

**INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
EMPLOYEE PERFORMANCE AT MANDERA COUNTY GOVERNMENT
KENYA.**

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DECLARATION AND APPROVAL

Declaration by the Student

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

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Approval

This Research Project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This project is dedicated to my parents and family for their contribution that made this possible.



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I thank the Almighty God for providence both materially as well as emotionally in order to carry out this study. My earnest gratefulness to all who contributed immensely toward the completion of this proposal. Special gratitude to my supervisor Dr. Appolonius Kambu for sparing time to offer his guidance, extreme patient and tremendous support throughout the cause of this proposal. Finally, I express my honest gratitude to Mount Kenya University for the knowledge gained, training they gave me in preparation for this task and availing resources inform of literature that greatly helped shape this paper.



ABSTRACT

Human Resource Management practices, such as talent management, training and development, and promotion, are pivotal in fostering employee engagement and productivity. Effective human resource management practices are essential in promoting employee involvement, improving decision-making, and creating a supportive work environment, all of which contribute to enhanced organizational performance. In Mandera County, Kenya, the county government faces numerous challenges related to service delivery, which necessitates focusing on HRM to improve performance outcomes and address existing gaps. The purpose of the study was to examine how human resource management practices influence employee performance at Mandera County Government. The objectives of the study were to determine the effect of talent management on employee performance, assess the influence of training and development on employee performance, and analyze the impact of promotion on employee performance within the county government. By addressing these objectives, the study aimed to provide insights into how HRM practices could be improved to achieve better outcomes in public sector performance. The theoretical framework of the study was grounded in three key theories. Maslow's Need Hierarchy Theory emphasizes the importance of fulfilling employees' needs to motivate them and improve their performance. Human Capital Theory focuses on the value of investing in employees' skills and knowledge as essential for boosting organizational performance. Lastly, the Resource-Based View Theory highlights the significance of effectively utilizing an organization's resources, including human capital, to achieve a competitive advantage. A descriptive research design was employed to explore the relationships between HRM practices and employee performance. This design was appropriate for collecting both qualitative and quantitative data, providing a comprehensive understanding of the

subject. The target population of the study comprised 2,246 employees of Mandera County Government, from which a sample of 224 employees was selected using stratified random sampling. This method enabled the collection of both qualitative and quantitative data, offering detailed insights into the HRM practices and their influence on employee performance. The data were analyzed using descriptive statistics, such as means and frequencies, and inferential statistics, including multiple linear regression. The results show the relationship is statistically significant, with a tvalue of 2.544 and a significance level of 0.012, indicating that training and development positively influences employee performance, the influence of promotion shows a strong positive unstandardized coefficient of 0.909. This suggests that for every one-unit increase in the influence of promotion, employee performance increases by 0.909 units.n. In conclusion, the study determined that human resource management practices have a significant impact on employee performance in Mandera County Government. To enhance employee productivity and satisfaction, it is recommended that the county government invest in mentorship programs, implement more transparent promotion processes, and provide employees with opportunities for continuous skill development through well-structured training programs. These efforts will not only improve employee performance but also contribute to better service delivery within the county government.

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LIST OF ABBREVIATIONS AND ACRONYMS

HRM:	Human Resource Management
ICT:	Information Communications Technology
NACOSTI:	National Commission for Science, Technology and Innovation
SPSS:	Statistical Package for Social Sciences



CHAPTER ONE

INTRODUCTION

This introductory chapter of the study presents background information with regard to global, regional and local perspectives human resource management practices on employee performance at Mandera county government Kenya. The present situation as far as performance of county governments is concerned is captured in the statement of the problem. This chapter further covers objectives that guided research, significance as well as scope of the study which is followed by limitations of the study and delimitations. Following delimitations, key assumptions for the study are also delineated.

1.1 Background of the Study

Human resource management encompasses all aspects of an organization's interactions with its personnel, including hiring and firing, benefits administration, goal setting and monitoring, employee performance evaluations, and handling employee departures (Ozkeser 2019). As a result, it is seen by professionals to be an updated form of human resources management (Storey, 2023).

Human Resource Management (HRM) practices encourage employee involvement in decision making hence enhancing their performance (Desa, Asaari & Yim, 2020). HRM practices play a crucial role in improving the effectiveness of an organization by creating a supportive and conducive work environment for employees and managers. HRM practices related to monitoring employee performance, setting work expectations, helping employees improve their performance, and appraising performance, are all essential in improving the effectiveness of an organization (Da Silva, Riana & Soares,

2020). Human Resource Management (HRM) practices are indeed influenced by various factors, including demographic, technological, and economic factors, which can impact an organization's growth and development (Alshammari, 2020).

Human resources are a valuable asset that an organization has because it creates a competitive advantage through the skills and expertise it offers to the organization (Podolny, Khurana & Hill-Popper, 2019). Organizations recognize the importance this to enhance general performance. One crucial aspect of human resource management is creating an effective and successful knowledge management environment to recruit a suitable pool of employees (Yusoff, Nejati, Kee & Amran, 2020). The relationship between HRM, knowledge capabilities, organizational culture, and organizational performance is significant.

Human Resource Management practices: recruitment, performance appraisal, talent management, compensation, promotions, training, and development, play a critical role in employee performance in an organization. The HRM practices, if handled appropriately, establish a cohesive and conducive work environment for the effective, efficient, and economical realization of an organization's goals and objectives. The HRM practices are, therefore, concerned with managing the organization's manpower as well as the employees' development and self-satisfaction (Ganesan 2023). HRM practices thus if managed appropriately, drives an organization to success. According to Oliver Shelden (2017), no industry can remain productive and efficient without recognizing the essence of human capital.

Training and development programs that really work are the key to a productive workforce (Karim, Choudhury & Latif, 2019). According to Karim et al. (2019), "training and development" is "a process that is exercised systematically to improve personnel competencies by imparting them with relevant skills and knowledge required to perform

both current jobs and for future growth," which ultimately leads to better performance on the job. On the other hand, Nigerian research by Wege et al. (2019) on the topic of the relationship between personnel retraining and advancement as well as work effectiveness showed that training and advancement has a negative effect on performance if it is not properly executed.

Memon et al., (2020) postulate that HRM practices seek to maintain high employee morale while providing an opportunity for training and development, acceptable and efficient leadership, compensation, and rewards as well as establishing a favorable atmosphere for employee performance. According to Gurmu and Ongkowitzo (2020), Human resources, comprising the knowledge, skills, abilities, and competencies of the workforce of an organization, is a significant factor that enables an organization to achieve a competitive advantage. Human resources have the unique ability to leverage other resources, such as money, machines, methods, and materials, to create valuable products or services.

Management of talent is another proven aspect that has an impact on county governments' ability to retain and develop their staff. Practice is to find, train, and keep the best and brightest staff members in the public sector (Amushila & Bussin, 2021). Consequently, talent management is an essential task since it ensures that an organization has enough qualified workers to satisfy both its current and projected demands (Moldoveanu & Narayandas, 2019). Public entities throughout the world may maintain their competitive edge by attracting and maintaining staff with the necessary skills, competences, and enthusiasm (Mohamed Hashim, Tlemsani & Matthews, 2021). Globally, in today's competitive business environment, organizations recognize that their human resources, including their employees' unique skills, talents, and capabilities, can provide a significant competitive advantage. By managing human resources effectively

and leveraging the uniqueness of their employees, organizations can gain a competitive edge (Tomson, 2018). In the knowledge industry, human resources are drivers of output as well as intellectual capital or infrastructure investment of an organization. Human resources, which include the knowledge, skills, expertise, and creativity of employees, play a critical role in creating value and driving innovation in the knowledge-based economy.

In Europe, studies have linked HR practices to employee performance. For instance, an article titled the effect of HRM on employee performance by Brewster, Mayrhofer, and Morley (2016) provided a thorough examination of the current body of literature on the association of HRM practices with employee productivity in Europe. Based on the findings HRM practices positively influenced employee productivity, but the strength of this relationship was found to vary depending on the specific HRM practices being studied. The authors identified several key HRM practices with a positive influence on employee productivity such as performance appraisal, development and career training as well as employee involvement in decision-making.

Organizational structure is another HRMP with different predictors which involves the way an organization is designed and arranged to achieve its goals and objectives efficiently and effectively (Ahmady, Mehrpour, & Nikooravesh, (2016). It defines the hierarchy, roles, responsibilities, communication channels, and relationships within an organization. Various typical organizational structures exist, each accompanied by its own set of merits and drawbacks. Organizational structure can be measured in terms of the organization's hierarchy, communication channels, decision-making processes, and overall functioning.

In Nigeria, organizations, in particular universities, have faced governance problems that have come to the forefront in the recent past (Yusuf & Ibrahim, 2017). These problems

include power tussles, organizational politics, insubordination, suppression, and tribalism, among others. The lack of conceptual clarity around the term

"leadership" can indeed magnify problems in organizations, including universities. Leadership is a complex and multifaceted concept that encompasses various styles, theories, and practices. When there is ambiguity or confusion about what leadership entails, it can result in challenges in how organizations are led, managed, and governed (Blanchard, 2018). Thus, the failure or success of an organization should be shared among the stakeholders including the followers the leader, and the environment.

In Eritrea, it was the knowledge and concept of performance appraisal, and HR practices, including training, recruitment, performance management, compensation, and reward systems are well-established and widely practiced in organizations (Aghaz, Sheikh & Amirkhani, 2017). However, factors like political instability, environmental uncertainty, and economic conditions, negatively affect them. Bischoff and Wood (2018) assert that the presence of HR practices is of great significance to the organization. In his study in Nigeria, it was found that traditional HR practices, which include performance appraisal, recruitment, and career training and development.

In Ghana, the construction industry is known to have unique HR challenges due to the nature of the work, including temporary and project-based employment, high labor turnover, and safety concerns (Dogbegah, Owusu-Manu & Omoteso, 2011). Some common HR practices in the construction industry in the country include safety training, job-specific training, performance evaluation, and employee engagement programs. In Ghana, the labor market is highly regulated, and the government has implemented several laws and policies to protect workers' rights. These laws include minimum wage laws,

employment contracts, and provisions for social security benefits such as pensions, medical care, and maternity leave. A study conducted in Ghana by Agyapong et al. (2018) on HR practices in the construction industry found that the most common HR practices used by firms include recruitment and performance management. However, the study also identified challenges in implementing HR practices in the construction industry in Ghana, including a lack of formal HR policies and practices, limited resources, and resistance from workers.

1.1.1 Performance of County Governments in Kenya.

Performance refers to the actual outcomes or consequences of an organization's operations as compared to its intended aims, such as increased efficiency, increased productivity, increased return on investment, increased client satisfaction, and improved quality (Doval, 2020). An organisation can be construed as a voluntary combination of productive resources that include Human resources, financial resources as well as inventions applied for the sole purpose of achieving common objectives or purposes, according to Jones (2015). How successfully an institution is managed and how available resources are used to achieve strategic goals determines organizational performance (Ssekakubo, Lwanga & Ndiwalana, 2014). Employees who compose the team that works toward accomplishing established goals also have an impact on performance (Almatrooshi, Singh & Farouk, 2016).

According to Ashraf and Kadir (2012), performance has been measured in a variety of ways by various scholars and thinkers. Performance (in the public or private sector) can be measured in a variety of ways, depending on the objective of the measurement, the goods or services given, the type of clientele served, or the data available. Performance can be measured using three specific outcomes, according to Richard, Devinney, Yip, and Johnson (2019), namely financial performance (quality, return on investment,

resource utilization, and innovation); product market performance (sales, market share, and profits); and total shareholder return. It is indicated by the organizations' productivity, employees' efficiency, job satisfaction, service quality and innovativeness.

Public entities are held accountable for how they spend taxpayer money (Korir, Rotich, & Bengat, 2015). As a result, they should refocus and reorganize their business processes in order to improve productivity, service delivery, and overall organizational performance. According to Korir *et al.*, (2015), efforts to improve attitudinal change in public organizations should be stepped up through customer satisfaction surveys, skills inventory assessments, performance management evaluations, and employee training, all of which have a direct impact on organizational performance and the country's overall economic growth.

County growth was substantial, according to the Kenya Economic Report (2020), with real GCP and real GCP per capita growth averaging 5.6 and 2.8 percent, respectively, between 2014 and 2019. However, there are significant differences between counties, with poverty rates ranging from 16.7% in Nairobi County to 79.4% in Turkana County. Arid and semi-arid countries also contribute less to GDP, have lower GCP per capita, and have higher poverty rates. Only 7 counties have considerable manufacturing operations, whereas the majority of counties are highly dependent on agriculture. While the national government has made great efforts to reduce poverty and inequality through equitable transfers, county governments must diversify their economic activities and devote more resources to development in order to expand economic activity capacity and reduce poverty (Kenya Economic Report, 2020). More emphasis is however needed to enhance the capacity of human resource through HRIS specially to facilitate collection and use of revenue.

1.1.2 Mandera County Government

One of the biggest changes introduced in Kenya to the national governance framework under the new constitution is 47 new county governments taking up significant responsibilities in health, agriculture, trade, county planning, roads, and other functions being devolved to the county level. Mandera County is one of the 47 counties in Kenya that was established in March 2013 following the promulgation of the Constitution of Kenya, 2010. It measures about 25,991 km² and is located at the extreme end of North Eastern Kenya, bordering Somalia and Ethiopia. According to the 2009 population census, the county had an estimated population of 1,025,756 persons with 125,497 households and a density of 39 persons per km². The population was projected to be 1,399,503 and 1,699,437 in 2017 and 2022 respectively, with a corresponding density of 50 and 64 persons per km².

