

**INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
PERFORMANCE OF WATER SERVICE COMPANIES IN KIAMBU COUNTY,
KENYA**

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DECLARATION AND APPROVAL

Declaration by student

This research proposal is my original work and has not been presented for a degree in any other University.

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DEDICATION

This proposal is dedicated to my family for their patience and prayers during the time I was drafting it.



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I acknowledge my family for their steadfast support, my supervisor Dr. Jacqueline Omuya for her guidance and Mount Kenya University, for the chance to pursue this degree. I say thank you.



ABSTRACT

Even though public Water Service Providers in Kenya are not profit making, they are supposed to be self-sustaining and with high customer satisfaction rate. As a result, this study seeks to establish the influence of human resource practices on organizational performance of water service providers in Kiambu County, Kenya. The study specifically seeks to establish the influence of talent acquisition, training and development and employee compensation on organizational performance of water service providers in Kiambu County, Kenya. Built on the Resource Based Theory, Reinforcement theory and Vroom's Expectancy Theory, this study adopted a descriptive survey design. The study targeted the 8 water service providers in the county under Athi Water Services board and licensed by Water service regulatory board. A total of 77 respondents comprising of 32 employees from Human Resource and 45 from Finance was targeted where a census considered adoption of the entire target population. Through structured questionnaires, quantitative data was collected and analysed through descriptive and inferential statistics to derive relationships between the variables. A statistical package for social sciences version 24 was used in the data analysis process. The findings were presented through tables and figures, are expected to spur policy recommendations aligning human resource to firm performance strategy. This study investigates the influence of human resource management practices—specifically talent acquisition, employee training and development, and employee compensation—on the performance of water service companies in Kiambu County. Findings reveal significant shortcomings in talent acquisition, with a mean score of 2.39 indicating ineffective recruitment processes that hinder the attraction of qualified candidates. Onboarding practices scored 2.56, suggesting poor integration of new hires into company culture, while competitive selection received a mean score of 2.53, highlighting inadequate hiring practices. Similarly, employee training programs were perceived as ineffective, with a mean score of 2.43, contributing to disengagement and unpreparedness among employees. Coaching practices were rated even lower at 2.29, indicating insufficient support for ongoing development. In terms of compensation, employees rated these programs at 2.43, viewing them as inadequate for supporting performance and motivation. Overall, the study concludes that water service companies in Kiambu County face significant challenges in their HR practices, necessitating comprehensive reforms in talent acquisition, training, and compensation strategies to enhance organizational performance and employee satisfaction. Recommendations include developing inclusive recruitment systems, enhancing training relevance, and reviewing compensation packages to foster a more motivated and effective workforce.

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LIST OF ABBREVIATIONS AND ACRONYMS

HRIS	Human Resource Information System
HRM	Human Resource Management
HRVC	Human Resource Value Chain
SDG	Sustainable Development Goals
THIWASCO	Thika Water and Sewerage Company
UK	United Kingdom
US	United States
USA	United States of America
WASREB	Water Service Regulatory Board
WSPs	Water Service Providers

CHAPTER ONE

INTRODUCTION

This chapter serves as the study's introduction by providing background information on Water Service Providers human resource management practices and their performance. Then the research problem is stated and the study objectives are outlined. Following the presentation of the study's significance are its scope, limitations, and delimitations, as well as its underlying assumptions. Definitions of relevant terminology are provided in the concluding sections of this chapter.

1.1 Background of the Study

A strategic and logical approach to managing the workforce of an organization is called human resource management. Employees, who are viewed as valuable assets in any organization, work both individually and/or in teams to help the organization accomplish its stated goals (Turulja, & Bajgoric, 2018). A collection of organizational activities known as human resource practices are intended to manage human capital while guaranteeing that this capital is put to use in order to achieve corporate goals (Ashton, 2018). When some practices are accidentally combined, the deployment of some practices of human resource management has the potential to significantly improve the performance of a company by forging strong linkages. Therefore, it is incorrect to assume that everyone in a managerial position can deliver HRM services, like as selection and recruitment, evaluation and training, and compensation (Ekechukwu, 2017).

The idea that having the proper people doing what they are skilled and qualified to do significantly helped a business gain a competitive edge was not widely accepted until recently (Mahapatro, 2022). With time, organizations have come to understand that their staff may be a source of business growth or can help them succeed in a highly

competitive market. Employee selection and recruitment were the sole responsibilities of personnel managers in the past, who also handled HR duties. Additionally, the personnel supervisors were in charge of performing performance reviews, employee promotions, demotions, and terminations as needed. Organizations did not feel the necessity to hire specialized HR Managers with the necessary training and abilities because these prescriptive functions could be readily carried out by other managers. The creation of a separate HR department to handle the complete function was deemed unnecessary.

Human resource management (HRM) is a strategic and logical approach to managing an organization's workforce, emphasizing the importance of employees as valuable assets. Employees contribute to an organization's success both individually and collaboratively, driving the achievement of its stated goals (Turulja & Bajgoric, 2018). The effective management of human resources is crucial, as it encompasses a range of activities aimed at attracting, developing, and retaining talent within the organization. According to Ashton (2018), human resource practices include activities such as recruitment, training, performance management, and compensation, all of which are designed to optimize human capital and align it with the organization's objectives.

The effective deployment of HRM practices has the potential to significantly enhance organizational performance. This is particularly evident when specific HR practices are intentionally combined to create synergies that reinforce one another. For instance, a well-structured training program, when coupled with a robust performance appraisal system, can lead to improved employee productivity and job satisfaction (Ekechukwu, 2017). Conversely, it is essential to recognize that not all individuals in managerial roles possess the expertise required to deliver effective HRM services. Tasks such as selection and recruitment, performance evaluation, and employee training require

specialized knowledge and skills that are not universally available among all managers (Ekechukwu, 2017). Therefore, organizations must ensure that HRM functions are performed by trained professionals who understand the complexities and nuances of human capital management.

The landscape of HRM is continually evolving, driven by changes in technology, workforce demographics, and globalization. As organizations strive to remain competitive, there is an increasing emphasis on aligning HRM practices with overall business strategy. This strategic alignment ensures that HRM efforts contribute directly to the organization's mission and objectives, ultimately leading to enhanced performance (Turulja & Bajgoric, 2018). Consequently, the role of HRM is not merely administrative but is increasingly recognized as a critical factor in driving organizational success. By effectively managing human resources, organizations can foster a motivated workforce, improve employee engagement, and create a culture of high performance, all of which are vital for achieving long-term success in today's dynamic business environment.

A public sector characterized by better performance is one which delivers its mandate to the citizens in a manner they are supposed to. Such an organization also ensures that there is prudent use of the human resource at its disposal (Alford, 2009). To demonstrate the value added through HR practices, specifically by hiring the right individuals and providing on-the-job training. Therefore, organizations in the public sector have refocused their efforts in restructuring their public service with an immediate aim of delivering value and improving performance (Wahida, 2016).

The need for organizations to perform and achieve their goals is not a local problem. Albrecht *et al.* (2015) argued that many organizations worldwide face the same mandate of performing better and achieving their goals. As a result, majority are turning to their

employees to deliver value. However, getting the best out of employees need effective human resource practices (Ait, 2014).

An interrogation by Razouk (2014) demonstrated that HR practices, a term used to indicate importance of HR in delivering organizational goals, value and objectives, cannot be understated. In his argument, Armstrong (2014) documented that more often, the link between HR practices such as resourcing, talent acquisition, training and employee compensation have been the antecedents for enhanced performance. Truong, Heijden and Rowley (2010) added that survival of firms strongly relied on world class human resource.

An organization must successfully and efficiently utilize its resources and competencies in order to maintain competitiveness and the top spot in the market, both locally and worldwide. The primary individuals in charge of developing and enforcing the overall operational HR policy should be HR specialists. These guidelines ought to cover matters like hiring and choosing employees, reviewing performance, training and development, promoting employees, handling benefits, taking part in organizational transformation processes, and decision-making (Gupta, 2020). Line Additionally, managers can play a crucial role in helping organizations foster employee motivation, teamwork, and dedication, as well as competence and cooperation with management.

Human resource management encompasses the strategies, processes, and guidelines that influence employees' behavior, performance, and attitudes (Amrutha & Geetha, 2020).

These HRM practices involve determining the organization's human resource requirements, assessing potential candidates, hiring, training, compensating, and evaluating employees. Additionally, they address labor relations, health and safety matters, and equity concerns (Adynski, Sherwood, Ikharo, Tran & Jones, 2022).

Investigating contemporary HR management topics, such as recruitment, selection,

training, and development, along with the factors impacting these practices, presents a new approach for developing nations aiming to enhance the performance of their healthcare facilities.

Human resource is the center of service delivery and performance in an organization. This is because their experience at work, both pleasing and displeasing, is the momentum and the cutting edge for good and bad service delivery which in turn reflects in the customer's satisfaction and loyalty (Lee 2012).

