinion for there is no right or wrong answer.

Scale	5	4	3	2	1
The staff appraisal process at the NCPD provides a fair and objective assessment of my performance					
I receive regular and constructive feedback during the assessment process at NCPD					
The organization utilizes corrective measures rather than punitive actions to address performance issues					
The staff appraisal process at the NCPD recognizes and rewards employees for their exceptional performance					
The reward system at NCPD encourages me to strive for higher performance					
The appraisal process considers both quantitative and qualitative aspects of job performance					

## DEPENDENT VARIABLE: ORGANIZATIONAL PERFORMANCE

Please respond to each item by using the scoring guides below. Kindly write your best choice before each item. Be honest about your opinion for there is no right or wrong answer.

Scale	5	4	3	2	1
1. The NCPD effectively meets the needs and expectations of its clients or stakeholders					
2. Employees at the NCPD consistently meet their performance targets and objectives					
3. The NCPD effectively manages its resources to ensure financial stability and profitability					
4. The organization consistently achieves its financial targets and objectives					
5. The measures taken by the organization to improve customer satisfaction are effective					
6. Employee productivity has improved due to the organization's HRM practices					

## Appendix III: ERC Letter

# Mount Kenya University



REF: MKU/ISERC/4626  
TO: DOROTHY ACHIENG

Date: 03 December 2024

REG: MBA/2023/60090

Dear Sir/Madam,

**RE: A RESEARCH PROPOSAL PRESENTED IN PARTIAL FULFILMENT FOR THE AWARD OF THE DEGREE OF MASTER IN BUSINESS ADMINISTRATION OF MOUNT KENYA UNIVERSITY**

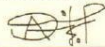
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3348**. The approval period is **03/12/2024 - 02/12/2025**.

This approval is subject to compliance with the following requirements;

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

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

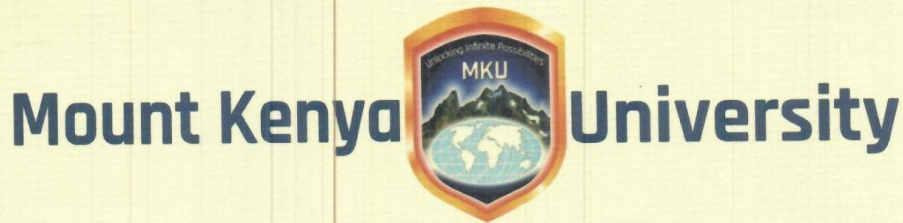
Yours sincerely,



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



## Appendix IV: Introduction Letter



### DIRECTORATE OF GRADUATE STUDIES

MBA/2023/60090

04<sup>th</sup> December, 2024

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

Dear Sir/Madam,

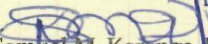
**RE: DOROTHY ACHIENG - REGISTRATION NO. MBA/2023/60090**

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 **"A Research Proposal Presented in Partial Fulfilment for the Award of the Degree of Master in Business Administration of Mount Kenya University."** 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 **December, 2024** and February, 2025.

Any assistance accorded to the student will be highly appreciated.

Thank you.

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

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

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

## Appendix V: NACOSTI Authorization

 <b>REPUBLIC OF KENYA</b>	 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
Ref No: 18-VTA	Date of Issue: 17 January 2020
<b>RESEARCH LICENSE</b>	
	
This is to Certify that Miss. Dorothy Achieng of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2012 (Rev. 2015) in Nairobi on the topic: <b>INFLUENCE OF HUMAN RESOURCE PRACTICES ON EMPLOYEE PERFORMANCE AT THE NATIONAL COUNCIL FOR POPULATION AND DEVELOPMENT, KENYA</b> for the period ending : 17 January 2021.	
License No: NACOSTI/P/120/18181-V	
Applicant Identification Number 18-VTA	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document Scan the QR Code using QR scanner application.	
See overleaf for conditions	

## Appendix VI: Similarity Index



Similarity Report ID: oid:3117:454934042

PAPER NAME

**Doro Achieng Final Project.docx**

AUTHOR

**454858337 849687688**

WORD COUNT

**22172 Words**

CHARACTER COUNT

**130431 Characters**

PAGE COUNT

**112 Pages**

FILE SIZE

**1.6MB**

SUBMISSION DATE

**May 2, 2025 11:24 AM UTC**

REPORT DATE

**May 2, 2025 11:25 AM UTC**

### ● 19% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

- 17% Internet database
- 12% Publications database
- Crossref database
- Crossref Posted Content database
- 0% Submitted Works database

### ● Excluded from Similarity Report

- Bibliographic material
- Quoted material