The main economic activity in Mandera County is pastoralism, contributing approximately to 72 percent of the total household income. Cross-border trade, artisanal mining, beekeeping and irrigation-aided agriculture are the other viable ventures. Beekeeping is gaining popularity in most parts of the county, while irrigated subsistence agriculture is practiced along the Daua River. The common breeds of livestock reared in Mandera County are goats, cattle, camels, sheep, donkeys and chickens.

1.2 Statement of the Problem

County governments which were formed following the inauguration of the new constitution in Kenya have key responsibilities in health, agriculture, trade, roads, county planning and other functions that are being devolved to the counties, but still face challenges in delivery of service to an expectant public (Lind, 2018). According to Onchari, Iravo and Elijah (2014), effective public service delivery originates from

recruitment and selection, training, compensations and the management of performance. Following the inauguration of county governments in 2013, there was a mass outflow of employees from other sectors of the economy into the county government system, with the majority citing efficacy and efficiency in service delivery as the primary motivators (Maitai & Ngari, 2019). In addition, according to Auditor General Report (2021) over Kshs. billion was not accounted for by the county governments and the same report mentions lack of appropriate employee recruitment, lack of proper training and ineffective performance management processes as catalysts that have triggered the vice. Lack of suitable ICT infrastructure and comprehensive policies, as well as delayed recruitment processes, inadequate institutional capacities, poor performance evaluation methods, and weak financial controls, have all contributed to a declining trend in performance of county governments in Kenya (GoK, 2020; KIPPRA, 2018).

Further, many studies have been conducted seeking to find out the association between HRM practices and employee performance. For instance, Korir and Kipkebut (2016) in a study on the impact of employee reward on employees' commitment among university employees in Nakuru County-Kenya, found that reward management and employees' commitment have a positive relationship and hence productivity. Both conceptual and contextual gaps can be established as the study was done in Nakuru County using employee reward as the only HRM practice.

Moreover, Adam (2019) evaluated the impact of HRM practices on the performance of staff members at public universities. The study utilized survey research design results to show that employee selection, recruitment, and compensation depicted a positive and significant influence on employee performance. Since the study was conducted in universities, a contextual and methodological gap is evident because the study adopted a survey design. Moreover, there are inconsistencies, gaps and backdrop identified which

the current study seeks to sort. Thus, this study focused on the influence of human resource management practices, talent management, promotion and training and development on employee performance in Mandera county Government Kenya.

1.3 Research Objective

1.3.1 Purpose of the Study

The purpose of this study is to investigate the influence of human resource management practices on the employee performance at Mandera county Government Kenya.

1.3.2 Research objectives

- i. To establish the effect of talent management on employee performance at Mandera County Government Kenya.
- ii. To assess the influence of training and development on the employee performance at Mandera County Government Kenya.
- iii. To analyse the influence of promotion on the employee performance at Mandera County Government Kenya.

1.4 Research Questions

The following questions were addressed by this study:

- i. What is the influence of talent management on employee performance at Mandera County Government Kenya?
- ii. How does training and development influence employee performance at Mandera County Government Kenya?
- iii. What is the influence of promotion on the employee performance at Mandera County Government Kenya?

1.5 Significance of the Study

The results of this study were significant to a number of stakeholders such as county government administrations, county staff, Investors, Researchers and scholars. The study is expected to provide county governments with information which can be used in establishing proper policy guidelines concerning human resource practices for an efficient and effective management of devolved government institutions. The study is expected to provide county governments with adequate information for the formulation of ideal recruitment policies, determine employee compensations, guide training and development of county government employees and evaluate their performance. HR department was enabled to review and revise all governance and management structures and linkages to ensure that county government employees are fit for purpose. The findings also guided policy makers in the ministry of labour and social protection to make better decisions regarding involvement of employees in the design and implementation of performance appraisal systems. The study further sought to provide useful information to researchers and scholars on the existing gaps in the HR management practices in the public sector especially among county governments.

1.6 Scope of the Study

The purpose of this research is to determine the influence of Human Resource management practices on employee performance. The county government of Mandera, Kenya, shall be the geographical scope. The study was anchored on Maslow's Need Hierarchy Theory, Human Capital Theory and Resource Based View. This study adopted a descriptive research design. Primary data was used, and structured questionnaires were employed to obtain it. A one-year period between 2023-2024 were time scope of this

study. The study primarily focused on talent management, training and development ,promotion on the employee performance.

1.7 Limitations and Delimitations of the Study

1.7.1 Limitations

The study was done in an area where county government may be reluctant to divulge adequate information for fear such information may be made available for use by politicians. The study also anticipates employees to show reluctance to take part in the study by filling in the research instruments. However, the researcher was determined to guarantee them that information collected was solely applied for educational purposes. Another limitation of this study is that it was conducted in county government in Kenya. This means that the findings may not be generalizable to the other counties on the fact that contextual factors may affect the variables differently. The findings of the study were only limited to the county governments and may not be generalizable to other service and non-service sectors.

1.7.2 Delimitations

The study focused on the impact of Human Resource management practices on employee performance of Mandera County Government, Kenya. Despite there being several aspects of human resource practices, this study focused on talent management, training and development, and promotion as the main independent variables. The target population comprised of 2246 staff from the county's ten departments namely agriculture, education and ICT, finance and planning, gender and sports, health, lands housing, Natural resources, Physical planning, public administration, public works, Tourism and livestock.

1.8 Assumptions of the Study

The following assumptions were made while carrying out this research.

The sample unit under consideration was a true representative of the population, and the data obtained from employees gave the required information for a conclusive as well as informed conclusion.

To guarantee that the genuine picture is recorded, the study also presupposes that the employees in question was receptive as well as honest in their response.

Furthermore, the study instrument that was used to acquire data was regarded adequate, with all essential data expected to be easily available.

The study also presumed that the sample's inclusion criterion is adequate by ensuring that all of the study's subjects have had similar experiences with the phenomenon being investigated.

1.9. Operational Definition of Key Terms

Employee Performance: is defined employees' achievement of set objectives and goals within the university.

Human Resource Management (HRM): Human resource management (HRM) is the process of overseeing workers and making decisions about things like hiring, pay, and responsibilities.

Performance Management: is defined in this study as evaluation of individual employee productivity and performance and motivating good performance or penalizing poor performance.

Training and development: is defined as continuous impartation of skills, knowledge and attitude to carry out job task in an innovative and creative way.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section of the study discusses both theoretical and empirical literatures on the study variables. Literature review is important as it provides more information from different contexts which is used to form research gaps necessitating the current study.

2.1 Theoretical Literature Review

The theoretical context explains and presents the theory or hypotheses that explain why the research issue under investigation occurs. The theories adopted in the study are Maslow's Need Hierarchy Theory, Human Capital Theory and Resource Based View.

2.2.1 Maslow's Need Hierarchy Theory

Maslow's (1908-1970) need hierarchy theory is used to explain the concept of talent pooling and is based on the assumption that human needs can be classified into five categories as follows: at the bottom are the physiological needs, which are fundamental and must be met before all other needs; at the top are the psychological needs, which must be met before all other needs; and at the bottom are the physiological needs, which must be met before all other needs. According to Saleemi (2006), an organization can assist individuals in meeting their requirements by offering fair salary, adequate working conditions, and other perks. Maslow's theory can be used by Kenyan county governments to attract and retain talented individuals by providing advantageous working conditions, according to Mwangi (2009), who stated that organizations can offer fundamental needs through fair compensation and safe working conditions.

When physiological needs are met, safety concerns become more important. Physical safety or protection against fire, disaster, and economic security against unemployment

are among these requirements. Job security, pension plans, insurance plans, and safe and healthy working conditions are all ways that an organization might affect safety needs according to Nzube (2009). Employees may be attracted to corporations that provide job perks such as pension plans and safe working circumstances that meet their safety demands.

The social needs, or the need to belong and be accepted by others, come next in the hierarchy. Love and affection, as well as affiliation with and acceptance by diverse social groups, are all social wants (Saleemi, 2006). It may thus be deduced that talent pooling is centered on luring employees to work for the county government or any other public organization that meets societal demands by providing a healthy work-life balance and social networking opportunities. Self-esteem is affected by how people see us at work, and it can be boosted by working in a job that has a strong employer brand and allows employees to obtain qualifications on the job. Furthermore, top talent is drawn to counties that allow them to reach their greatest potential. The need hierarchy theory of Maslow therefore underpins the talent management variable of this investigation.

2.2.2 Human Capital Theory

Human Capital Theory, first introduced by Becker in 1964, is based on the premise that individuals' knowledge, skills, and experiences are forms of capital that contribute to economic value. This theory posits that the education and training individuals receive can enhance their productivity and performance, which in turn can lead to higher earnings and improved organizational performance (Becker, 1964). The theory asserts that just like physical capital, human capital can be invested in through education, training, and development initiatives to improve both individual and organizational performance. Human Capital Theory emphasizes the role of education and professional training as

crucial investments that increase the value and productivity of employees. The theory holds that organizations benefit from investing in their employees because the knowledge and skills acquired through education and training have a direct positive impact on the organization's overall productivity and competitiveness. As businesses become more complex and globalized, the need for skilled and knowledgeable employees becomes even more critical, making human capital an essential asset for any organization (Al Ariss & Sidani, 2016).

In the modern knowledge-based economy, human capital is often considered more valuable than physical capital, given the increasing reliance on intellectual capabilities and innovative potential. Human Capital Theory suggests that organizations should focus on attracting, developing, and retaining employees with high levels of education and skills, as these individuals have the potential to drive the firm's performance (Nafukho, Hairston, & Brooks, 2016). Through effective training and development programs, employees can acquire new skills and knowledge that enhance their ability to contribute to the organization's goals. This investment in employees also leads to increased job satisfaction, which can result in greater loyalty and reduced turnover rates (Saks & Gruman, 2018). Thus, the theory underscores the importance of continuous learning and professional development as strategic imperatives in managing human resources. By increasing the skill levels and competencies of employees, organizations are better positioned to respond to changes in the external environment, innovate, and achieve competitive advantages in the marketplace.

Human Capital Theory also aligns with the notion that human capital is a critical factor in organizational success, particularly in knowledge-intensive industries. In this context, the theory suggests that employees are not merely inputs in the production process, but rather key drivers of innovation, creativity, and problem-solving. Organizations that

invest in the development of their workforce, through initiatives such as employee training, mentorship programs, and performance management systems, are more likely to achieve sustainable growth and profitability (Ployhart, Nyberg, Reilly, & Maltarich, 2017). By enhancing the skills and capabilities of their employees, organizations can increase their capacity to innovate and respond effectively to market demands, thereby improving their overall performance. This view is supported by empirical studies that show a positive correlation between human capital investments and organizational performance (Boon, Eckardt, Lepak, & Boselie, 2018).

Moreover, Human Capital Theory highlights the importance of aligning individual employee goals with organizational objectives. When employees are equipped with the necessary skills and knowledge, they are more likely to engage in behaviors that contribute to the achievement of the organization's strategic goals. This alignment is critical in fostering a culture of continuous improvement, where employees are motivated to pursue excellence and innovation in their work (Boxall, Guthrie, & Paauwe, 2016). Organizations that prioritize human capital development are more likely to create a supportive work environment that promotes employee engagement, productivity, and retention. In turn, this leads to improved organizational outcomes, including higher profitability, customer satisfaction, and competitive advantage (Noe, Hollenbeck, Gerhart, & Wright, 2017).

One of the key components of Human Capital Theory is the idea that employees who possess higher levels of education and training are more productive and can command higher wages in the labor market. This concept is supported by research showing that individuals with advanced education and specialized training tend to have better job prospects and earn higher salaries than their less-educated counterparts (Kim, Pathak, & Werner, 2021). As a result, organizations that invest in the education and training of their

employees are likely to see a positive return on investment, as these employees are able to contribute more effectively to the organization's success. This notion has been particularly relevant in the context of technological advancements and the increasing demand for highly skilled workers in fields such as information technology, healthcare, and engineering.

Another important aspect of Human Capital Theory is the recognition that human capital is not only about formal education and training, but also encompasses informal learning, on-the-job experiences, and the development of social and emotional skills. These non-cognitive skills, such as communication, teamwork, and leadership, are increasingly valued by employers and are critical for success in today's complex and dynamic work environments (Heckman & Kautz, 2018). Organizations that provide opportunities for employees to develop these skills through mentoring programs, job rotations, and leadership development initiatives are likely to benefit from a more adaptable and resilient workforce. This, in turn, enhances the organization's ability to navigate challenges and capitalize on new opportunities in the marketplace.

Human Capital Theory also addresses the role of human resource management (HRM) in optimizing the value of human capital within organizations. HRM practices such as recruitment, selection, performance appraisal, and compensation are all essential in ensuring that the right individuals are hired, developed, and retained within the organization (Wright, Coff, & Moliterno, 2020). By aligning HRM practices with the principles of Human Capital Theory, organizations can create a high-performance work system that maximizes the potential of their employees and drives organizational success. For instance, effective talent management strategies that focus on identifying and nurturing high-potential employees can lead to improved organizational performance and long-term sustainability (Kwon, Bae, & Lawler, 2020).