Human resource management is a supportive function within the human resource practices model, as it connects with all other organizational activities and contributes to enhancing their efficiency and effectiveness. It forms the foundation upon which business organizations build competencies and qualifications that provide a competitive edge, allowing them to outperform their competitors (Al-Nsour, 2009).

In his reasoning, Mello (2014) saw employees as valuable resources in an organization whose efficient use can lead to incomparable returns. In that line, Oduaran (2014) argued that there is a need for organizations to invest in their human resource, develop policies to effectively manage them and ensure they deliver. HR departments increased the budget for employee learning and development, with the belief that a well-trained workforce positively impacted the organization.

In the UK, Purcell *et al.* (2009) linked the delivery of value and better performance of most organizations in the public sector to effective HR practices. The scholars noted that through that, employees were more committed and satisfied to deliver productively. The same has been linked to India and the Philippines where Singh *et al.* (2010) noted that more years of low delivery are now turning around to better service delivery thanks to the government's realization that HRM was the key. Malaysia on the other hand has

leveraged better performance of the organizations in the public sector to e-strategy whereby human resource practices are being conducted through HRIS platforms.

Regionally, though lagging behind, most organizations in the public sector are recognizing the value of investing in HR practices (Picciotto, 2012). HR engagements were particularly earmarked as essential for better performance of organizations in the public sector in South Africa (DPSA, 2010). The federal government of Nigeria also in recognition of the importance of civil service in delivery its blueprint, has massively focused on investing in HRM practices (Oyedele, 2014).

Tanzania has nevertheless lagged behind in performance of organizations in the public sector despite efforts and various short-term plans being put in place. Lufunyo (2013) however noted that reforms were being put across stemming from HR in order to deliver better performance.

In Kenya, the delivery of the vision 2030 heavily relies on a competent workforce (Wahida, 2016). Ndubai (2016) noted that despite the fact that numerous issues face performance of organizations in the public sector in Kenya ranging from corruption, absenteeism to poor customer care, the bottom line behind all these is investing human resource.

The steady weight for speed, advancement and alter is brought around by quickly progressing innovation. Employees must therefore possess a diverse range of technical and interpersonal skills and competencies that enable them to effectively utilize advanced technologies and perform optimally in today's high-performing organizations.

The WASREB (2018/2019) impact report highlighted several factors that influence staff performance, such as the size of the utility and the nature of human settlements,

including the distances between connections and the number of towns served. Additionally, the report noted the importance of the skills mix and the extent of outsourcing for services. These elements collectively impact how efficiently and effectively staff can perform their duties within the organization.

The report also revealed a decline in performance indicators, dropping from 50% in 2017/18 to 48% in 2018/19. While the Very Large category experienced a decline, this was not isolated. The overall performance was further reduced by declines in the other three size categories, indicating a widespread issue affecting various aspects of utility performance. This underscores the need for a comprehensive approach to address these factors and improve overall staff performance.

The issue of improving HR for service delivery by organizations in the public sector is not a local issue but cuts across the globe. Hill, Jones and Schilling (2014) contended that in the USA, the call for effective performance of organizations in the public sector saw a relook into the HR practices. The public sector talent acquisition practices are thus undergoing a change and even recently, the US president asked for a relook into the hiring practices to rely more on skills than qualifications.

In view of the fact that performance of the organizations in the public sector was nothing to write home about, the Kenyan government has since the 90s embarked on a series of strategies to turnaround the situation (Oyugi, 2015). Among the strategies adopted is retrenchment of more than 100,000 civil servants in the 90s, adoption of Results-Based Management (RBM) approach in 2004, Huduma Centers program as well as performance contracting (Hasnain, 2010).

In regard to Water Service Providers (WSP) in Kenya, an impact report by the Water Service Regulatory Board (WASREB) 2019 indicated that the performance based on

cost coverage, maintenance expenditure, non-revenue water of losses through unaccounted for water and staff productivity of most WSPs in Kenya was below potential. Specifically, the WSPs in Kenya have demonstrated poor performance in terms of high inefficiencies in the tune of up to 60 percent, high unaccounted for water averaging 40 to 60 percent, financial unsustainability, low customer satisfaction and inefficient billing (WASREB, 2019).

1.1.1 Water and Sewerage Companies in Kiambu County

Athi Water Services Board (AWSB), a parastatal under the Ministry of Water and Irrigation, has licensed nine Water Service Providers (WSPs). These companies include Limuru Water and Sewerage Company, Kikuyu Water and Sewerage Company, Kiambu Water and Sewerage Company, Karuri Water and Sewerage Company, Githunguri Water and Sewerage Company, Ruiru-Juja Water and Sewerage Company Limited, Gatundu South Water and Sanitation Company, Karimenu Water and Sanitation Company, and Thika Water and Sewerage Company Limited. These Water Companies primarily operate in areas that previously had water schemes managed by the government or municipalities. Their main focus has been on extending and enhancing water and sanitation services within their respective regions.

In Kiambu County, WASREB (2019) indicated that while 75 percent of the residents in the county rely on connected water, 25 percent are unconnected. There also exist disparity in water connections with Thika indicating a coverage of up to 87 percent but Gatundu South reflecting a coverage of only 61 percent. Further statistics reveal that while the use of improved water is universal in Kahawa Sukari, whereby 100 percent of the houses are connected, only 30 percent of the residents in Ngoliba are connected (WASREB, 2019).

1.2 Statement of the Problem

The HR function should prioritize activities that add value to support the implementation of business strategies and objectives. HR leaders are increasingly tasked with measuring and enhancing the efficiency and effectiveness of their HR operations. However, identifying and managing sources of cost and value creation can be a complex endeavor (Deloitte HR report 2019).

Wall & Ive (2013) emphasize that deficiencies in quality management, plant operation, and maintenance within public entities lead to deviations in existing water infrastructure, resulting in water quality issues and poor water services. Therefore, there is a significant need for capacity building, encompassing management skills and adequate plant operations and maintenance. This also involves enhancing information management and monitoring functions such as data collection and processing on water quality. Value analysis can reveal cost-saving opportunities by optimizing various activities. Although public Water Service Providers (WSPs) in Kenya are not profit-driven, they are expected to be self-sustaining and achieve high customer satisfaction. However, the WASREB (2019) report indicates that this is not the case. The absence of incentives for sustainable operations and maintenance has frequently led to malfunctioning facilities and wasted investments (Rodriguez 2012; Hilbig & Rudolph 2016).

Without proper cost-saving measures in HR practices, aspects such as talent acquisition, training, and employee compensation lose their competitive edge, resulting in reduced financial success (Bussler and Davis, 2012). Specifically, WSPs in Kenya have shown poor performance characterized by high inefficiencies up to 60 percent, unaccounted for water averaging 40 to 60 percent, financial unsustainability, low customer satisfaction, and inefficient billing (WASREB, 2019). Given these statistics, this study aims to

explore the connection between human resource practices and the performance of WSPs in Kiambu County.

1.3 Purpose of the Study

The study seeks to establish the influence of human resource practices on performance of water service Companies in Kiambu County, Kenya with a focus on talent acquisition, training and development and employee compensation.

1.3.1 Specific Objectives

- i. To establish the influence of talent acquisition on performance of water service Companies in Kiambu County, Kenya
- ii. To examine the influence of employee training and development on performance of water service Companies in Kiambu County, Kenya
- iii. To determine the influence of employee compensation on performance of water service Companies in Kiambu County, Kenya

1.4 Research Questions

- i. What is the influence of talent acquisition on performance of water service Companies in Kiambu County, Kenya?
- ii. How does employee training and development influence performance of water service Companies in Kiambu County, Kenya?
- iii. What is the influence of employee compensation on performance of water service Companies in Kiambu County, Kenya?

1.5 Significance of the Study

In recognition of the poor performance of WSPs in Kiambu county, as documented in the background, which has led to disparity in water coverage in the county, this study

seeks to bring in interrogate whether this is linked to HR practices. By linking HR practices to performance, the study can establish whether there exists a significant link which can guide policy making to improve performance through HRM.

The study findings can also provide recommendations for WSPs in Kiambu to relook at their organizational performance alongside the human resource Practices point of view. This is considering the report by WASREB that most WSPs in Kenya are operating at high scale and technical inefficiencies. This interrogation can therefore serve as a pointer not just this water sector, but also other public entities.

To the regulator, WASREB, the study findings can provide an impetus for improvement of performance of its members through relooking at the HR practices. By establishing the link between the two, the findings can shed more light on the most critical HR determinant of performance which can be suggested to the WSPs by WASREB for adoption.

HR practitioners as well as future researchers can also benefit from the findings of this study. Through this interrogation, HR practitioners can find suggestions for improving performance through HR practices. On their part, researchers can expand the geographical coverage of the study and incorporate other sectors to interrogate the relationship. This helped build in-depth empirical knowledge on the topic.

1.6 Scope of the Study

The study seeks to establish the influence of human resource practices on organizational performance of water service providers in Kiambu County, Kenya with a focus on talent acquisition, training and development, employee compensation. The focus was on Kiambu county WSPs which according to WASREB, they are 8 in total. The study seeks to obtain information from the employees in the human resource and finance departments of these WSPs since they are well placed to reveal information regarding

HR practices and performance. The study was conducted in the year 2024 between April to July.

1.7 Study Limitation and Delimitation

Since the study focused on the public WSPs, challenges may arise during data collection where the management may feel uncomfortable to grant the research since most of the public entities are faced with officialdom problems. The researcher however explained the purpose of the study as only for academic purposes.

Revealing of key performance and HR issues may be confidential and thus, during data collection, it is expected that confidential issues may arise. In such a case, the researcher assured the respondents that the study is purely for academic purposes only. Besides, they were also assured that the information they provide was confidentially handled and not shared by third parties. Anonymity was also established where the respondents were not required to write their names on the questionnaires.

1.8 Assumptions of the Study

To achieve the objectives, several assumptions were made. First, the study assumes that the respondents provided honest responses which helped to generalize the findings to other WSPs in Kenya. The study also assumes that the choice of a census on the 8 WSPs helped give a representative sample with no sampling bias which can lead to unbiases in the results.

Another assumption of the study is that the link between HR practices without looking at moderating factors that may affect performance of WSPs such as economic situation and COVID 19 situation in the country may not provide a bias in the results. Naturally, these macro factors may also affect the performance of WSPs but the study assumed that this effect is negligible.

1.9 Operational Definition of Key Terms

Employee engagements refers to practices aimed towards improving employee emotional attaching to the organization, fellow employees and company culture

Human Resource Information Systems are information technology platforms that aide in delivery of human resource activities

Performance refers to the final results achievable through the use of available resources in an organization against the targets set prior

Talent Acquisition refers to the practice of identification, engaging and retaining individuals who are competent to perform a task

Training and Development refers to deliberate efforts by an organization to improve employee's technical knowhow

Value system includes internal factors as well as all external factors that impact the chain.

Water Service Providers are companies licensed by WASREB to provide water and sewerage services to citizens.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examines prior research in the areas of employee mentoring and employee performance. The goal of this chapter is to figure out what the study's theoretical foundation is. This is where important ideas are examined, as well as the relationship between independent and dependent variables. This section also examines empirical studies, noting the studies' aims, techniques, as well as findings. Finally, the study uses a conceptual framework to construct the link between variables based on both examined theories as well as empirical investigations, whilst still identifying gaps in research.

2.1 Theoretical Literature

In this section, three theories have been advanced to provide a theoretical backing to the study variables. The theories include Resource Based Theory, and Vroom's Expectancy Theory.

2.1.1 Resource Based Theory

The Resource Based View (RBV) Theory was developed in 1991 by Jay Barney, a professor at the University of Utah's Graduate School of Business and states that organizations can obtain a competitive edge by utilizing the resources at their disposal. According to Barney (1991), for resources to be considered a source of advantage they must be rare, imitable, non-substitutable and valuable. Human capital and organizational culture are essential components to a business' success, as they are what enable an organization to gain a competitive edge.

Human Resource Management (HRM) plays a crucial role in enhancing organizational performance, particularly in service-oriented sectors such as water service companies. Effective HRM practices can significantly influence the operational efficiency and

service delivery of these companies. According to Bratton and Gold (2017), talent acquisition is the process of attracting, selecting, and onboarding the right candidates for an organization. In Kiambu County, effective talent acquisition practices are essential for ensuring that organizations have a skilled workforce. Research indicates that organizations that implement strategic recruitment processes are more likely to attract high-quality candidates aligned with their organizational goals and culture (Brewster et al., 2016). By employing rigorous selection criteria and assessment techniques, water service companies can improve the quality of hires, which directly affects employee performance, customer satisfaction, and overall organizational performance.

Once employees are onboarded, continuous training and development become essential for enhancing their skills and competencies. Employee training can take various forms, including on-the-job training, workshops, and formal education programs. According to Noe (2017), organizations that invest in employee development often see increased productivity, improved job satisfaction, and reduced turnover rates. This is particularly important in the water service sector, where technology and regulatory requirements are constantly evolving. By equipping employees with the necessary skills through ongoing training, organizations can enhance their operational performance and service quality (Kirkpatrick & Kirkpatrick, 2016). Moreover, training initiatives foster a culture of learning and innovation within the organization, ensuring that employees are prepared to meet specific challenges, such as improving customer service skills and compliance with environmental regulations.

Compensation refers to the total remuneration employees receive for their work, including salaries, bonuses, and benefits. A well-structured compensation strategy is vital for attracting and retaining talent in the competitive job market. Research suggests that fair and equitable compensation is linked to increased employee motivation and

productivity (Milkovich & Newman, 2020). When employees feel valued and adequately compensated for their contributions, they are more likely to be engaged and committed to their work. This is particularly important in the water service sector, where employees often face challenges such as high workloads and demanding customer expectations. Additionally, non-monetary benefits like health insurance and retirement plans can enhance employee satisfaction and retention (Baker et al., 2018). By offering comprehensive compensation packages, water service companies can create a motivated workforce committed to delivering high-quality services.

The influence of HRM practices on the performance of water service companies in Kiambu County, Kenya, is significant and multifaceted. Talent acquisition, employee training and development, and employee compensation are critical elements that contribute to organizational effectiveness and service delivery. By implementing strategic HRM practices in these areas, water service companies can enhance operational performance, improve employee satisfaction, and achieve better service outcomes for the communities they serve (Armstrong & Taylor, 2020). As the water service sector continues to evolve, investing in effective HRM practices will be essential for sustaining competitive advantage and ensuring the long-term success of these organizations. Adopting these HRM practices can lead to improved organizational performance and a more engaged and capable workforce.

Advanced by Wernerfelt (1984), the theory links firm's internal and unique resources to performance. The theory postulates that a firm characterized by exclusive, matchless and sustainable resources has a better chance of performing better compared to that which doesn't have.

Armstrong and Taylor (2014) described these resources as either tangible or intangible such as human resource, assets, financial strengths, intellectual capacity and technology. Above all, it was argued that the capabilities which can arise from human resource, is the main driver of how productive the other resources can be. Human skills and competencies are key for organization to achieve competitive advantage and add value to the organization.

In their description, Medcof and Song (2013) termed human resources as more than just firm resources. This is because this resource was the main driver of organizational activities without which, the other resources cannot exist to deliver. Human resource is therefore a significant determinant of firm performance. As such, this theory provides a positive link between HR practices and firm performance.

This theory informs and explains how training and development influence firm performance by helping to identify the unique resources that a firm has that can be leveraged to foster talent acquisition. These resources may include access to capital, intellectual property, skilled personnel, and knowledge of the market. Additionally, the resource-based view can help to identify the strategic capabilities that a firm has that can be used to create an environment conducive to innovation. This may include developing an organizational structure that encourages collaboration, creating incentives for employees to innovate, and providing resources to support innovation initiatives. Ultimately, the resource-based view provides a framework for understanding how a firm's resources can be leveraged to create a training and development culture.

2.1.2 Reinforcement Theory

The reinforcement was created by Skinner (1938). This idea states that an individual's conduct is influenced by the consequences of their actions. Extinction, punishing, as well as positive and negative reinforcement are among the approaches for influencing

employee behavior, according to its founder (Susanto, Lima, Linda, Tarigan & Wijaya, 2021). Individual conduct is the basis for positive reinforcement. One of the positive reinforcements is reward, which encourages the occurrence of a certain behavior. Negative reinforcement, on the other hand, comprises rewarding employees by eliminating undesired thoughts or ideas (Mellor, 2015). Punishment includes the abolition of consequences with the goal of avoiding future undesired behavior. Extinction is a metaphor for an organization's inability to reinforce desired results by removing rewarding activities (Bawa, 2017). This means that if organizational employees are not praised for a job well done, they may believe their efforts are in vain or that their actions are futile, resulting in a drop in their general work morale (Lee & Raschke, 2016). Extinction explains why employee morale is declining owing to a bad impression of their contribution to the company (Seward, 2019).

Reinforcement Theory, developed by B.F. Skinner in 1938, posits that an individual's behavior is shaped by the consequences that follow their actions (Susanto et al., 2021). According to this theory, the principles of reinforcement can be employed to influence employee behavior in various organizational contexts. Skinner identified four primary methods of influencing behavior: positive reinforcement, negative reinforcement, punishment, and extinction. Understanding these methods is crucial for organizations seeking to improve employee performance and foster a positive workplace culture (Mellor, 2015).

Positive reinforcement involves providing a rewarding stimulus following a desired behavior, thereby increasing the likelihood that the behavior will be repeated (Susanto et al., 2021). For example, when employees at a Water Service Provider (WSP) exceed performance targets, they might receive bonuses, public recognition, or other rewards. This form of reinforcement encourages employees to maintain or enhance their

performance, as they associate their efforts with positive outcomes. Research indicates that positive reinforcement can lead to higher levels of job satisfaction and increased employee motivation, ultimately benefiting organizational performance (Mellor, 2015).