In addition to its relevance for organizations, Human Capital Theory has broader implications for economic development and public policy. Governments and policymakers recognize the importance of investing in human capital as a means of promoting economic growth and reducing inequality (Bloom, Canning, & Fink, 2019). Public investments in education, vocational training, and healthcare are critical in enhancing the overall human capital of a nation's workforce, which in turn contributes to higher levels of productivity and economic competitiveness. At the same time, policies that promote lifelong learning and skills development are essential in ensuring that workers can adapt to the changing demands of the labor market, particularly in the face of technological disruptions and globalization (Brown, Lauder, & Cheung, 2020).

Human Capital Theory has also been applied in the context of leadership development and organizational change. Leaders who invest in the development of their employees' skills and capabilities are more likely to foster a culture of innovation and continuous improvement within their organizations (Day, Fleenor, Atwater, Sturm, & McKee, 2014). This focus on human capital development not only enhances employee performance, but also helps to build a strong leadership pipeline that ensures the organization's long-term success. In this way, Human Capital Theory provides a valuable framework for understanding the role of leadership in driving organizational performance and facilitating change.

The theory also emphasizes the importance of employee engagement and motivation in maximizing the value of human capital. Engaged employees who are motivated to contribute to the organization's goals are more likely to exhibit high levels of performance and creativity, which can lead to improved organizational outcomes (Shuck, Zigarmi, & Owen, 2019). Organizations that invest in creating a positive work environment, where employees feel valued and supported, are more likely to retain their

top talent and achieve sustainable competitive advantages. This underscores the importance of aligning HRM practices with the principles of Human Capital Theory to create an engaged and motivated workforce that drives organizational success. In relation to the current study on the influence of human resource management practices on employee performance at Mandera County Government, Kenya, Human Capital Theory provides a strong theoretical foundation. The theory directly links the investment in human capital through training, development, and talent management to improvements in employee performance. At Mandera County Government, enhancing human capital through continuous training and effective talent management practices is essential for addressing the challenges faced by the county in service delivery. By applying Human Capital Theory, the study explores how investments in employee skills and knowledge contribute to increased productivity and better service outcomes within the county government. This aligns with the study's objectives of assessing the impact of HRM practices, such as training, development, and promotions, on employee performance.

Furthermore, the theory's emphasis on aligning individual and organizational goals resonates with the study's aim of understanding how HRM practices can be optimized to improve performance at Mandera County Government. By developing a skilled and motivated workforce, the county government can enhance its capacity to deliver services effectively, thus improving overall organizational performance. The study draws on Human Capital Theory to highlight the importance of investing in employees as a strategy for achieving better performance outcomes in the public sector, making the theory a critical lens through which the research objectives are examined. The theory's applicability in this context underscores the relevance of continuous learning, professional development, and talent retention in enhancing the performance of county government employees.

2.2.3 Resource Based View Theory

The Resource-Based View (RBV) theory, developed by Edith Penrose in 1959 and later expanded by Barney (1991), posits that an organization's resources and capabilities are the fundamental determinants of its performance and competitive advantage. The RBV theory argues that organizations possess various resources that can be tangible or intangible, and these resources must be valuable, rare, inimitable, and non-substitutable (VRIN) to enable the organization to gain and sustain a competitive edge in the marketplace (Barney, 1991). Resources under the RBV framework include physical assets, human capital, intellectual property, organizational processes, and capabilities such as knowledge and expertise. The theory suggests that the manner in which a firm deploys and manages these resources can lead to superior performance, with the most critical resources being those that are unique and difficult for competitors to replicate (Barney & Hesterly, 2018). RBV focuses on internal capabilities rather than external factors, asserting that a firm's success is largely dependent on its ability to effectively utilize and manage its resources to create value (Peteraf, 2019).

Under the RBV framework, organizations are viewed as collections of heterogeneous resources, which, when properly organized and leveraged, can provide sustained competitive advantage. The heterogeneity of resources is a key component because no two organizations are identical in their resource endowments or capabilities, and these differences are often the basis of why one firm outperforms another (Hitt, Xu, & Carnes, 2016). Additionally, for a resource to be considered a source of competitive advantage, it must be rare or uncommon within the industry. When resources are rare, they are not widely available to competitors, which allows the organization that possesses them to outperform its rivals (Sirmon, Hitt, Ireland, & Gilbert, 2018). Intangibles such as brand reputation, corporate culture, and human capital, including employees' skills and

experiences, often serve as strategic resources because they are difficult to imitate or substitute, providing a long-term advantage (Grant, 2016).

The RBV theory also emphasizes that resources must be inimitable, meaning that competitors find it challenging to copy or acquire them. The difficulty in imitation can arise from various factors, including the complexity of the resource, social conditions, or historical development paths unique to the organization (Barney, Ketchen, & Wright, 2021). Resources that are embedded within the organizational routines, culture, or tacit knowledge of the workforce are often difficult to replicate because they rely on complex interdependencies that cannot be easily transferred or copied by competitors (Wang, Barney, & Reuer, 2019). The last criterion in the VRIN framework is nonsubstitutability, which indicates that there should be no equivalent resources that can be used as a substitute. If a resource can be replaced by a different one that delivers similar results, then its strategic value is diminished (Rothaermel, 2017). This aspect of RBV highlights the importance of continuous innovation and development within organizations to ensure that their resources remain valuable and irreplaceable. The Resource-Based View also suggests that organizations must have the capabilities to deploy and utilize their resources effectively. It is not enough for firms to simply possess valuable resources; they must also have the managerial capabilities and organizational structures in place to fully exploit these resources (Kozlenkova, Samaha, & Palmatier, 2018). These capabilities, often referred to as dynamic capabilities, allow firms to integrate, reconfigure, and adapt their resource base to respond to changing market conditions and sustain their competitive advantage (Teece, 2018). Dynamic capabilities are seen as extensions of the RBV theory, emphasizing that firms must be agile and capable of evolving their resource base in response to external pressures and opportunities (Winter, 2018). Firms that lack these capabilities may find that their

resources, while valuable, are underutilized or mismanaged, resulting in a loss of competitive advantage over time.

One of the key implications of the RBV theory is that it shifts the focus of strategic management from external market factors, such as competition or customer demand, to internal resources and capabilities. This inward-looking perspective encourages firms to identify and develop their unique resources that can lead to differentiation and superior performance (Helfat & Martin, 2015). By focusing on building and enhancing internal capabilities, organizations can better navigate uncertain market environments and adapt to changes in the competitive landscape (Ambrosini, Bowman, & Collier, 2020). Additionally, RBV suggests that organizations should prioritize resource allocation and investments in areas that strengthen their core competencies, which are the unique strengths or combinations of resources that distinguish the organization from its competitors (Prahalad & Hamel, 1990).

In recent years, scholars have expanded the RBV theory to include the concept of human resources as a critical asset for organizations (Ployhart, Nyberg, Reilly, & Maltarich, 2017). Employees' skills, knowledge, and abilities are considered vital resources that contribute to an organization's success, and their effective management is crucial for achieving sustained competitive advantage (Sirmon et al., 2018). In this context, the RBV theory aligns closely with Human Capital Theory, as both emphasize the importance of investing in employee development to improve organizational performance. The RBV theory acknowledges that the ability to attract, retain, and develop skilled employees is a strategic asset that can differentiate an organization from its competitors (Boon, Eckardt, Lepak, & Boselie, 2018). Moreover, the combination of human capital and organizational processes can create synergies that further enhance the firm's ability to innovate and respond to market opportunities (Wright et al., 2020).

The RBV framework also emphasizes the importance of protecting and maintaining valuable resources to sustain competitive advantage. Firms that possess rare and valuable resources must also ensure that these resources are safeguarded from being diminished or lost over time (Peteraf, 2019). This can include investing in intellectual property protection, fostering employee loyalty, and developing organizational processes that prevent the leakage of valuable knowledge to competitors (Wang et al., 2019). In this way, the RBV theory highlights the importance of resource management and protection as critical components of strategic planning.

While the RBV theory has been widely accepted in the field of strategic management, it has also faced criticism. Some scholars argue that the theory's focus on internal resources overlooks the role of external environmental factors, such as market dynamics, regulatory changes, and competitive forces, which can significantly impact organizational performance (Priem & Butler, 2001). Critics also point out that not all resources are inherently valuable, and the value of resources may change over time as market conditions evolve (Rothaermel, 2017). Additionally, the theory assumes that organizations can accurately assess the value of their resources, which may not always be the case. Despite these critiques, the RBV theory remains a fundamental framework in strategic management, particularly for understanding how firms can leverage their internal resources to achieve sustained competitive advantage.

In relation to the study on the influence of human resource management (HRM) practices on employee performance at Mandera County Government, Kenya, the Resource-Based View provides a robust theoretical lens. The study explores how HRM practices such as talent management, training, and promotion can be seen as strategic resources that, when effectively managed, lead to improved employee performance and, ultimately, better organizational outcomes. According to the RBV, human resources are a valuable asset

that can provide the county government with a competitive advantage if they are developed and utilized effectively. For example, by investing in training programs that enhance employees' skills and competencies, Mandera County can build a workforce that is capable of delivering superior services to the public, thereby improving its performance as a public institution. Talent management practices, such as identifying and nurturing high-potential employees, align with the RBV's emphasis on rare and inimitable resources, as skilled employees are difficult for competitors (other public sector institutions) to replicate.

The RBV also suggests that the county government must have the necessary capabilities to fully exploit its human resources. This includes having HRM systems and processes in place that allow for the efficient deployment of talent, the development of employee skills, and the retention of top performers. Without these capabilities, the county may fail to capitalize on its human resources, resulting in suboptimal performance. Moreover, the RBV theory highlights the importance of promoting a supportive work environment that fosters employee engagement and satisfaction. By doing so, Mandera County can ensure that its employees are motivated to contribute their best efforts, leading to improved performance outcomes. In essence, the RBV theory provides a framework for understanding how HRM practices can be leveraged as strategic resources to enhance employee performance and achieve longterm organizational success within the context of public sector governance.

In conclusion, the Resource-Based View theory emphasizes the strategic importance of a firm's internal resources and capabilities in achieving and sustaining competitive advantage. The theory highlights the role of resources that are valuable, rare, inimitable, and non-substitutable in driving organizational performance. In the context of Mandera County Government, HRM practices such as talent management, training, and promotion

can be seen as critical resources that, when effectively managed, lead to improved employee performance. The study aligns with the RBV theory by demonstrating how the county's investment in its human capital contributes to better service delivery and organizational outcomes, reinforcing the relevance of RBV in understanding the strategic role of HRM practices in public sector performance.



2.2 Theoretical Framework

The theories underpinning study variables are presented in figure 1.

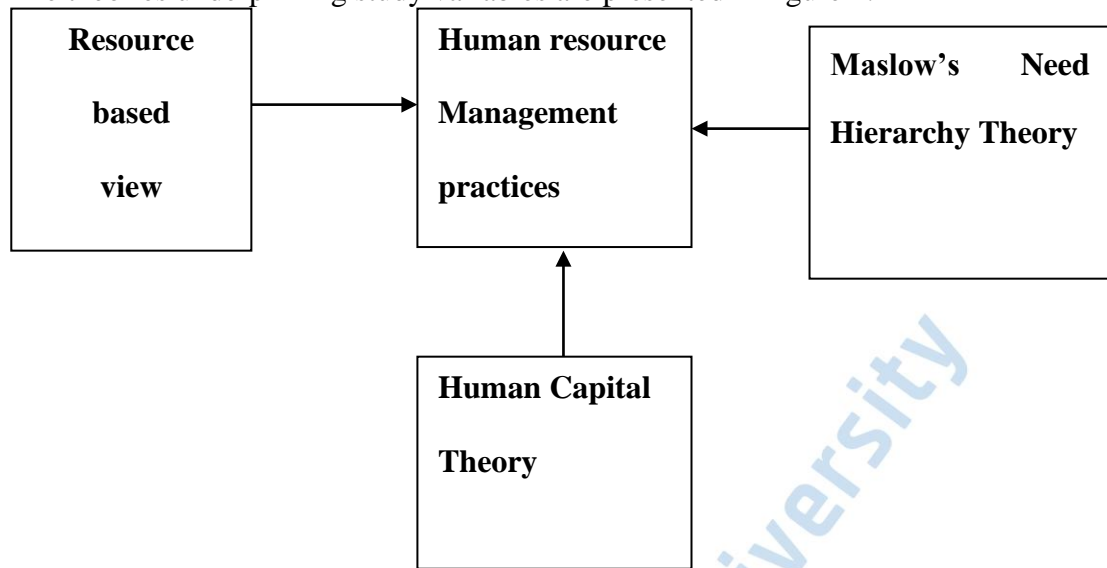


Figure 1: Theoretical Framework

Source: Researcher (2024)

2.3 Empirical Literature

Extant studies done globally on the study variables are discussed in terms of methodology, conceptualization and theoretical orientation. This has been done per study variable from across the world and helps in delineating knowledge gaps which can guide the study.