On the other hand, negative reinforcement involves the removal of an unfavorable condition or stimulus when a desired behavior occurs (Susanto et al., 2021). This does not mean punishing employees; rather, it is about encouraging certain behaviors by alleviating undesirable circumstances. For instance, if a WSP implements a flexible work schedule that reduces stress for employees who meet their performance goals, it can serve as a form of negative reinforcement. Employees are motivated to continue their high performance because they want to avoid the negative consequences of a rigid schedule. This aspect of reinforcement theory highlights the importance of creating an environment that minimizes stress and promotes well-being, allowing employees to perform optimally (Mellor, 2015).

Punishment is another component of reinforcement theory, but it is generally less favored in organizational settings due to its potential negative impacts on employee morale and motivation (Susanto et al., 2021). Punishment involves applying an adverse consequence following an undesired behavior with the intention of reducing that behavior. For instance, if an employee consistently fails to meet deadlines, a WSP might impose penalties, such as reduced responsibilities or a formal reprimand. While punishment can be effective in curtailing specific behaviors, it can also lead to resentment, decreased job satisfaction, and a toxic work environment (Mellor, 2015). Consequently, many organizations opt to focus more on positive and negative reinforcement strategies that build rather than diminish employee morale.

Finally, extinction occurs when a behavior that was previously reinforced is no longer rewarded, leading to a decrease in that behavior over time (Susanto et al., 2021). In an

organizational context, this might happen if an employee who regularly goes above and beyond stops receiving recognition for their efforts. As a result, they may become disengaged and less inclined to perform at high levels. To combat extinction, organizations need to ensure that positive behaviors continue to be acknowledged and rewarded, fostering a culture of appreciation and motivation (Mellor, 2015).

Reinforcement Theory provides valuable insights into how employee behavior can be influenced by the consequences that follow their actions. By understanding and effectively applying the principles of positive and negative reinforcement, as well as recognizing the limitations of punishment and extinction, organizations can create an environment that encourages desired behaviors and enhances overall performance (Susanto et al., 2021). For Water Service Providers, this approach can lead to improved employee motivation, higher service quality, and better organizational outcomes (Mellor, 2015).

According to the principle of reinforcement, a behavior that is rewarded is more likely to be repeated in the future (Naidu & Satyanarayana, 2018). This principle suggests that compensating employees for excellent performance with monetary rewards can enhance the probability of continued high performance. Conversely, if exceptional achievements are not rewarded, they are less likely to occur again. This concept emphasizes the importance of ensuring that individuals actually receive the rewards they earn (Cohen & Ranganath, 2007). Employee compensation is vital as it forms the core of the employment relationship and holds significant importance for both employees and employers. For employees, compensation, including earnings, salaries, and benefits, provides essential income and health security (Guest, 2017).

Decisions regarding remuneration influence an employer's ability to offer products at competitive prices due to the impact on business costs. Additionally, these pay decisions

affect employees' attitudes and work efforts, as well as the employer's ability to attract and retain talent in the labor market. Most Water Service Providers have resorted to using relevant and fair compensation as a means of enticing staff members to use their best abilities while putting forth more effort (Burani, 2021). Employees can choose from a variety of incentive programs, including commission and bonus rewards, which all serve as reinforcement for motivating healthcare professionals. Therefore, using both monetary and non-monetary rewards to boost performance, reinforcement theory justifies employee compensation to improve performance in Water Service Providers.

2.2.3 Vroom's Expectancy Theory

Vroom's Expectancy Theory, developed in 1964, explores how individuals are motivated to act based on their expectations of outcomes from their behaviors (Armstrong, 2016). According to this theory, employees are driven to perform certain behaviors in anticipation of achieving desired results. The key premise is that the amount of effort an employee is willing to exert is directly influenced by their expectations of the outcomes. When employees perceive that the effort they put into a task will lead to favorable results, their motivation to work increases. Conversely, if employees believe that their efforts will not yield significant or positive outcomes, they may feel demotivated to perform (Vroom, 1964). This dynamic emphasizes the importance of aligning employee efforts with expected results, as a mismatch can lead to decreased motivation and productivity.

Vroom's Expectancy Theory, developed by Victor Vroom in 1964, provides a comprehensive framework for understanding how individuals are motivated to act based on their expectations of outcomes from their behaviors (Armstrong, 2016). The theory is grounded in the belief that motivation is a product of three key components: expectancy, instrumentality, and valence. These components interact to influence an employee's willingness to exert effort, thereby affecting their performance and the overall effectiveness of an organization.

Expectancy refers to the belief that one's effort will lead to the desired level of performance. This perception is influenced by an individual's past experiences, self-

efficacy, and the availability of necessary resources. For example, if an employee at a Water Service Provider (WSP) has previously succeeded in completing a similar task through diligent effort, they are likely to feel confident that their efforts will again yield positive results. Conversely, if an employee has faced repeated failures despite hard work, their expectancy may diminish, leading to a decrease in motivation. According to Vroom (1964), it is crucial for organizations to enhance employees' confidence by providing appropriate training and support. When employees believe that their efforts are likely to produce desired performance outcomes, they are more inclined to invest the necessary effort to achieve those goals.

Instrumentality refers to the belief that achieving a certain level of performance will lead to specific rewards or outcomes. This aspect emphasizes the importance of a clear connection between performance and rewards. If employees perceive that high performance will be recognized and rewarded, they are more likely to be motivated to perform well. For instance, in the context of WSPs, if employees know that meeting specific performance metrics—such as reducing water loss or improving customer satisfaction—will result in bonuses, promotions, or recognition, they are more likely to be motivated to strive for those targets. However, if there is ambiguity regarding the link between performance and rewards, or if employees perceive that performance is not adequately recognized, their motivation may decline (Armstrong, 2016). Therefore, establishing transparent performance evaluation systems and reward mechanisms is essential for maintaining high employee motivation.

Valence is the value that an individual places on the expected reward. It reflects the intrinsic and extrinsic motivations that drive an employee's behavior. Even if employees believe their efforts will lead to good performance and that performance will be rewarded, they must also find the rewards desirable. For example, if a WSP offers financial bonuses but the employees prioritize job security or opportunities for career advancement, the financial incentives may not effectively motivate them. Understanding what employees value—be it recognition, job satisfaction, work-life balance, or professional development—is crucial for tailoring compensation and reward systems (Baker et al., 2018). Organizations must engage employees to determine their preferences and incorporate these insights into their compensation strategies to ensure that the rewards offered resonate with their workforce.

The dynamic interplay among expectancy, instrumentality, and valence is vital for understanding motivation in the workplace. When all three elements align, employees are likely to feel highly motivated to exert effort, resulting in improved performance and productivity. For instance, if a WSP employee believes that their hard work will lead to tangible improvements in service delivery (high expectancy), understands that their performance will be recognized through rewards (high instrumentality), and values the rewards being offered (high valence), they are more likely to be engaged and committed to their work. Conversely, a mismatch among these components—such as a lack of clarity about how performance is rewarded or a disconnect between rewards and employee values—can lead to decreased motivation and productivity (Vroom, 1964).

Applying Vroom's Expectancy Theory in practice can help organizations design more effective motivational strategies. For example, management can implement training programs to enhance employees' skills and confidence, thereby increasing expectancy. Additionally, clear communication regarding performance metrics and associated rewards can improve instrumentality. Finally, organizations should conduct regular surveys or feedback sessions to understand employee preferences and values, ensuring that rewards align with what employees find motivating (Armstrong, 2016).

Furthermore, organizations can foster a supportive culture that emphasizes open communication and recognition. When employees receive regular feedback and acknowledgment for their efforts, their sense of expectancy is likely to increase, thereby motivating them to maintain or elevate their performance. WSPs, in particular, can benefit from creating a work environment that encourages teamwork, collaboration, and shared success, reinforcing the belief that collective efforts lead to desirable outcomes.

Vroom's Expectancy Theory provides a valuable framework for understanding the motivations that drive employee performance. By focusing on enhancing expectancy, establishing clear links between performance and rewards, and ensuring that rewards align with employee values, organizations can cultivate a motivated workforce that is committed to achieving organizational goals. The successful application of this theory can lead to improved employee engagement, higher performance levels, and ultimately, better service delivery in organizations such as Water Service Providers.

Expectancy theory highlights the relationship between effort, performance, and outcomes. When employees understand that their increased efforts will lead to rewards, they are more likely to work harder (Greenberg, 2011). This creates a cycle of motivation, where profitable results encourage greater efforts and sustained performance. Additionally, if the effort required to achieve these results is perceived as reasonable, employees are more inclined to commit to their tasks. However, if employees feel that the effort required outweighs the expected rewards, it may lead to disengagement and lower performance levels. Thus, organizations must ensure that their reward systems are transparent and that employees clearly understand the connection between their efforts and the anticipated outcomes, fostering an environment of motivation and productivity.