2.3.1 Talent management and employee performance

Human capital is a company's most valuable strategic asset in the business-focused world of everyday. The success of the institution is tied to the efforts of its staff. Human resource managers have the dual challenge of attracting new talent and keeping the best employees in today's cutthroat economy. Managing human resources is a crucial but difficult endeavour. The right talent acquisition strategy strengthened any university's overall plan. The quantity of individuals seeking for work has increased globally as a

result of the current state of the global economy. However, there is still a serious lack of talent in many countries and the higher education industry, which has made the "Talent Mismatch" problem worse. However, finding candidates with the versatility that colleges require is getting harder. Consequently, it is getting harder and harder to find the "ideal" person for a given job. The universities' top goal has been the acquisition and retention of qualified personnel. As long as universities have a solid foundation, Talent Management thrived inside them. Due to the transformative power of superior talent, talent management must be given center stage in every organization's future plans. Effective personnel management practices at universities may boost employee engagement and productivity. The more invested an employee is, the greater their output. According to Harsch and Festing's (2020) study on HRM and employee performance, talent management techniques are defined as HRM evolution for competitive advantage. Nowadays, efficient talent management has emerged as a major issue for institutions. In addition, European researcher Buat (2019) said that talent management is carefully planned as the backbone of human resource management tasks, so that universities may achieve their goals by employing brilliant individuals. To thrive in today's business climate, colleges need to adopt strategies for attracting and cultivating top students who can help them satisfy current and future skill demands, as well as manage and outperform the competition (Tamunomiebi & Worgu, 2020). Any school may obtain an edge over the competition by properly managing their resources and maximizing the potential of their most skilled employees. Employee performance, therefore, is the outcome of an entity's persistent attempts to fulfill a goal or the ability of an individual to assist a group in achieving its stated goals (Juliati, 2021). According to Helmold and Samara's (2019) analyses of the effects of talent management strategies on worker output, initiatives like talent development, career progression, and work-life balance significantly and favorably

impacted workplace productivity. Consequently, talent management is the methodical process of locating and acquiring, enlisting, training and developing, keeping, and maximizing an organization's most valuable people resources

Universities in Tanzania, according to Ngassa (2020), should improve employment content and provide possibilities for advancement in order to keep their best and brightest students. Furthermore, talent management produces valuable resources that boost an organization's competitiveness and performance. According to Ngassa's (2020) study, capacity oversight strategies like coaching and guidance for learning and development of potential and remunerating merit had a significant positive impact on employee efficiency. According to research by Mungo (2019), talent management may help address some of the problems causing high staff turnover in Tanzanian colleges, and being aware of employees' "hot buttons" can help identify the areas where talent management investments had the biggest effects. According to research from Uganda's Kabale University, talent retention is about putting the right persons in the right positions at the right time so that the best employees can flourish and remain committed to the business. (Ainebyona & Moses, 2021). Organization-specific talent management and retention strategies prioritize the rapid cultivation of high potentials and the full use of the abilities of existing employees in order to boost productivity and profitability (Nzuva, 2020). Universities in Kenya must invest heavily in talent management and attraction if they are to boost one's leverage in an employment arena. Unless upper management is invested in keeping its employees, according to

Hongal and Kinange (2020), efforts to acquire top talent would be fruitless.

Organizational talent management starts with the hiring process. In addition, Sidhu and Nizam (2020) said that although there are many strategies that may be used, recruiting and selection are two of the most important factors in luring top talent. It is a major

challenge for every company to find and evaluate candidates for open positions in order to choose the best possible leader for their company. In management, talent attraction is a crucial step because it determines which employees did a good job for the university, and selection, which is defined as the ability to assess talent so that it can be used to do the job properly, is what leads to the hiring of the right person for the right position (Ayodo, 2022).

According to recent research out of Turkey, effective mentoring programs are crucial for managing workers' talents, which are the foundation of academic achievement. Nevertheless, in today's competitive society, employees may struggle to sustain their performance without consistent mentorship (Banu & Katyayani, 2021). Hence, mentoring is crucial for workers in order to improve their skills and adapt to an everevolving work environment. Yet, Chinese research found that investing in an employee's training, motivation, and job performance led to more advancement opportunities for those individuals. To boost staff productivity, mentoring programs should be strengthened (Wang, et al., 2020). Similarly, mentoring of talents is an essential strategy utilized by many institutions to improve employee performance, as shown by the findings of a recent empirical research on global talent management and its influence on employee performance by Crane and Hartwell (2019). Maybe workers aren't doing their weight because they lack the necessary expertise. Hence, institutions that put their mentoring and coaching programs into action help employees acquire the knowledge and abilities they need to fulfill current and future performance requirements on the job. Coaching and mentoring are one-on-one interventions for talent development that take a strategic, individualized approach to helping highpotential people grow in their skills and abilities. Therefore, mentoring is defined as a method for enhancing people's skill sets and consequently their productivity on the job (Harsch & Festing, 2020). An effective

method of gaining knowledge about and adjusting to the alterations brought on by an employee's promotion in rank and productivity is to find a mentor. Coaching and mentoring have been studied by

O'Dwyer (2021) in an effort to establish their impact on worker productivity in the United Kingdom. Results showed that coaching and mentoring improved worker productivity. According to Chatterjee, Dey, and Chaturvedi's (2021) research on mentoring's impact on worker productivity, the practice has been shown to have a beneficial effect. As a result, mentorship is crucial since it helps employees succeed by sharing wisdom and experience. Employee performance was also studied by Sidhu and Nizam (2020). As the results of the research shown, coaching has a beneficial effect on worker productivity.

2.3.2 Promotion and Employee Performance

Gashaw (2018) studied how reward practices enhance employee performance among the employees of Dashen Bank SC. The study variables were promotion practice and job satisfaction. The research incorporated both primary and secondary data, with the primary data being acquired through the distribution of questionnaires. The target population was a total of 330 respondents. An explanatory research method was employed with correlation and regression employed in the data analysis. Results revealed that promotion opportunities and job promotion positively enhanced Job satisfaction while Promotion negatively influenced Job satisfaction. The study recommended a regular review of the perception of promotion and proposition opportunities as they have a significant influence on job performance.

Saharuddin and Sulaiman (2016) assessed how employee compensation influences job promotions as an indicator of productivity. "A total of 91 employees was included in the study of Waters Department and Mineral Resources Energy". Path analysis using SPSS was the analytical tool used. The results revealed that all the variables that; employees'

compensation and promotion positively influenced job satisfaction and productivity. Also, job Promotion showed to play a significant role among employees because given job promotion, implies the presence of job recognition of skilled and able employees is maintained.

The target population. Primary data collection was done using structured document analysis instruments and a questionnaire. Descriptive statistics were used in data analysis, using means and percentages, and standard deviation. From the study, employees were not satisfied with the existing recognition program at the institution. A majority of the employees had not received any recognition, and many of them have expressed a preference for promotion as a form of recognition. Lack of awareness and implementation of the promotion criteria was identified. The study recommended that a cluster of parameters should be put in place to ensure promotions take place rather than academic qualifications and performance.

2.3.3 Training and Development and Performance

Hassan, Hassan, and Yen (2020) looked at training and development, motivation, and employee performance among academicians in Universiti Malaysia Perlis. According to the findings of this study, learning and development is the most important aspect in improving academicians' job performance. Another conclusion was that e-learning and development was considered as a way to encourage academics to produce higher quality work. However, focus of E-training and development was on academicians as opposed to corporate employees. Furthermore, Hassan *et al.*, (2020) failed to incorporate the aspect of organisational performance as a dependent variable in their study.

At the Kingdom of Bahrain, Kamal, Aghbari, and Atteia (2016) investigated the impact of training on employee performance in the Ministry of Education. According to them, successful business operations are dependent on high-quality staff performance, which

necessitates professional training. Organizations are using advanced online technologies to train people faster and more effectively in order to stay competitive and comply with the evolving labor market infrastructure. To determine the influence of e-training on employee performance, the study used an analytical descriptive approach and a questionnaire. A total of 194 Ministry of Education personnel were chosen as part of the sample. According to the findings, there is a positive as well as significant link between e-training and employee performance. The findings also revealed statistical variations in demographic characteristics such as educational attainment and work experience.

Nguyen (2020), explored the role of training on the young employees' retention. The variables under scrutiny included employee retention and job satisfaction, with a target population of 351 individuals. Data collection was executed using a questionnaire. The study utilized Multiple Linear Regression to examine the research hypothesis. "Findings indicated training and development, enhanced job satisfaction and employee retention of young employees". Also from the regression analysis, the model was explaining 43% of the changes in employee commitment. Further, the results showed that in Vietnam organizations, job satisfaction, training, and development, as well as job performance partially enhances young employee retention.

Abu Saleh (2020) established that employees from the two companies benefited from the training program. Employees thought that positive evaluation feedback creates inner satisfaction as well as learning how to improve quality output and career development beyond classwork. The study came to the conclusion that training affects how employees behave and how they work, which leads to better performance and other beneficial changes that help employees perform better. Additionally, training has a significant role in how well employees work by equipping employees with the necessary skills to perform various responsibilities inside the company. The study recommended that

organizations should embrace employee training to increase critical thinking, teamwork, central leadership, and teamwork spirit significant in expanding employee productivity. Mbiti (2019) assessed how performance management practices enhance employee engagement at Safaricom Kenya limited. The study's variable was the role of performance management practice. The data was collected using a questionnaire. A Multiple Linear Regression was utilized for hypothesis testing. The target population were a total of 86 employees at Safaricom Care Center. The sample size was ascertained through a stratified sampling technique. Based on the finding's employee training depicted a significant effect on employee engagement thus increasing productivity. The study asserted that employee trainings improve employee capability thus, increasing the productivity of both employers and employees.

2.4 Conceptual Framework

Conceptual frameworks depict the hypothesized relationships among variables of a study (Mugenda & Mugenda, 2003). Figure 2 below shows the visual depiction of the theorized relation of variables. The schematic diagram captures the linkages in the literature. The model suggests an interrelationship among there groups of the study namely: Human resource Practices as independent variable; Talent management, Promotion and Training and Development on employee performance as dependent variable that may be influenced by the other variables.

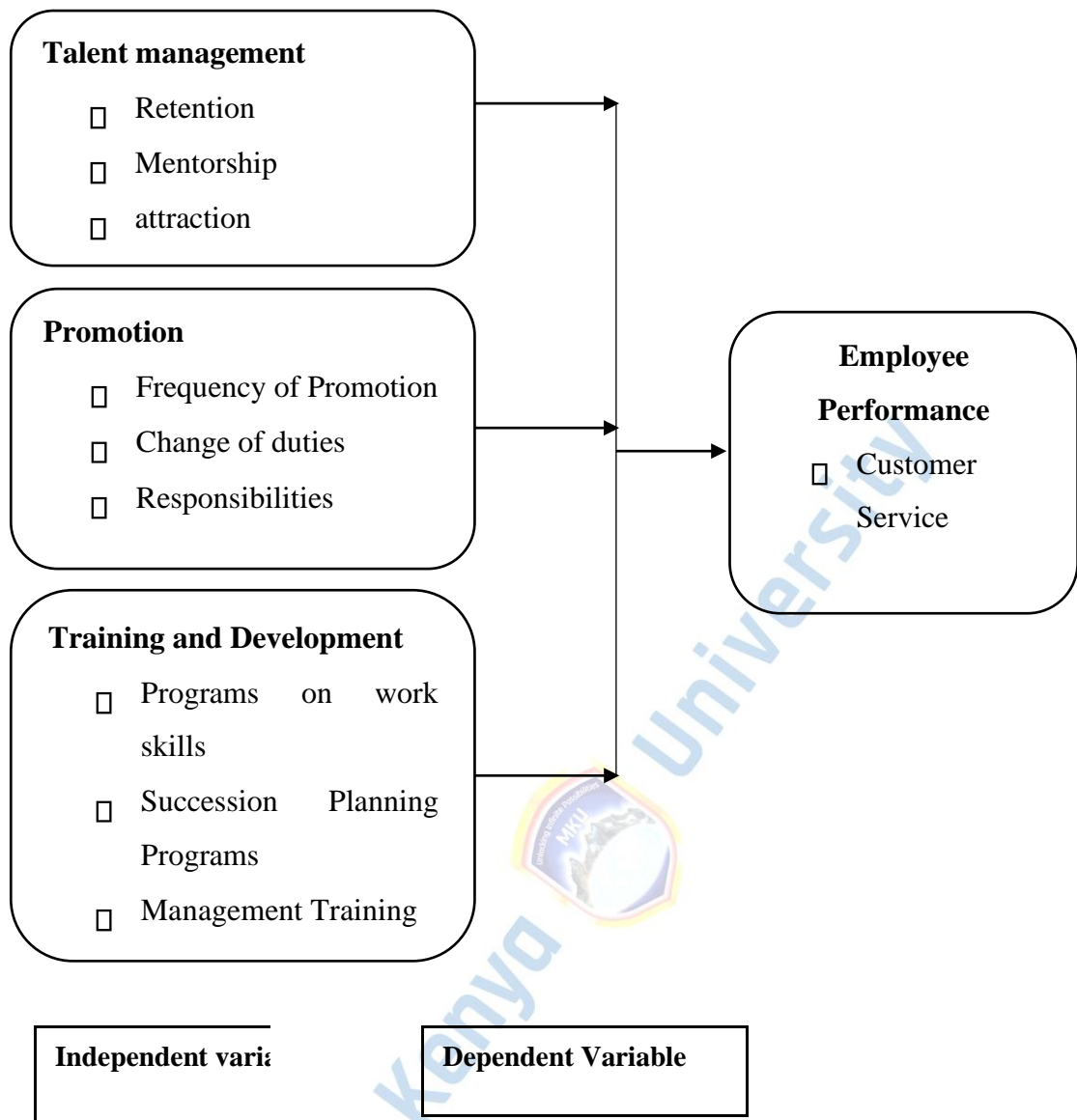


Figure 2: Conceptual Framework

Source: Researcher (2024)

2.5 Research Gaps

Drawing from the literature analysis, this study emphasizes the significance of specific factors, such as talent management, training programs, promotional opportunities, performance evaluation, and overall employee performance, in investigating the correlation between Human Resource Management (HRM) and the effectiveness of employees. This study takes account of both contextual and conceptual gaps established

and how they can be addressed in county governments. Nevertheless, the results based on previous empirical studies, found that most studies consecrated on the qualitative and quantitative methods of illustrating methodological gap. Thus, any study using an exclusively quantitative approach may lack an in-depth understanding of individual perspectives on the subject of the influence of HRM practices on employee performance but only illustrates findings in a generalized manner.