In practical applications, Vroom's Expectancy Theory can be utilized by organizations to enhance employee motivation. By setting clear expectations regarding performance and associated rewards, management can encourage employees to invest greater effort in their work. For instance, performance appraisal systems that link rewards to individual or team achievements can effectively motivate employees to strive for higher performance levels. Additionally, regular feedback and recognition of efforts can reinforce the positive relationship between effort and outcomes, creating a motivated workforce. Ultimately, the successful application of expectancy theory in an organizational context can lead to improved employee performance and greater overall organizational effectiveness.

Expectancy theory has been lauded on four key points. First, Expectancy theory factors in the individual behaviour differences. The theory brings out the fact that individual employees exhibit different perceptions on the amount of effort required of them and the expected outcome for same scenarios. Second is that Expectancy theory considers present and future time factor, unlike other classical theories which are pivoted on the past. The third point is that Expectancy theory directly connects behaviour to outcome in the specific relationship. This eliminates the assumption of correlations of compensation factors and performance. The fourth key point of Expectancy theory is that it factors in ability. Expectancy theory considers ability as a critical element in compensation. Vroom opines that ability correlates directly with compensation, and consequently with performance.

Expectancy theory has been criticized on the ground of its simplicity. Redmond (2014) explains the expectancy theory as being too simplistic. Redmond points out the assumption that compensation like promotion and salary increment for employees automatically leads to high level of productivity for individual employees. This is not always the case because the individual employee must first see the linkage between them. This theory informs the use of basic pay, allowances and productivity variable in this study.

2.2 Theoretical Framework

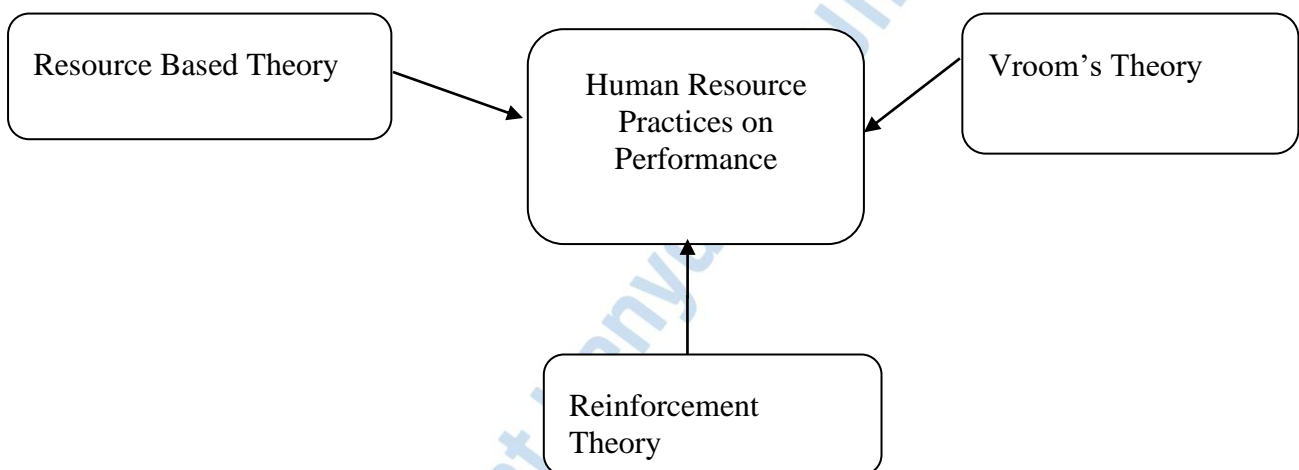


Figure 1 Theoretical Framework

Source: Researcher (2024)

2.3 Empirical Literature

In this section, a review of past focus on the theme is presented on an objective to objective basis. This leads to critique with an aim of identifying research gaps.

2.3.1 Talent Acquisition on Performance of WSPs

Odalapo (2014) conducted a study to find out whether talent management programs influenced performance and retention rate in organizations. The study revealed that those organizations that had these programs demonstrated high employee retention rate, in addition, it was associated with better performance.

Talent acquisition is a critical component of Human Resource Management (HRM) that directly impacts the performance of organizations, including Water Service Providers (WSPs). The process involves identifying, attracting, and selecting candidates who possess the skills and attributes necessary for organizational success. Effective talent acquisition not only enhances the quality of the workforce but also contributes to higher employee retention rates and improved overall performance. As demonstrated by Odalapo (2014), organizations that implement robust talent management programs experience significant benefits, including enhanced performance metrics and reduced turnover rates. This section explores the relationship between talent acquisition and the performance of WSPs, highlighting the strategies that can be employed to improve recruitment practices and the potential outcomes of these initiatives.

In the context of WSPs, talent acquisition is particularly crucial due to the specialized nature of the services provided. WSPs require a skilled workforce capable of managing complex systems that deliver water to communities efficiently and sustainably. Talented employees contribute to the effectiveness of these services by enhancing operational performance, ensuring compliance with regulations, and promoting customer satisfaction. Research indicates that organizations with effective talent acquisition practices are more likely to build a workforce that is competent and motivated (Brewster et al., 2016). This is especially important in WSPs, where the quality of service directly affects public health and well-being.

Additionally, the water sector faces unique challenges, such as addressing climate change impacts, aging infrastructure, and regulatory pressures. To navigate these challenges, WSPs need employees who are not only technically skilled but also adaptable and innovative. By focusing on talent acquisition, WSPs can ensure that they attract individuals who are well-equipped to address these challenges and contribute to the organization's strategic objectives.

Odalapo's (2014) study highlights the positive correlation between talent management programs and employee retention rates. Talent management encompasses various practices, including recruitment, onboarding, training, and career development. When WSPs implement comprehensive talent management programs, they create an environment where employees feel valued and supported. This, in turn, leads to higher levels of job satisfaction and commitment to the organization.

Organizations that prioritize talent management are more likely to experience lower turnover rates, which is critical in the water service sector where retaining knowledgeable employees is essential for maintaining service quality. High employee turnover can result in significant costs related to recruitment, training, and lost productivity. Moreover, it can disrupt operations and diminish customer trust in service reliability. Thus, by investing in talent acquisition and management, WSPs can not only improve employee retention but also enhance organizational performance.

Employer branding plays a significant role in attracting top talent to WSPs. A strong employer brand communicates the organization's values, culture, and mission, making it an attractive option for potential candidates. According to Backhaus and Tikoo (2004), a positive employer brand can differentiate an organization in a competitive labor market, allowing it to attract high-quality candidates who align with its goals and values.

WSPs can enhance their employer branding by showcasing their commitment to sustainability, community engagement, and employee development. Highlighting these aspects can resonate with candidates who seek meaningful work and opportunities for professional growth. Furthermore, organizations that invest in their reputation as an employer are more likely to attract candidates who not only possess the required skills but also demonstrate a strong commitment to the organization's mission.

To effectively acquire talent, WSPs should adopt a variety of recruitment strategies that target diverse candidate pools. Traditional methods, such as job postings and career fairs, can be supplemented with modern approaches, including social media recruitment and employee referral programs. Leveraging social media platforms allows organizations to reach a wider audience and engage with potential candidates in real-time. This approach can be particularly effective in attracting younger generations who are active on these platforms.

Employee referral programs also serve as a valuable recruitment strategy. Current employees often have networks that include qualified candidates, and incentivizing them to refer potential hires can lead to successful placements. Additionally, referrals tend to result in higher retention rates, as referred candidates typically have a better understanding of the organizational culture and expectations (Rau & Hyland, 2002).

To understand the impact of talent acquisition on the performance of WSPs, organizations should establish metrics to evaluate their recruitment efforts. Key performance indicators (KPIs) may include time-to-fill positions, quality of hire, employee turnover rates, and employee engagement scores. By analyzing these metrics, WSPs can identify areas for improvement and adjust their recruitment strategies accordingly.

Odalapo (2014) emphasizes the importance of continuous evaluation in talent management programs. Organizations that regularly assess the effectiveness of their talent acquisition processes are better positioned to make informed decisions that enhance employee retention and performance. Moreover, aligning recruitment strategies with organizational goals can lead to a more cohesive workforce that is committed to achieving shared objectives.

Talent acquisition is a fundamental aspect of enhancing the performance of Water Service Providers. The relationship between effective talent management programs and improved employee retention rates, as demonstrated by Odalapo (2014), underscores the importance of investing in recruitment strategies that attract skilled and committed individuals. By focusing on employer branding, leveraging diverse recruitment methods, and measuring the impact of these initiatives, WSPs can build a talented workforce capable of meeting the challenges of the water sector. Ultimately, organizations that prioritize talent acquisition are better equipped to deliver high-quality services, maintain operational efficiency, and foster a positive work environment, contributing to their overall success and sustainability.