Additionally, this research aims to address the existing methodological gap by employing a mixed-method approach, which integrates both qualitative techniques and quantitative methodologies to conduct the study. These approaches have the strength that may overcome the one approach used by the researchers. One of the advantages of the quantitative approach is covering a large number of participants while the qualitative approach focuses on having an in-depth understanding of a concept by bringing out individual participants and their personal experiences as well as perspectives. Several studies were based in developed countries with different levels in regard to infrastructure and road networks which may not be a replica of developing countries. Thus, the current study was limited to examining the influence of Human Resource Management practices on employee performance at Mandera County government Kenya.

2.6 Recap of the Literature

This chapter illustrates the review of the empirical literature which focuses on independent and dependent variables. The empirical literature has been reviewed per objective under the study variables: talent management, , promotion, training and development and employee performance. Three theories have been reviewed; Maslow's Need Hierarchy Theory, Human Capital Theory, and Resource-based Theory. The conceptual framework is then explained using human resource management practices

(independent variables) and employee performance at Mandera County Government (dependent variable). The indicators of both variables are clearly highlighted.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Methods and processes that were applied to collect data, analyse findings and present the same are covered. It details the plan on how to carry out research activities. Descriptions of the research design and population of interest of the study are explained here. In addition, the sampling methods that was used as well as sample size are discussed. Research instruments in addition to data gathering procedures are outlined in addition to how the data was analysed.

3.1 Research Design

A research design is construed as consisting of a study's methods that guide data collection and also explain how the data is to be analysed to address research questions (Schoonenboom & Johnson, 2017). Descriptive research designs are largely considered to be the most suitable when it comes to making enquiries based on both primary and secondary data examinations and this design was therefore applied. Most fundamentally, the justification for such a design is its ability to explain the problem in question and helps to collect information meant to address the question.

3.2 Target population

Population, according to Kothari (2014) refers to a set of items within a specified area of investigation. In this study, the target population was all the employees of County Government of Mandera. The County Government of Mandera HR department indicated that the organization had a total of 2246 permanent and contract employees in 2023. Casual employees were not included in the study.

Table 1: Target Population

Management Level	Target population	Percent
Contract	216	9.61
Permanent	2030	91.39
Total	2246	100

Source: Mandera County Government (2024)

3.3. Sampling Technique and Sample Size

The actual collection of units from which a sample is drawn is referred to as the sampling frame (Mugenda & Mugenda, 2003). Employees of the Mandera County Government in management positions made up the sample frame. Stratified random sampling was used to select a representative sample from the whole population. The number of items to be researched and drawn from a particular and relevant population is referred to as a sample. When compared to a small sample, a high sample size sometimes results in time and money waste because more money and effort are required to conduct the study. On the other hand, a very tiny sample does not accurately reflect the position of the full population, and drawing inferences based on small samples frequently leads to inaccurate results. Furthermore, the margin of error the researcher is willing to accept, the level of confidence desired, and the diversity of the population being researched all influence the quality of a sample. According to Piper and Mugenda (2014). Stipulates that 10% to 30% is sufficient for a sample size. The study was therefore adopting 10% sample size of the entire population resulting to 224 county employees who was selected randomly.

Table 2: Target Population

Management Level	Target population	Percent	10% sample
Contract	216	9.61	21

Permanent	2030	91.39	203
Total	2246	100	224

Source: Researcher (2024)

3.4 Construction of Research Instruments

Questionnaires were used as the study's research instruments. This is a well-organized set of questions connected to specific research that elicits input from participants. The collection of research data is made easier with the use of a questionnaire. According to Dube & Orodho (2014), a questionnaire is useful for collecting data from a broad study population. Kothari (2016) claims that questionnaires are used to acquire data on phenomena like interior feelings, attitudes, values, and interests that are not easily observable. When used to acquire data, questionnaires are more practical to employ than direct observation, which has the following advantages: can be given out to large groups; employees can complete it at their own pace; they are able to skip questions; it may take them several sessions to finish; and they are able to contribute comments. Utilizing questionnaires saves time and money when compared to conducting interviews. Furthermore, all employees react to the same questions due to the standardization of the questions. A 5-point Likert scale was used to collect information from the employees.

3.5 Piloting of Research Instruments

According to Phellas et al., (2011), prior to the main study, there is need to pre-test research instrument through an experimental investigation. This was conducted using 22 employees which constitutes 10% of the sample according to recommendations of Julious (2005). This pilot was conducted in neighbouring Wajir county government.

3.6 Validity and Reliability of Research Instrument

3.6.1 Validity

Accurate measurement of the extent to which specific items in a research tool capture what they are designed to measure is what constitutes validity. In other words, validity has to do with accurate representation of a sample of items for a specific test (Bolarinwa, 2015). This study limited itself to ascertaining content validity and this was achieved by exposing the research instrument, in this case questionnaire, to experts in finance field who requested to examine whether the items are well constructed and are relevant to capture the variables under study. Any aberrations from a properly constructed instrument required to be adjusted accordingly to reflect expert opinion and suggestions after which the instrument was deemed ready and valid for data collection activities.

3.6.2 Reliability

According to Bolarinwa (2015), the need to make sure that a research instrument that has been constructed constantly yields similar results after sequential trials cannot be overlooked and determines whether an instrument is reliable or not. In this study, internal consistency was used as proxy for instrument reliability and was examined using Cronbach's Alpha scale ranging from 0 to 1 and indicative of how close in a series a set of items are. According to Ali and Yusof (2011), Cronbach's Alpha values that are greater than a specified threshold provide evidence of items measuring construct and therefore instrument reliability. In the current study, Cronbach's Alpha of 0.7 formed the threshold for internal consistency and therefore reliability. In this case, variable items that were above this threshold of internal consistency was retained with an overall value of above 0.7 used to confirm that the instrument is reliable.

3.7 Proposed Data Collection Methods and Procedures

Required data was obtained from employees using questionnaires for primary data. As compared to secondary data obtained from existing sources, primary data requires one's commitment to obtain first hand information from the field with several steps requiring to be taken to legitimize the exercise and make it successful. To mark the start of data collection exercise, this study acquired a letter from the university followed by a letter authorization for research from NACOSTI. For the purpose of improving response rate, employees were accorded adequate time, in this study this was 2 weeks, to respond as most of them could be busy with their daily activities. Improving the response requires that employees were accorded enough time and this was achieved by adopting drop and pick procedure.

3.8 Proposed Data Analysis Techniques and Procedures

Following data collection was analysis procedures done to answer study questions. The first step was to check for completeness of the data collected which was done by keying in coded values into excel sheet. For data evaluation purposes, SPSS version 25 was used. Descriptive statistics were then generated by this software and included means, frequencies as well as standard deviations to summarize data. The findings for Descriptive statistics were presented using tables and figures. Multiple linear regression was used in testing and confirming any relationship between the study variables at 5% level of significance. This followed on from Pearson correlation coefficients which was computed to determine the direction as well as magnitude of association among variables. Before the regression is used, there was a need to ensure that the assumptions of its adoption are checked. The model presented below was applied in assessing the functional connection of variables of the study:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ Where:

Y = Employee performance

X₁ = Talent management

X₂ = training and development

X₃ = Promotion ϵ = error term, β_0

= Constant $\beta_1, \beta_2, \beta_3$ = Regression

coefficients.

3.9 Ethical Considerations

In line with regulatory requirements, this study sought to obtain a letter of introduction from Mount Kenya University and a research permit from NACOSTI. The study also observed ethical requirements that present the three fundamental duties of research. Firstly, the study guaranteed voluntary participation of employees. Further, participants were assured that the data collected was only used for academic purpose and not any other. Utmost level of integrity, sincerity, and consistency of thought and action was upheld throughout the research. It also ensured no coercion or deception of employees to partake of research as they were informed of their right to decline by obtaining their informed consent. Potential participants were made to fully understand what they are being asked to participate in with information availed to them regarding potential negative consequences, if any, of such participation. They were also shielded from any harm whether physical or psychological. The researcher also ensured confidentiality and anonymity of the participants of the study as their identity was not revealed in any way in the resulting report. Additionally, the responses provided by the employees were kept confidential and/or anonymous. The researcher also avoided plagiarism, misrepresentation of the results and academic fraud while reporting the study findings.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the research findings and discussions regarding the effects of talent management, training and development, and promotion on employee performance at Mandera County Government in Kenya. It aims to analyze how these factors contribute to enhancing employee performance within the organization. The findings are derived from data collected through surveys, interviews, and observations, providing a comprehensive view of the current state of employee performance and the impact of various management practices. The discussions contextualized these findings within existing literature, highlighting their implications for effective human resource management in the public sector.

4.1 Response Rate

Out of a sample size of 224, a total of 206 completed questionnaires were returned, resulting in a response rate of approximately 92.0%. This high response rate indicates a strong engagement among participants and enhances the reliability of the study's findings.

4.2 Demographic Study

This section contains gender, age and level of education.

4.2.1 Gender

The analysis of the gender distribution reveals that the majority of respondents were male, with 122 respondents (59.2%). In contrast, female respondents comprised 84 respondents (40.8%). This gender imbalance suggests a higher representation of male perspectives in the study. The county government of mandera is gender compliant the two thirds gender requirements.

Table 3: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	122	59.2	59.2	59.2
	Female	84	40.8	40.8	100.0
	Total	206	100.0	100.0	

Source: Field Data (2024)

4.2.2 Age

The age distribution of the respondents indicates a diverse range of experiences within the workforce. The largest group was aged 31–40 years, comprising 67 respondents (32.5%), closely followed by those aged 41–50 years, with 66 respondents (32.0%). Respondents aged 30 years and below accounted for 34 individuals (16.5%), while those above 50 years represented 39 respondents (18.9%). This distribution highlights a significant proportion of respondents in the middle age brackets (31–50 years), suggesting that the majority of the workforce at Mandera County Government consists of individuals who are likely to have substantial professional experience.

Table 4: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30 and years	34	16.5	16.5	16.5
	31 – 40 years	67	32.5	32.5	49.0
	41 – 50 years	66	32.0	32.0	81.1
	Above 50 years	39	18.9	18.9	100.0
	Total	206	100.0	100.0	

Source: Field Data (2024)

4.2.3 Level of education

The level of education among the respondents shows that the workforce at Mandera County Government is quite educated. The largest group consists of degree holders, with 92 respondents (44.7%). This indicates that many employees have higher education. Following this, there are 78 respondents (37.9%) with diplomas. Lastly, 36 respondents (17.5%) have postgraduate qualifications. This distribution suggests that a good number of employees have qualifications that may help them perform better and take part in talent management and training programs.

Table 5: Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	78	37.9	37.9	37.9
	Degree	92	44.7	44.7	82.5
	<u>Postgraduate</u>	<u>36</u>	<u>17.5</u>	<u>17.5</u>	<u>100.0</u>
	Total	206	100.0	100.0	

Source: Field Data (2024)

4.2.4 Length of service in the firm

The analysis of the length of service among respondents shows varied experience within Mandera County Government. The largest group, with 83 respondents (40.3%), has

worked for the organization for 6 to 10 years. This is followed by those who have been with the firm for 1 to 5 years, totaling 63 respondents (30.6%). There are 41 respondents (19.9%) who have served for 11 to 15 years, while 19 respondents (9.2%) have been with the organization for more than 15 years. This distribution indicates that a significant portion of the workforce has considerable experience, particularly those in the 6 to 10-year range.

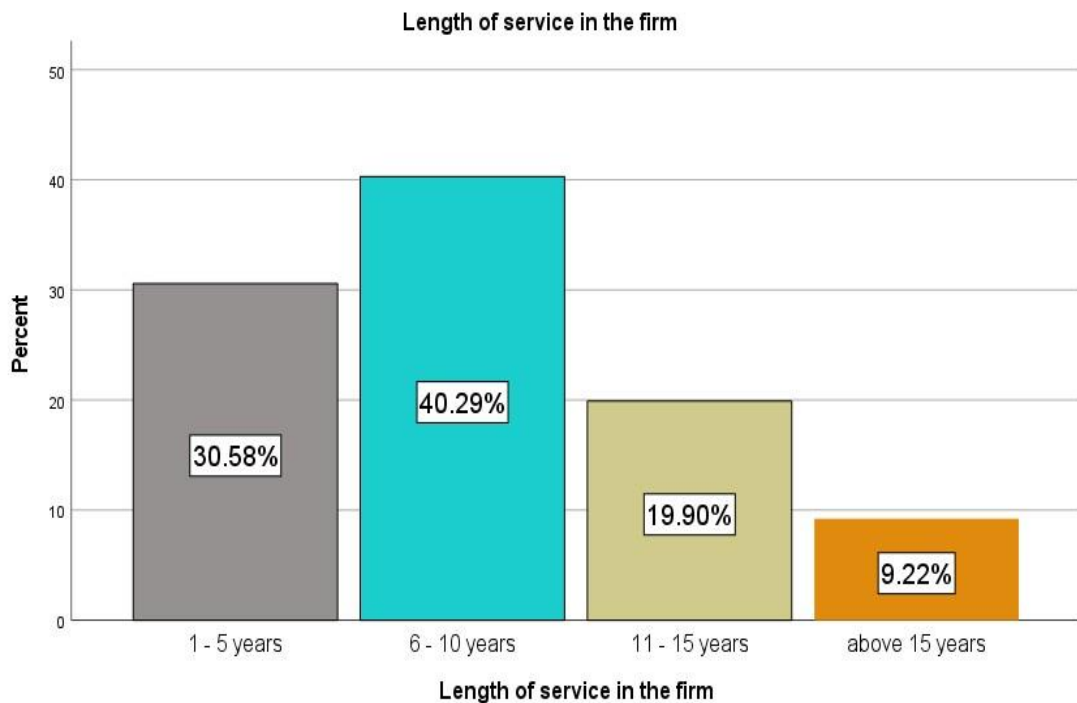


Figure 3: Length of Service in the Firm

4.3 Effect of talent management on employee performance

The study sought to examine the effect of talent management on employee performance at Mandera County Government. The study findings revealed that respondents generally agreed that efficient talent management positively impacts employee performance, as evidenced by a mean score of 3.71 and a standard deviation of 1.60. The study found that

the retention of talented employees also contributed to enhanced work efficiency, with a mean score of 3.94 and a standard deviation of 1.50. The study revealed that effective mentorship programs play a crucial role in managing employees' talents and influencing performance, with a mean of 4.18 and a standard deviation of 1.31. Respondents strongly agreed that talent management and attraction positively affect job satisfaction, with a mean score of 4.14 and a standard deviation of 1.34. The highest agreement among respondents was regarding the institution's investment in attracting top talent, which was found to significantly impact work performance and productivity, with a mean score of 4.27 and a standard deviation of 1.26. The study found that incorporating well-defined talent assessment practices, with a mean score of 4.16 and a standard deviation of 1.33, contributed to hiring the right individuals for the right positions, further enhancing employee performance. The study revealed that talent management practices, including mentorship, employee retention, and talent attraction, have a positive influence on employee performance, productivity, and job satisfaction.



6 Effect of talent management on employee performance

	N	Min	Max	Mean	Std. Deviation
Efficient talent management in the institution has had a great impact on employee performance.	206	1.00	5.00	3.7136	1.59588
Retention of talented employees by the institution has had a great impact on work efficiency.	206	1.00	5.00	3.9369	1.50476
Effective mentorship programs have proved to be crucial in managing workers' talents thus influencing performance at work.	206	1.00	5.00	4.1796	1.31103
Heavy talent management and attraction has boosted leverage in the employment arena resulting in job satisfaction.	206	1.00	5.00	4.1359	1.34381
Investment in luring top talent by the institution has had an effect on work performance and productivity.	206	1.00	5.00	4.2670	1.26166
Incorporation of a well-defined ability to assess talent has led to the hiring of the right person for the right position and thus affecting work performance.	206	1.00	5.00	4.1602	1.32833
Valid N (listwise)	206				

Source: Field Data (2024)

4.4 Influence of training and development on the employee performance

The study sought to assess the influence of training and development on employee performance at Mandera County Government. The study findings revealed that training

Table :

programs attended by respondents had a moderate impact on job performance, with a mean score of 3.47 and a standard deviation of 1.73. The study further revealed that respondents were able to adapt and deal with new changes in their work environment, such as new systems, with a mean score of 3.58 and a standard deviation of 1.72. The study found that succession planning programs moderately prepared respondents for future tasks, with a mean score of 3.41 and a standard deviation of 1.76. Additionally, the study revealed that respondents acquired significant managerial skills through attending management trainings organized by the organization, as reflected by a mean score of 3.42 and a standard deviation of 1.72. The study found that communication skills improved due to the trainings attended, with a mean score of 3.60 and a standard deviation of 1.76. It was also revealed that the organization facilitates regular refresher courses to enhance employee effectiveness and efficiency, with a mean score of 3.45 and a standard deviation of 1.77. The study further revealed that respondents gained extensive knowledge in all aspects of quality related to their line of duty, with a mean score of 3.54 and a standard deviation of 1.70. The study found that respondents were allowed to attend lectures and seminars as part of their training and development, with a mean score of 3.39 and a standard deviation of 1.73. Overall, the study findings revealed that training and development have a moderate positive influence on employee performance, contributing to improved skills, adaptability, and knowledge in the workplace.

7 Influence of training and development on the employee performance

N	Min	Max	Mean	Std. Deviation
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Training programs attended on work skills have helped me to improve on my job performance.	206	1.00	5.00	3.4660	1.72678
I am able to adapt and deal with new changes in my work environment such as new systems.	206	1.00	5.00	3.5777	1.72253
Succession Planning Programs prepares me for the task ahead.	206	1.00	5.00	3.4126	1.75850
I have acquired significant managerial skills through attending management trainings organized by my organization.	206	1.00	5.00	3.4175	1.71947
My communication skills have improved immensely due to trainings attended.	206	1.00	6.00	3.5971	1.75799
My organization facilitates regular refresher courses to enhance employee effectiveness and efficiency.	206	1.00	5.00	3.4466	1.77367
I have acquired extensive knowledge in all aspects of quality with regards to my line of duty.	206	1.00	5.00	3.5437	1.70381
I am allowed to attend lectures and seminars as part of my training and development.	206	1.00	5.00	3.3883	1.72631
Valid N (listwise)	206				

Source: Field Data (2024)

4.5 Influence of promotion on the employee performance

The study sought to analyze the influence of promotion on employee performance at Mandera County Government. The study findings revealed that employees generally perceived that promotions were not regularly based on merit, with a mean score of 2.70

Table :

and a standard deviation of 1.47. The study further revealed that respondents moderately agreed that there was clear job descriptions provided during the recruitment phase and the promotion process, with a mean score of 2.87 and a standard deviation of 1.53. The study found that respondents believed vacant positions were filled from both internal and external sources, although the agreement was moderate, as shown by a mean score of 2.66 and a standard deviation of 1.48. The study further found that the organization discouraged outside influences during the promotion procedure, with a mean score of 2.78 and a standard deviation of 1.54. The study revealed that open job positions were not extensively promoted to all prospective staff members, with a mean score of 2.66 and a standard deviation of 1.45, the study found that the organization's promotion strategy was perceived as moderately structured, as indicated by a mean score of 2.85 and a standard deviation of 1.51, the study findings revealed that while promotion processes existed, there was room for improvement in terms of transparency, merit-based promotion, and structured promotion strategies, which could further enhance employee performance.

8 Influence of promotion on the employee performance

	N	Min	Max	Mean	Std. Deviation
Employees are regularly given promotion based on the merit	206	1.00	5.00	2.7039	1.46992
There is clear job descriptions provided during recruitment phase and the promotion process.	206	1.00	5.00	2.8689	1.52613

Vacant positions are filled from internal and external sources.	206	1.00	5.00	2.6602	1.47535
The company discourages the consideration of outside influences during the promotion procedure..	206	1.00	5.00	2.7816	1.53523
Open job positions are extensively promoted to all prospective staff members.	206	1.00	5.00	2.6553	1.45255
The organization has clearly structured promotion strategy.	206	1.00	5.00	2.8495	1.51470
Valid N (listwise)	206				

Source: Field Data (2024)

4.6 Performance

The study sought to evaluate the overall performance of employees at Mandera County Government. The findings revealed that respondents moderately exceeded their supervisors' expectations, as indicated by a mean score of 3.22 and a standard deviation of 1.46. In terms of meeting deadlines, the study found a moderate performance, with a mean score of 3.03 and a standard deviation of 1.45. The study further revealed that respondents believed they minimized time spent on routine tasks due to their efforts, with a mean score of 3.27 and a standard deviation of 1.42. Additionally, it was found that respondents consistently went above and beyond in their duties, as indicated by a mean score of 3.23 and a standard deviation of 1.40. The study also showed that respondents felt their original and practical ideas contributed to the institution, with a mean score of 3.17 and a standard deviation of 1.40. Meeting client demands was also moderately achieved, as reflected by a mean score of 3.17 and a standard deviation of 1.47. Furthermore, respondents consistently demonstrated thoroughness and punctuality, as

Table :

shown by a mean score of 3.30 and a standard deviation of 1.46. In terms of work ethic, the study found that no significant complaints were raised about the respondents' efforts, with a mean score of 3.29 and a standard deviation of 1.44. Respondents also believed their work was regularly approved by their supervisors, with a high mean score of 4.04 and a standard deviation of 1.42. The study revealed that respondents earned the respect and support of their colleagues, with a mean score of 3.65 and a standard deviation of 1.56. Additionally, respondents felt they were wellliked and respected by coworkers outside of their division, with a mean score of 3.64 and a standard deviation of 1.63. The study findings demonstrated that while there were areas of moderate performance, employees generally performed well and received approval from supervisors and colleagues.

9 Performance

	N	Min	Max	Mean	Std. Deviation
My productivity consistently outstrips my supervisor's expectations for any given period of time.	206	1.00	5.00	3.2184	1.45698

I am able to get things done on schedule and in accordance with deadlines given to me.	206	1.00	5.00	3.0340	1.44958
Time spent on a mundane work may be minimized thanks to my efforts.	206	1.00	5.00	3.2718	1.41899
When I do a job, I always go above and beyond what is expected of me by my superiors.	206	1.00	5.00	3.2330	1.39828
The university might benefit from my original and practical ideas.	206	1.00	5.00	3.1650	1.40450
The demands of my clients are always met by me.	206	1.00	5.00	3.1650	1.46569
I have always been thorough and careful in my work, and I have never been late or sloppy for my job or the institution.	206	1.00	5.00	3.2961	1.45993
No one has ever complained to me about how hard I work.	206	1.00	5.00	3.2913	1.43565
My work has always met with the approval of my supervisor.	206	1.00	5.00	4.0388	1.42399
I have earned the respect and backing of my coworkers via my collaborative efforts.	206	1.00	5.00	3.6505	1.55992
I am well-liked and respected by my coworkers outside of my own division.	206	1.00	5.00	3.6359	1.62555
Valid N (listwise)	206				

Source: Field Data (2024)

4.7 Inferential Statistics

4.7.1 Correlations

The study sought to analyze the relationships between talent management, training and development, promotion, and employee performance at Mandera County Government.

The findings revealed several significant correlations, there was a weak negative correlation between talent management and training and development with a correlation coefficient of -0.248 and a p-value of 0.000, indicating that as talent management improves, the effectiveness of training and development slightly decreases. However, no

Table :

significant correlation was found between talent management and employee performance with a correlation coefficient of -0.080 and a p-value of 0.255, suggesting that talent management does not have a direct impact on employee performance in this context. The study found a weak positive correlation between training and development and employee performance with a correlation coefficient of 0.138 and a p-value of 0.048, indicating that training and development efforts have a small but significant influence on employee performance, there was a strong positive correlation between promotion and employee performance with a correlation coefficient of 0.687 and a p-value of 0.000, suggesting that promotions play a significant role in improving employee performance. This result highlights the importance of a structured promotion process for enhancing overall productivity within the organization. The study findings revealed that while talent management had minimal direct impact on employee performance, training and development had a modest effect, and promotions were found to be a significant contributor to improving employee performance.