A study by Kihara (2015) established the effect of talent acquisition on performance in the public sector. Through a cross-sectional survey, the study collected quantitative data which was analysed through correlation and it indicated that talent acquisition led to selection of competitive staff who were responsible for delivery of performance.

A study was conducted by Nancy (2014) to establish the effect of talent management on organizational performance of Comply Limited in Kenya. Through a case study research design, quantitative data was collected through questionnaires and analysed to indicate that talent management practices such as acquisition enabled the firm to build a sustainable human resource which ensured better delivery in the long run.

2.3.2 Training and development on Performance of WSPs

Armstrong (2011) conducted a survey on 835 organizations in the private sector to find out the effect of selected HR practices. The study through descriptive design, indicated that some of the critical contributing practices to organizational performance were performance management and employee development. This led to higher retention rate as well as commitment which improved employee productivity.

Training and development are vital components of Human Resource Management (HRM) that significantly influence the performance of Water Service Providers (WSPs). In an industry where technical expertise and regulatory compliance are essential, continuous employee development plays a crucial role in enhancing operational efficiency, service quality, and employee satisfaction. Armstrong (2011) conducted a comprehensive survey of 835 organizations in the private sector, revealing that effective HR practices, particularly in performance management and employee development, are critical contributors to organizational performance. This section explores the impact of training and development on the performance of WSPs, emphasizing the importance of investing in employee growth to achieve superior service delivery and organizational success.

Training and development initiatives are essential for equipping employees with the necessary skills and knowledge to perform their jobs effectively. In the context of WSPs, these programs are particularly important due to the complex nature of water service delivery, which involves managing systems that are critical to public health and safety. Employees need to be knowledgeable about operational procedures, regulatory standards, and customer service practices to ensure the smooth functioning of water services.

According to Armstrong (2011), organizations that prioritize employee development experience higher retention rates and improved employee commitment. When employees feel that their organization is invested in their professional growth, they are more likely to remain committed to their roles and the organization itself. This sense of commitment translates into increased productivity and better service delivery, as employees are motivated to apply their skills and knowledge to enhance performance. Furthermore, well-trained employees are more adept at problem-solving and decision-making, which is essential in the dynamic environment of water service provision.

Performance management systems are integral to the training and development process. They provide a framework for assessing employee performance, identifying skill gaps, and determining training needs. Armstrong (2011) highlights that organizations with effective performance management practices tend to have better employee engagement and productivity. By setting clear performance expectations and providing regular feedback, WSPs can create a culture of continuous improvement and accountability.

For training programs to be effective, they must align with organizational goals and the specific needs of employees. Performance management facilitates this alignment by ensuring that training initiatives are targeted and relevant. When employees understand how their training contributes to their performance and the organization's objectives, they are more likely to engage fully in the learning process and apply their newfound skills on the job.

Employee commitment is a critical factor influencing organizational performance. Training and development programs that are well-designed and effectively implemented can enhance employee commitment significantly. According to Armstrong (2011), organizations that invest in their employees' professional growth create a positive work environment where employees feel valued and supported. This sense of support fosters

loyalty and reduces turnover, which is particularly important in the WSP sector, where knowledge retention is vital for maintaining service quality.

Furthermore, development programs can empower employees by providing them with opportunities for advancement. When WSPs offer clear career progression paths linked to training and development, employees are more motivated to invest their efforts in their roles. This motivation can lead to increased job satisfaction, higher productivity, and improved overall performance. For instance, employees who receive training in leadership or technical skills may be more inclined to take on additional responsibilities, contributing to the organization's success.

The effectiveness of training and development programs can be enhanced by tailoring them to the specific needs of WSPs and their employees. A one-size-fits-all approach may not address the unique challenges faced by organizations in the water service sector. Instead, WSPs should conduct training needs assessments to identify skill gaps and prioritize training areas that align with organizational goals.

Armstrong (2011) emphasizes the importance of continuous learning and development in achieving high performance. WSPs can implement various training methods, including on-the-job training, workshops, mentorship programs, and e-learning, to cater to different learning styles and preferences. By providing diverse learning opportunities, WSPs can ensure that employees acquire the skills necessary to excel in their roles.

Moreover, incorporating hands-on training that simulates real-world scenarios can enhance the learning experience and improve knowledge retention. For example, training programs that focus on emergency response procedures or customer service interactions can better prepare employees to handle challenges they may encounter in their daily operations.

To assess the effectiveness of training and development initiatives, WSPs should establish metrics to evaluate their impact on organizational performance. Key performance indicators (KPIs) such as employee productivity, customer satisfaction, and retention rates can provide valuable insights into the effectiveness of training programs.

Armstrong (2011) suggests that organizations should regularly review and refine their training initiatives based on these metrics. By analyzing data related to employee performance and training outcomes, WSPs can identify areas for improvement and make informed decisions about future training investments. This continuous evaluation process ensures that training programs remain relevant and aligned with organizational goals, ultimately leading to enhanced performance.

Training and development play a crucial role in enhancing the performance of Water Service Providers. As highlighted by Armstrong (2011), effective HR practices, particularly in performance management and employee development, contribute significantly to organizational success. By investing in training programs that align with organizational goals and address the specific needs of employees, WSPs can improve employee retention, commitment, and overall productivity. Furthermore, tailored training initiatives that incorporate continuous learning and real-world applications can empower employees and enhance their performance in delivering essential water services. Ultimately, WSPs that prioritize training and development will be better equipped to meet the challenges of the water sector and ensure the sustainability and effectiveness of their operations.

Locally, Mutiso (2014) examined whether HR practices affected delivery of services in Kenyan public schools. Among the variables of focus was training and development

practices which was ascertained to improve organizational performance in a significant manner.

Sung and Choi (2018) investigated the impact of training and development on employee outcomes and a firm's innovative performance, considering the moderating roles of voluntary participation and evaluation. Their findings indicated a negative correlation between financial investment in external education for employees and development outcomes. However, the study showed that investing in human capital leads to sustainable results, enhancing service delivery. They also suggested that spending on internal training fosters interpersonal and organizational learning, which boosts innovative performance. According to Mohamud (2014), challenges in organizational training include insufficient financial resources, lack of a compensation policy, and resistance from top management.

In Nyeri County, Kenya, Theuri, Macharia, and Kamau (2020) investigated the impact of the working environment on service delivery in the public health sector. The person–environment fit theory guided the research. The study employed a descriptive cross-sectional research approach. The target population was drawn from Nyeri County's public hospitals. A proportionate stratified random sample method was used to select 141 respondents, who included doctors, clinical officers, and nurses. Data was collected using a closed-ended questionnaire and analyzed with descriptive and inferential statistics. The findings indicated that on-the-job training positively and significantly influenced service delivery. The study also recommended that Kenya's public health sector should consistently enhance the skills of medical staff, as this has a substantial impact on the quality of care.

Ombayo, Egessa and Shiamwama (2014) established the effect of career training on productivity of employees in Kakamega. Through a correlational research design, the

study demonstrated that higher levels of training were associated with higher employee productivity. The study findings therefore indicated that career training led to organizational performance.

2.3.2 Employee Compensation and performance

A study on non-financial awards and worker performance in both public and private sector firms was undertaken by Abu-Abdissamad (2014). The survey included municipal government secretariats, banks, and educational and medical facilities in Zaria. Employees can be effectively motivated by non-financial benefits, according to the study. However, it was discovered that many of the well-liked non-financial incentives, such as free healthcare, official automobiles, and staff housing, have been rendered useless by the government's monetization program. According to conversations with certain workers at government-owned workplaces, the organization's monetization policy is seen by the workers as a breach of its obligation to provide them with official housing and medical care. While the study included municipal government secretariats, banks, and educational institutions in its analysis, the current study focus on Water Service Providers. Contextually, the study failed to focus on Water Service Providers in the local setting. Employee compensation is a critical aspect of Human Resource Management (HRM) that directly influences organizational performance. It encompasses both financial and non-financial rewards designed to attract, motivate, and retain employees. While financial compensation, such as salaries and bonuses, is often seen as the primary motivator for employees, research indicates that non-financial rewards can also play a significant role in enhancing employee performance (Abu-Abdissamad, 2014). This section examines the relationship between employee compensation and performance in the context of Water Service Providers (WSPs),

drawing insights from Abu-Abdissamad's study while highlighting the unique dynamics within the water sector.

Financial compensation is one of the most significant factors influencing employee motivation and performance. Competitive salaries and benefits packages are essential for attracting top talent to WSPs, where specialized skills and expertise are often required. Employees are more likely to be engaged and productive when they feel that their compensation reflects their contributions and is competitive with industry standards. According to research by Milkovich and Newman (2020), fair and equitable pay is linked to increased employee motivation and job satisfaction. In the context of WSPs, where the quality of service delivery directly impacts public health and safety, ensuring that employees are adequately compensated is crucial. Financial compensation not only helps in attracting skilled personnel but also in retaining them, thereby reducing turnover rates and the associated costs of recruiting and training new employees.