Table

10: Correlations

		Talent Managemen t	Training And Developmen t	Influence of Promotio n	Employee Performanc e
talent managemen t	Pearson Correlatio n Sig. (2- tailed) N	1			
training and developmen t	Pearson Correlatio n Sig. (2tailed) N	-.248**	1		
influence of promotion	Pearson Correlatio n Sig. (2tailed) N	0.010	-0.009	1	
Employee performance	Pearson Correlatio n Sig. (2tailed) N	-0.080	.138*	.687**	1
		0.887	0.894	0.000	
		206	206	206	206
		206	206	206	206

** . Correlation is significant at the 0.01 level (2-tailed).
* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data (2024)

4.7.2 Model Summary

The study sought to assess the predictive power of talent management, training and development, and promotion on employee performance at Mandera County Government. The model summary indicates the effectiveness of these predictors in explaining variations in employee performance. The R value of 0.704 suggests a strong positive

relationship between the predictors and employee performance. This indicates that a significant portion of the variability in employee performance can be explained by these factors. The R Square value of 0.495 indicates that approximately 49.5% of the variance in employee performance is accounted for by talent management, training and development, and promotion combined. The Adjusted R Square of 0.488 provides a more accurate representation of the model's explanatory power, adjusting for the number of predictors used in the analysis. The Standard Error of the Estimate is 7.36255, indicating the average distance that the observed values fall from the regression line. The R Square Change of 0.495 demonstrates that the introduction of the predictors significantly enhances the model, while the F Change value of 66.056 with 3 degrees of freedom confirms that the overall model is statistically significant.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1
1	.704 ^a	.495	.488	7.36255	.495	66.056	3

a. Predictors: (Constant), influence of promotion, training and development, talent management

Source: Field Data (2024)

4.7.3 ANOVAa

The study examined the statistical significance of the model that predicts employee performance based on talent management, training and development, and promotion at Mandera County Government. The ANOVA table provides insights into the overall fit of the regression model. The Sum of Squares for the regression is 10,742.159, indicating the variation in employee performance that can be explained by the predictors. The

Residual Sum of Squares is 10,949.841, which reflects the variation in employee performance not explained by the model. The Total Sum of Squares is 21,692.000, representing the total variation in employee performance. The degrees of freedom (df) for the regression model is 3, corresponding to the number of predictors, while the Residual df is 202, calculated as the total number of observations minus the number of predictors minus one. The Mean Square for the regression is 3,580.720, obtained by dividing the regression sum of squares by its degrees of freedom. The Mean Square for the residual is 54.207, calculated in a similar manner. The F-statistic of 66.056 indicates the ratio of the variance explained by the model to the variance unexplained, which suggests a strong model fit. The Significance value (Sig.) is 0.000, which is less than the conventional alpha level of 0.05. This indicates that the overall model is statistically significant, meaning that at least one of the predictors (talent management, training and development, or promotion) significantly influences employee performance.

Table 12: ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10742.159	3	3580.720	66.056	.000 ^b
Residual	10949.841	202	54.207		
Total	21692.000	205			

a. Dependent Variable: Employee performance
b. Predictors: (Constant), influence of promotion, training and development, talent management **Source:** Field Data (2024)

4.7.4 Coefficients

The study further analyzed the relationship between employee performance and the three independent variables: talent management, training and development, and influence of promotion, as shown in the Coefficients table. The Constant value is 20.914, representing the predicted employee performance score when all independent variables are equal to

zero. This value is statistically significant, with a t-value of 8.056 and a significance level (Sig.) of 0.000. Talent management has an unstandardized coefficient of -0.074, indicating that for every one-unit increase in talent management, employee performance decreases by 0.074 units, holding other variables constant. However, this relationship is not statistically significant, as evidenced by a t-value of 1.044 and a significance level of 0.298, which is greater than the 0.05 threshold. In contrast, training and development has a positive unstandardized coefficient of 0.104, suggesting that for each one-unit increase in training and development, employee performance increases by 0.104 units. This relationship is statistically significant, with a t-value of 2.544 and a significance level of 0.012, indicating that training and development positively influences employee performance. The influence of promotion shows a strong positive unstandardized coefficient of 0.909. This suggests that for every one-unit increase in the influence of promotion, employee performance increases by 0.909 units. This relationship is highly significant, with a t-value of 13.771 and a significance level of 0.000, confirming that promotion has a substantial impact on employee performance.

Table 13: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.914	2.596		8.056	.000
	talent management	-.074	.071	-.054	-1.044	.298
	training and development	.104	.041	.131	2.544	.012
	influence of promotion	.909	.066	.688	13.771	.000

a. Dependent Variable: Employee performance **Source:**
Field Data (2024)

4.7.5 Reliability Statistics

The study included an analysis of the reliability of the measurement instruments using Cronbach's Alpha statistics. The overall Cronbach's Alpha value was 0.840, indicating good internal consistency among the items being measured. This suggests that the items used in the study reliably assess the same underlying construct, the Cronbach's Alpha Based on Standardized Items was found to be 0.866, which also reflects strong reliability when the items are standardized.

Table 14: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.840	.866	4

Source: Field Data (2024)

4.7.6 ANOVA with Friedman's Test

The study included an analysis of the reliability of the measurement instruments using Cronbach's Alpha statistics. The overall Cronbach's Alpha value was 0.840, indicating good internal consistency among the items being measured. This suggests that the items used in the study reliably assess the same underlying construct, the Cronbach's Alpha Based on Standardized Items was found to be 0.866, which also reflects strong reliability when the items are standardized. The number of items included in this analysis was 4, the study findings indicate that the measurement instruments utilized in this research are reliable for evaluating the constructs related to employee performance, training and development, talent management, and the influence of promotion.

Table 15: ANOVA with Friedman's Test

		Sum of Squares	df	Mean Square	Friedman's ChiSquare	Sig
Between People		24476.336	205	119.397		
Within People	Between Items	44518.178 ^a	3	14839.393	274.314	.000
	Residual	55776.572	615	90.694		
	Total	100294.750	618	162.289		
Total		124771.086	823	151.605		
Grand Mean = 26.4405						
a. Kendall's coefficient of cc						
.357.						

Source: Field Data (2024)

4.8 Discussion of Findings

4.8.1 Talent management and employee performance

The findings from the study on the effect of talent management on employee performance at Mandera County Government provide compelling evidence that aligns with existing literature on the significance of talent management practices within organizations. The study reported a positive impact of efficient talent management on employee performance, evidenced by a mean score of 3.71. This supports Harsch and Festing's (2020) assertion that effective talent management is crucial for gaining a competitive advantage in the workforce, the study found a mean score of 3.94 for the retention of talented employees enhancing work efficiency, aligning with Ngassa's (2020) perspective that organizations, particularly universities, need to implement strategies that ensure the sustainability of their best talents. This indicates a clear understanding of how retaining skilled employees contributes to overall organizational effectiveness.

The significant role of effective mentorship programs was also highlighted, with a high mean score of 4.18. This finding resonates with Banu and Katyayani's (2021) emphasis on the

necessity of consistent mentorship in fostering performance within competitive environments. Mentorship not only enhances individual capabilities but also contributes to a culture of growth and development, which is vital for employee engagement and productivity, the study revealed strong agreement (mean score of 4.14) on the positive effects of talent management and attraction on job satisfaction. This reflects Tamunomiebi and Worgu's (2020) assertion regarding the importance of attracting top talent to meet skill demands, underscoring the correlation between effective talent management practices and employee satisfaction levels. The results on well-defined talent assessment practices, which received a mean score of 4.16 for enhancing employee performance, further support Sidhu and Nizam's (2020) emphasis on recruitment and selection as critical factors in attracting top talent. This finding suggests that organizations that prioritize structured talent assessments are more likely to identify and retain individuals who align with their strategic objectives. The study confirms that effective talent management practices—such as mentorship, employee retention strategies, and talent attraction—significantly influence employee performance, productivity, and job satisfaction. These insights reinforce the notion that robust talent management is essential for achieving strategic objectives in today's competitive landscape, highlighting its importance in fostering an engaged and highperforming workforce.

4.8.2 Promotion and Employee Performance

The studies conducted by Gashaw (2018) and Saharuddin and Sulaiman (2016) provide valuable insights that correlate with the findings of the current study on the influence of promotion and training on employee performance at Mandera County Government.

Gashaw's research emphasizes the importance of promotion practices in enhancing job satisfaction, indicating that opportunities for advancement can significantly influence employee performance.

The current study found that employees at Mandera County perceived promotions as not being

regularly based on merit, with a mean score of 2.70, suggesting that perceptions of fairness and transparency in promotion processes are crucial for job satisfaction and performance. This aligns with Gashaw's

recommendation for a regular review of promotion criteria to ensure their relevance and fairness, reinforcing the need for Mandera County to adopt similar practices. Similarly, Saharuddin and Sulaiman (2016) highlighted that employee compensation and promotion positively influence job satisfaction and productivity. The current study's findings, which indicate that the promotion strategy at Mandera County was perceived as moderately structured (mean score of 2.85), point to the need for more robust promotion systems that acknowledge employee contributions.

The moderate agreement regarding the filling of vacant positions and the lack of extensive promotion of open positions underscore a gap that could lead to decreased employee morale and productivity, the analysis of training and development findings illustrates a parallel to the significance of promotion practices. The current study revealed that training programs had a moderate impact on job performance (mean score of 3.47) and contributed to skills enhancement, adaptability, and knowledge acquisition. These findings resonate with the notion that a well-structured training and development program, as suggested by the studies, can also enhance employee performance through improved competencies, akin to how effective promotion practices can boost job satisfaction. The emphasis on training as a tool for preparing employees for future tasks and enhancing their skills reflects the broader understanding of employee development as a key factor in fostering a productive workforce, the collective insights from these studies highlight the interconnectedness of promotion practices and training initiatives in shaping employee performance and satisfaction within organizations. To optimize employee performance at Mandera County Government, it is crucial to enhance

transparency and meritocracy in promotion processes while simultaneously investing in comprehensive training and development programs.

4.8.3 Training and Development and Performance

Hassan, Hassan, and Yen (2020) looked at training and development, motivation, and employee performance among academicians in Universiti Malaysia Perlis. According to the findings of this study, learning and development is the most important aspect in improving academicians' job performance. Another conclusion was that e-learning and development was considered as a way to encourage academics to produce higher quality work. However, focus of E-training and development was on academicians as opposed to corporate employees. Furthermore, Hassan et al., (2020) failed to incorporate the aspect of organisational performance as a dependent variable in their study.

At the Kingdom of Bahrain, Kamal, Aghbari, and Atteia (2016) investigated the impact of training on employee performance in the Ministry of Education. According to them, successful business operations are dependent on high-quality staff performance, which necessitates professional training. Organizations are using advanced online technologies to train people faster and more effectively in order to stay competitive and comply with the evolving labor market infrastructure. To determine the influence of e-training on employee performance, the study used an analytical descriptive approach and a questionnaire. A total of 194 Ministry of Education personnel were chosen as part of the sample. According to the findings, there is a positive as well as significant link between e-training and employee performance. The findings also revealed statistical variations in demographic characteristics such as educational attainment and work experience.

Nguyen (2020), explored the role of training on the young employees' retention. The variables under scrutiny included employee retention and job satisfaction, with a target

population of 351 individuals. Data collection was executed using a questionnaire. The study utilized Multiple Linear Regression to examine the research hypothesis. “Findings indicated training and development, enhanced job satisfaction and employee retention of young employees”. Also from the regression analysis, the model was explaining 43% of the changes in employee commitment. Further, the results showed that in Vietnam organizations, job satisfaction, training, and development, as well as job performance partially enhances young employee retention. Abu Saleh (2020) established that employees from the two companies benefitted from the training program. Employees thought that positive evaluation feedback creates inner satisfaction as well as learning how to improve quality output and career development beyond classwork. The study came to the conclusion that training affects how employees behave and how they work, which leads to better performance and other beneficial changes that help employees perform better. Additionally, training has a significant role in how well employees work by equipping employees with the necessary skills to perform various responsibilities inside the company. The study recommended that organizations should embrace employee training to increase critical thinking, teamwork, central leadership, and teamwork spirit significant in expanding employee productivity.

Mbiti (2019) assessed how performance management practices enhance employee engagement at Safaricom Kenya limited. The study’s variable was the role of performance management practice. The data was collected using a questionnaire. A Multiple Linear Regression was utilized for hypothesis testing. The target population were a total of 86 employees at Safaricom Care Center. The sample size was ascertained through a stratified sampling technique. Based on the finding’s employee training depicted a significant effect on employee engagement thus increasing productivity. The

study asserted that employee trainings improve employee capability thus, increasing the productivity of both employers and employees



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Chapter Five provides a comprehensive overview of the study's findings, synthesizing the key insights drawn from the analysis of data regarding the influence of talent management on employee performance at Mandera County Government. This chapter aims to summarize the main outcomes of the research, draw conclusions based on these findings, and offer practical recommendations for enhancing talent management practices within the organization.

5.1 Summary of Findings

5.1.1 Impact of promotion practices on employee performance

The findings revealed that employees perceived the promotion process as lacking transparency and merit-based criteria, with a mean score of 2.70. This suggests a significant concern among employees regarding how promotions are determined, which could lead to dissatisfaction and reduced motivation. While job descriptions were provided during recruitment and promotion phases, with a mean score of 2.87, employees felt that the communication surrounding open job positions was inadequate, as indicated by a mean score of 2.66. This lack of communication may create feelings of uncertainty and anxiety among employees about their career progression. Furthermore, the promotion strategy was considered moderately structured, as reflected by a mean score of 2.85, indicating that there are existing frameworks in place, but they may not be fully effective or well-implemented. These findings highlight the need for the organization to enhance transparency in the promotion process and ensure that merit-based criteria are strictly adhered to. By improving communication about promotional opportunities and establishing clear guidelines for promotions, Mandera

County Government could significantly improve employee morale and performance.

5.1.2 Effect of training and development on employee performance

The study found that training programs had a moderate impact on job performance, evidenced by a mean score of 3.47. This indicates that while employees recognize the value of training, there is still potential for improvement in how these programs are delivered and their overall effectiveness. Respondents expressed that they could adapt to new changes in the work environment, such as the introduction of new systems, with a mean score of 3.58, suggesting that training has enabled them to develop skills necessary for adapting to change. The study revealed that succession planning moderately prepared respondents for future tasks, with a mean score of 3.41. This indicates that while the organization is taking steps to prepare employees for future roles, there may be opportunities to enhance these programs to better equip employees for career advancement. Moreover, the study highlighted improvements in managerial and communication skills due to training, with mean scores of 3.42 and 3.60, respectively. These results emphasize the positive impact of training on essential skills that contribute to overall job performance. Nevertheless, the findings suggest that while training and development initiatives are positively influencing employee performance, there remains room for enhancing the effectiveness and scope of such programs to maximize their benefits. Investing in comprehensive and continuous training opportunities could further enhance employee capabilities and job satisfaction.

5.1.3 Influence of talent management practices on employee performance

The findings indicated that effective talent management practices significantly influenced employee performance, with a mean score of 3.71. This high score underscores the importance of implementing robust talent management strategies that can drive performance outcomes within the organization. Key aspects such as

mentorship, which received a remarkable mean score of 4.18, were found to positively impact employee performance. This highlights the critical role of mentorship programs in fostering professional development and supporting employees in achieving their career goals. Additionally, employee retention, with a mean score of 3.94, further emphasizes the need for organizations to create an environment where talented employees feel valued and motivated to stay. The study also found that talent attraction positively impacted job satisfaction and performance, as reflected in a mean score of 4.14. This supports the notion that organizations must prioritize attracting top talent to meet their skill demands effectively. Furthermore, well-defined talent assessment practices emerged as critical, with a mean score of 4.16, underscoring the importance of effective recruitment and selection processes in identifying and securing top talent. These findings align with the literature, emphasizing that robust talent management is essential for enhancing productivity and achieving strategic objectives within the organization. By implementing comprehensive talent management strategies, Mandera County Government can significantly boost employee performance, satisfaction, and retention, ultimately contributing to improved organizational outcomes.

5.2 Conclusions of the study

The study concluded that the promotion practices within Mandera County Government were perceived by employees as lacking transparency and merit-based criteria. This perception has led to widespread dissatisfaction and demotivation among staff, ultimately undermining their performance and engagement levels. Employees felt that promotions were often viewed as arbitrary, rather than based on individual merit or contributions. Therefore, the study emphasizes the need for the Mandera County Government to establish clear, structured promotion policies and to communicate these effectively. By

creating a transparent promotion process, the organization can foster a fair work environment, which is crucial for motivating employees and enhancing overall productivity.

The study concluded that while training and development programs had a moderate positive impact on employee performance, there were significant areas for improvement. Employees acknowledged the benefits of these programs in helping them adapt to new systems and enhancing their skills. However, gaps in continuity and relevance were identified, limiting the overall effectiveness of the training provided. Some employees noted that the training programs did not align with their current job roles or future career aspirations. Therefore, the study recommends that the Mandera County Government adopt a more comprehensive approach to training, incorporating tailored development opportunities that focus on individual growth and effective succession planning. By investing in ongoing and relevant training initiatives, the organization can better prepare its employees for future challenges and roles, ultimately driving substantial performance improvements.

The study concluded that effective talent management practices play a critical role in enhancing employee performance at Mandera County Government. Key elements such as mentorship, retention strategies, and talent attraction were identified as significant factors contributing to employee satisfaction and productivity. Employees who received consistent mentorship reported higher levels of engagement and recognition for their skills, leading to improved job performance. However, the organization currently lacks a systematic approach to mentorship and talent assessment, which hinders its ability to retain top talent.

5.3 Recommendations of The Study

The study recommended that the Mandera County Government implement transparent and merit-based promotion practices to enhance employee satisfaction and performance. It is crucial to establish clear criteria for promotions that are consistently communicated to all employees. This transparency helped to build trust within the organization, ensuring that staff feel recognized for their contributions and are motivated to perform at their best. Regular reviews of promotion policies should be conducted to align them with best practices and employee expectations, creating an environment where all staff members have equal opportunities for career advancement. The study recommended that the Mandera County Government enhance its training and development programs by tailoring them to the specific needs of employees and aligning them with organizational goals. A needs assessment should be conducted to identify the skills and competencies required for different roles. Additionally, the government should implement continuous professional development opportunities, including refresher courses and advanced training aligned with the evolving demands of the public sector. This targeted approach will ensure that employees are well-equipped to adapt to changes in their work environment, ultimately leading to improved job performance and organizational effectiveness.

The study recommended that the Mandera County Government adopt a comprehensive talent management strategy that includes mentorship, retention, and talent attraction initiatives. Establishing a structured mentorship program will provide employees with guidance and support from experienced colleagues, fostering professional growth and engagement.

5.4 Recommendations for Further Studies

The study recommended further studies be conducted between different public sector organizations to identify best practices in talent management and employee performance enhancement. By analyzing variations in promotion strategies, training initiatives, and employee engagement levels, researchers could identify successful models that could be replicated across various institutions.

The study recommended further exploration of other factors influencing employee engagement and retention beyond promotion and training is essential. Investigating elements such as workplace culture, leadership styles, and employee well-being could provide a more comprehensive understanding of how to foster a motivated and highperforming workforce.

The study recommended further research to examine the role of technology in enhancing employee training and development. Investigating how digital tools and platforms can be leveraged to improve training effectiveness and accessibility would be valuable in today's increasingly technology-driven work environments.

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APPENDICES

Appendix I: Consent Form

Dear Participant,

I invite you to participate in a research study entitled (**INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE AT MANDERA COUNTY GOVERNMENT KENYA.**): I am currently enrolled in the (**MASTER OF BUSINESS ADMINISTRATION**) at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to investigate: (**Influence of Human Resource Management Practices on Employee Performance at Mandera County Government Kenya.**)

The enclosed questionnaire has been designed to collect information on: (**Influence of Human Resource Management Practices on Employee Performance at Mandera County Government Kenya.**)

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. There are no direct benefits to you for participating in this research. However, you may find it interesting to talk about the issues addressed in the research and it may be beneficial to the field and to future clients or individuals who have experienced similar concerns.

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately (7 min) to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

If you have any questions about this project, feel free to contact *the INVESTIGATOR*, (**Nima Mohamud Abdullahi, and Dr Appolonius Kembu, PhD as the supervisor**). If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____ Nabdulahi _____ Date **26th July 2024**

Appendix II: Research Questionnaire

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

Male

Female 2.

Specify your age (Years)

30 & below

31 - 40

41-50

Above 50

3. What is your level of education?

Diploma

Degree

Postgraduate

4. Length of service in the firm

Below 1 year

1-5 years

6-10 years

11-15 years

Above 15 year

SECTION B: TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE

Please indicate how talent management has an effect on the employees' performance at their workplace. (Scale: 5=Strongly Agree 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly

Disagree).

Details	5	4	3	2	1
Efficient talent management in the institution has had a great impact on employee performance.					
Retention of talented employees by the institution has had a great impact on work efficiency.					
Effective mentorship programs have proved to be crucial in managing workers' talents thus influencing performance at work.					
Heavy talent management and attraction has boosted leverage in the employment arena resulting in job satisfaction.					
Investment in luring top talent by the institution has had an effect on work performance and productivity.					
Incorporation of a well-defined ability to assess talent has led to the hiring of the right person for the right position and thus affecting work performance.					

SECTION C: TRAINING AND DEVELOPMENT

Several statements are given below regarding the variable on training and development. Kindly indicate to what extent do you agree or disagree with each of the statement. The rating is in a scale one to five scale areas: Strongly disagree (1) Disagree (2) Neither agree nor disagree (3), Agree (4), strongly agree (5).

Statement	5	4	3	2	1
Training programs attended on work skills have helped me to improve on my job performance.					
I am able to adapt and deal with new changes in my work environment such as new systems.					
Succession Planning Programs prepares me for the task ahead.					
I have acquired significant managerial skills through attending management trainings organized by my organization.					
My communication skills have improved immensely due to trainings attended.					
My organization facilitates regular refresher courses to enhance employee effectiveness and efficiency.					
I have acquired extensive knowledge in all aspects of quality with regards to my line of duty.					
I am allowed to attend lectures and seminars as part of my training and development.					

SECTION D: PROMOTION

Several statements are given below regarding the variable on promotion. Kindly indicate How much do you agree or disagree with each of the following statements. The rating is in a scale one to five scale areas: Strongly disagree (1) Disagree (2) Neither agree nor disagree (3), Agree (4), strongly agree (5).

Statement	5	4	3	2	1
Employees are regularly given promotion based on the merit					
There is clear job descriptions provided during recruitment phase and the promotion process.					
Vacant positions are filled from internal and external sources.					
The company discourages the consideration of outside influences during the promotion procedure..					
Open job positions are extensively promoted to all prospective staff members.					
The organization has clearly structured promotion strategy.					

SECTION F: EMPLOYEES' PERFORMANCE


Please indicate your agreement on statement related on employees' performance is affected at the workplace.

(1) Strongly Agree, (2) Agree, (3) Neutral, (4) Disagree, (5) strongly disagree

Description/particulars	5	4	3	2	1
My productivity consistently outstrips my supervisor's expectations for any given period of time.					
I am able to get things done on schedule and in accordance with deadlines given to me.					
Time spent on a mundane work may be minimized thanks to my efforts.					

When I do a job, I always go above and beyond what is expected of me by my superiors.					
The university might benefit from my original and practical ideas.					
The demands of my clients are always met by me.					
I have always been thorough and careful in my work, and I have never been late or sloppy for my job or the institution.					
No one has ever complained to me about how hard I work.					
My work has always met with the approval of my supervisor.					
I have earned the respect and backing of my coworkers via my collaborative efforts.					
I am well-liked and respected by my coworkers outside of my own division.					

Appendix III: ERC Letter



Mount Kenya University

REF: MKU/ISERC/4341
TO: NIMA MOHAMUD ABDULLAHI
REG: MBA/2023/37809

Date: 30 August 2024

Dear Sir/Madam,

RE: INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE AT MANDERA COUNTY GOVERNMENT KENYA.


This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3061**. The approval period is **30/08/2024 - 29/08/2025**.

This approval is subject to compliance with the following requirements:

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

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

Yours sincerely,



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

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

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

Appendix IV: Letter of Introduction



DIRECTORATE OF GRADUATE STUDIES

MBA/2023/37809

2nd September, 2024

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

Dear Sir/Madam,

RE: NIMA MOHAMUD ABDULLAHI - REGISTRATION NO. MBA/2023/37809

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

The title of the research is "Influence of Human Resource Management Practices on Employee Performance at Mandera County Government Kenya." It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **September, 2024 and November, 2024**.

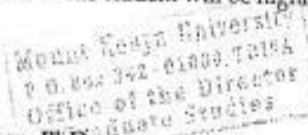
Any assistance accorded to the student will be highly appreciated.

Thank you.




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

Enc.




Appendix V: NACOSTI Authorization



REPUBLIC OF KENYA
National Commission for Science, Technology and Innovation


Ref No: 603666



**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Date of Issue: 13/September/2024

RESEARCH LICENSE




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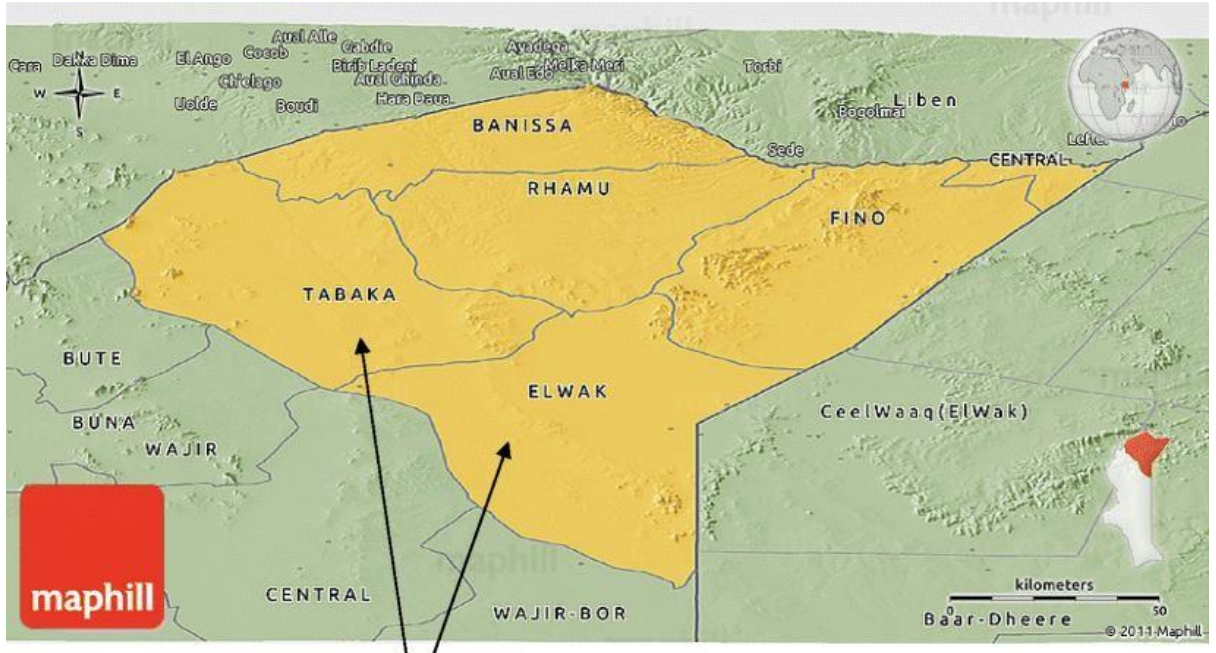
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