While financial compensation is important, Abu-Abdissamad (2014) highlights the significant role of non-financial rewards in motivating employees. The study, which surveyed employees in various sectors, including municipal government secretariats, banks, and educational and medical facilities, found that non-financial benefits such as recognition, career development opportunities, and a positive work environment can effectively motivate employees.

In the context of WSPs, non-financial compensation can take various forms. For example, providing employees with opportunities for professional growth through training and development programs can enhance their skills and job satisfaction. Furthermore, creating a supportive work environment where employees feel valued and recognized for their contributions can lead to increased motivation and commitment.

However, Abu-Abdissamad's study also revealed that many of the well-liked non-financial incentives, such as free healthcare, official vehicles, and staff housing, have lost their appeal due to government monetization programs. Employees at government-owned organizations perceived these policies as a breach of the employer's obligation to provide essential benefits. This has important implications for WSPs, which may also face similar challenges in providing non-financial rewards that align with employee expectations and needs.

The perceptions that employees hold about their compensation packages can significantly influence their motivation and performance. Abu-Abdissamad (2014) found that dissatisfaction with non-financial rewards, particularly when they are perceived as inadequate or withdrawn, can lead to decreased morale and productivity. In WSPs, where employee roles are often tied to critical public services, ensuring that compensation is viewed as fair and adequate is vital. Discussions with employees at government-owned workplaces revealed that many viewed the monetization policy as a failure of the organization to meet its obligations. In WSPs, similar perceptions could arise if employees feel that their compensation does not adequately reflect their contributions or if promised benefits are not delivered. Therefore, WSPs must engage with their employees to understand their compensation expectations and address any concerns to maintain motivation and performance.

Compensation directly impacts the performance of WSPs by influencing employee motivation, job satisfaction, and retention. According to research by Baker et al. (2018), employees who perceive their compensation as fair and equitable are more likely to be engaged and committed to their work. In the water service sector, where employee performance is critical for delivering reliable and high-quality services, maintaining high levels of employee engagement is essential. Effective compensation strategies can

also help WSPs achieve their organizational goals. For example, performance-based bonuses can incentivize employees to meet or exceed performance targets, leading to improved service delivery and customer satisfaction. Moreover, competitive salary structures can attract and retain the talent needed to navigate the challenges faced by WSPs, such as regulatory compliance and technological advancements.

To maximize the impact of compensation on performance, WSPs should develop comprehensive compensation strategies that encompass both financial and non-financial rewards. This involves regularly reviewing and adjusting salary structures to remain competitive within the industry while also considering the unique needs of employees. WSPs should also invest in non-financial rewards that resonate with their workforce. This could include initiatives aimed at promoting work-life balance, such as flexible working arrangements or wellness programs. Furthermore, recognizing employee contributions through awards, recognition programs, or career advancement opportunities can enhance motivation and commitment.

Engaging employees in the development of compensation strategies is also crucial. By soliciting feedback on their preferences and expectations, WSPs can design compensation packages that are perceived as fair and motivating. This collaborative approach not only enhances employee satisfaction but also fosters a culture of transparency and trust within the organization.

Abu-Abdissamad's (2014) study underscores the importance of continuous evaluation of compensation programs. Organizations that regularly assess the effectiveness of their compensation strategies can identify areas for improvement and make necessary adjustments to align with employee needs and market conditions.

For WSPs, this evaluation process should include measuring employee satisfaction with compensation packages, analyzing turnover rates, and assessing overall organizational

performance. By using these metrics, WSPs can determine whether their compensation strategies are achieving the desired outcomes in terms of employee motivation and performance.

Additionally, WSPs should remain aware of changes in the external environment, such as economic conditions and labor market trends, which can impact employee compensation expectations. Adapting to these changes is essential for maintaining a competitive edge and ensuring that employees feel valued and motivated to contribute to the organization's success.

In conclusion, employee compensation, encompassing both financial and non-financial rewards, plays a pivotal role in influencing the performance of Water Service Providers. As highlighted by Abu-Abdissamad (2014), effective compensation strategies can enhance employee motivation, satisfaction, and retention, ultimately leading to improved organizational performance. While financial compensation is important for attracting and retaining talent, non-financial rewards are equally significant in fostering employee engagement and commitment.

WSPs must develop comprehensive compensation strategies that address the unique needs and expectations of their workforce while also regularly evaluating the effectiveness of these programs. By engaging employees in the compensation development process and adapting to changing conditions, WSPs can create a motivating work environment that enhances employee performance and contributes to the successful delivery of water services. As the water sector continues to evolve, organizations that prioritize effective compensation practices will be better positioned to meet the challenges ahead and ensure long-term sustainability.

The study that Emejulu (2020) carried out focused on employee rewards and the influence that they had on performance in South Eastern Nigeria. It was decided to adopt a descriptive survey approach for the research project. For the purpose of this research, the population consisted of 26,741 public servants from the South Eastern States of Nigeria. It was found that the sample size should be 5136 by using the Borg and Gall methodology. The Pearson Product Moment Correlation Coefficient was used for the purpose of analysis after the data were collected via the use of a standardized questionnaire. Both a statistically significant correlation between staff development and employee performance in the South East of Nigerian public service and a statistically significant relationship between employee recognition and performance in that sector were discovered by the research. Both of these associations were determined to be statistically significant. The study made a number of recommendations, including the recommendations that it is the responsibility of the government to design best practices for rewarding employees who excel while performing their assigned tasks and that the government needs to constantly identify the training needs of the workers through effective performance appraisal and staff development practices. Researchers Ndungu (2017) evaluated the impact of incentives and recognition on employee performance in public educational institutions by utilizing Kenyatta University as a case study. Kenyatta University was used as the institution. Additionally, with the assistance of the input that was received from staff members working at the main campus of Kenyatta University in Nairobi, the link between performance and other factors that effect performance (such as the working environment and leadership styles) was also investigated. An approach known as

descriptive research was used in the investigation on the impact that awards and recognition have on the performance of staff members at Kenyatta University. Both stratified random sampling and purposive random sampling were used in the design of the sample samples. The results of the research indicated that the presence of awards and recognition at public educational institutions had a positive and substantial influence on the performance of the employees working there. The performance of employees was employed as the dependent variable in the research rather than the performance of Water Service Providers and other organizations.

2.4 Conceptual Framework

The framework provides a link between the study variables through a figure. The predictor variables of the study are talent acquisition, training and development, HR engagements and human resource information systems while the outcome variable is performance of water service providers in Kiambu County, Kenya. Figure 2 is a representation of the conceptual framework.

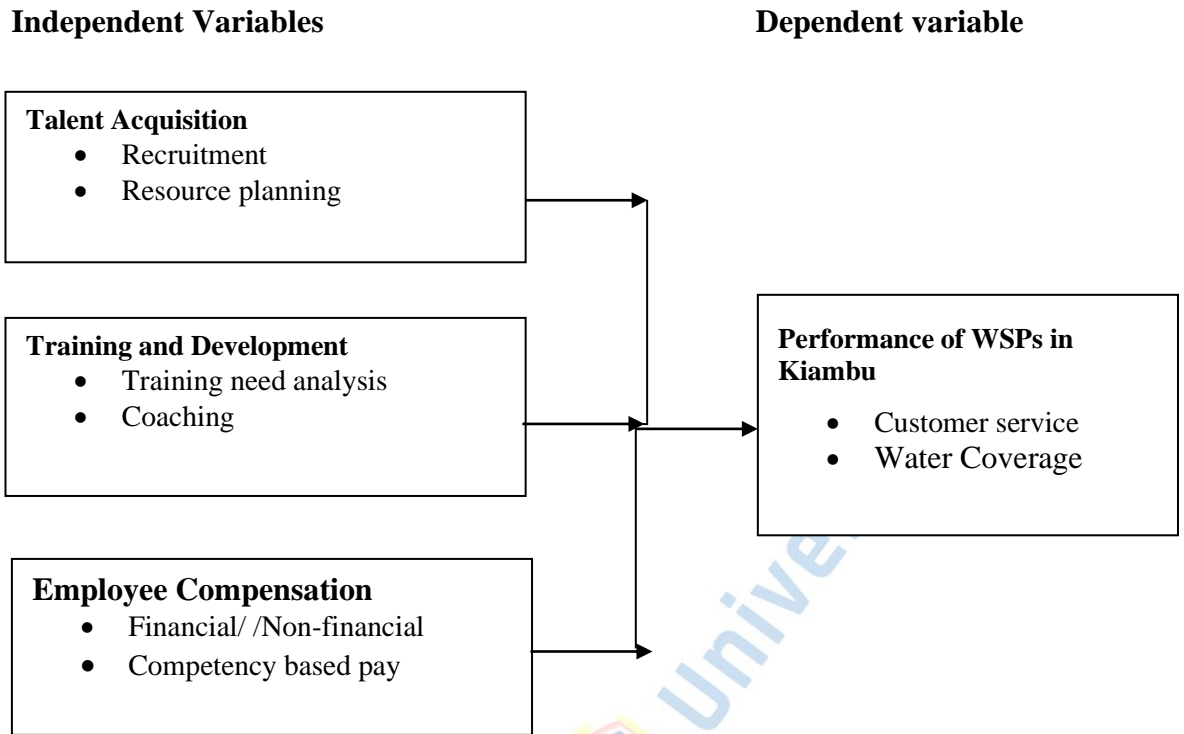


Figure 2: Conceptual Framework

Source: Researcher (2024)

2.5 A Recap of Literature Review

The chapter has presented a review of literature where theoretical underpinning such as Resource Based Theory, Reinforcement Theory and Vroom’s Expectancy Theory have been reviewed and discussed. While the Resource Based Theory presents emphasis on resources as determinants of performance, a reaction that is followed by a reward is more likely to occur again in the future which can enhance organizational performance while Vroom’s Expectancy theory highlights the importance of motivation to employee’s performance and ultimately firm performance.

The chapter has also gone ahead to find out the link between the study variables through other studies across diverse contexts. The relationship has also been drawn in form of a

figure as shown in the conceptual framework. Other sections covered are recap of literature and research gaps.

2.6 Research Gaps

While studies have interrogated the determinants of organizational performance through HR practices, a link between the four variables and organizational performance misses in most of the studies. Basically, most of the previous studies established this link through a focus of individual variables such as Talent Acquisition (Odalapo, 2014; Kihara, 2015; Training and development (Armstrong, 2011; Mutiso, 2014) employee compensation (Abu-Abdissamad (2014). An investigation of these factors in one study has not been considered hence presence of a conceptual research gap.



Mount Kenya University

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The section gives a review of the methodological procedures to be followed by the study. In this section the activities pertaining to data collection to analysis have been presented. Other sections presented include sampling and pilot testing.

3.1 Research Design

A research design indicates the approach or a plan to achievement of objectives in a survey (Kumar, 2019). This study adopted a descriptive survey approach in order to have a chance of using a questionnaire to survey the WSPs in Kiambu County. This design is thus suitable for this study since there is a need to survey all the public WSPs in Kiambu County through a questionnaire.

3.2 Target Population

Trimmer (2020) defines a population as the entire units of analysis from which a sample can be obtained to participate in a survey. In this study, the 8 registered WSPs to provide services in Kiambu County based on records by WASREB was targeted. From these companies, the study targeted employees from the HR and Finance departments. In total, 32 employees from HR and 45 from Finance was targeted thus a total of 77 respondents formed the target population of the study.

Table 1. Target Population

WSP	HR	Finance	Total
Limuru WSC	3	5	8
Kikuyu WC	3	5	8
Karuri WSC	4	4	8
Ruiru Juja WSC	4	6	10
Thika WSC	5	8	13
Kiambu WSC	5	7	12
Githunguri WSC	4	5	9
Gatundu WSC	4	5	9

Total	32	45	77
HR Records, WSPs (2021)			

3.3 Sample Population

A sample size according to Zawacki-Richter *et al.* (2020) is a smaller proportion of the entire unit arrived at either scientifically or non-scientifically. While various approaches to determining a sample size have been recommended (Mugenda & Mugenda, 2009), this study adopted a census on the entire target unit. Snyder (2019) supported a census by arguing that it reduces sampling bias and enhances in-depth interrogation. Driven by this motivation, the study adopted a census.

3.4 Construction of Research instruments

A research instrument, according to Shahar *et al.* (2019) is a tool which can be used to gather the intended data in a survey. Since this study is a quantitative research, a structured questionnaire was used. This type of questionnaire, ensures that the data gathered is quantitative which can make it easier for quantitative analysis that can test relationships. A scale categorized into 5 was adopted as shown in Appendix I.

3.5 Piloting of Research Instruments

To ensure that the research tool is reliable and valid, it is recommended that it be pilot tested (Rix *et al.* 2019). A ten percent sample size that is 7 questionnaires were tested in Kiambu County WSPs. However, this category was not included in the main process.

3.5.1 Reliability of the Research Instrument

This implies consistency of the research tool. A consistent tool demonstrates ability to gather same information in repeated trials to imply that it is reliable. A method recommended by Cronbach (1951) was adopted at a threshold reliability value of 0.7 as recommended by Mackey and Gass (2015).

3.5.2 Validity of the Research Instrument

Various types of validity such as face, construct and content exist. While all gear towards achieving validity, some such as face and content appear close. They imply that the constructs that were used in the study are reliable in giving the intended meaning. Therefore, there was a need to check the same through supervisor's judgements.

3.6 Data Collection Methods and Procedures

This process is fundamental especially if the right target participates. First, before data collection, a letter from MKUs ethical clearance as well as the school were obtained. These two aided in introductions to each WSP. If approval is granted, the respondent was explained to the purpose of the study and then fill in a consent form. The questionnaires were then dropped to them and after 7 days, the researcher collected them. Those respondents who had not filled were given 7 more days.

3.7 Proposed Data Analysis Techniques & Procedures

Being largely quantitative data, it was analysed through such methods as descriptive, correlation and regression methods. While descriptive analyzes dispersion and central tendency, it cannot establish relationship thus inferential methods analyzed relationship. A multiple regression model as shown was suitable.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Y = Organizational Performance

X_1 = Talent Acquisition

X_2 = Employee Training and Development

X_3 = Employee compensation

e = Error term

α = constant

3.7.1 Diagnostic Tests

The assumptions of using a linear regression model as shown above was tested beforehand. The study established whether there is a problem of multicollinearity, autocorrelation as well as heteroskedasticity. The study also established that linearity exists before using the model.

3.8 Ethical Considerations

In conducting the study, ethical practices were observed. Confidentiality issues were sorted. The respondents did not indicate their names on the questionnaires. Further, a permit from NACOSTI was obtained before proceeding with the process. Th researcher also sought consent from the respondents before their participation in the study. Besides, their right to withdraw at any time without notice was respected.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the research findings and discussions based on the study's objectives. The study sought to investigate the influence of human resource practices on the performance of water service companies in Kiambu County, Kenya. Specifically, the chapter explores three key areas: the impact of talent acquisition, the effect of employee training and development, and the role of employee compensation on the overall performance of these companies. The data collected from respondents has been analyzed and interpreted to provide insights into how these factors contribute to organizational effectiveness and the achievement of strategic goals in the water service sector.

4.1 Response Rate

The study targeted a sample size of 77 respondents from various water service companies in Kiambu County, Kenya. Out of the targeted sample, 75 participants successfully completed and returned the questionnaires, resulting in a high response rate of 97.4%.

4.2 Demographic study

This section contains of gender, level of education and working experience

4.2.1 Gender

The gender distribution of the respondents is presented in Table 1. The majority of the respondents were male, accounting for 65.3% (49 respondents), while females made up 34.7% (26 respondents). This indicates that a higher proportion of males participated in the study.

Table 2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	49	65.3	65.3	65.3
	Female	26	34.7	34.7	100.0
	Total	75	100.0	100.0	

4.2.2 Highest level of Academic Qualification

Table 2 presents the distribution of respondents based on their highest level of academic qualification. The majority of respondents, 58.7% (44 respondents), had attained a university-level education, while 41.3% (31 respondents) held college-level qualifications. This indicates that the majority of employees in the water service companies in Kiambu County have a higher level of academic qualification, with over half having completed university education.

Table 3: Highest level of Academic Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	College	31	41.3	41.3	41.3
	University	44	58.7	58.7	100.0
	Total	75	100.0	100.0	

4.2.3 Working Experience in the water sector (Years)

In terms of working experience, 52 (69.3%) of the respondents had worked in the water sector for 4 to 8 years, making up the largest group. Meanwhile, 17 (22.7%) had less than 3 years of experience, and 6 (8.0%) had over 8 years of experience. This indicates that most employees have mid-level experience, with fewer having either very short or long-term experience in the sector.

Table 4: Working Experience in the water sector (Years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	17	22.7	22.7	22.7
	4 - 8 years	52	69.3	69.3	92.0
	More than 8 years	6	8.0	8.0	100.0
	Total	75	100.0	100.0	

4.3 Influence of talent acquisition

The study sought to establish the influence of talent acquisition on the performance of water service companies in Kiambu County, Kenya. The findings are summarized in Table 5. The study revealed that the mean score for the statement regarding the organization's elaborative and inclusive recruitment system was 2.39, reflecting a standard deviation of 1.30. This suggests that respondents generally disagreed with the notion that their organizations have a comprehensive and inclusive recruitment system.

The study further found that the mean score for employee onboarding conducted after every recruitment was 2.56, reflecting a standard deviation of 1.29, indicating that onboarding processes may not be consistently applied in these organizations. Additionally, the study revealed that the selection of employees is competitively done, with a mean of 2.53, reflecting a standard deviation of 1.27, suggesting that competitive selection processes are not robust. The findings also indicated that the mean score for employee placement being competitively done was 2.61, reflecting a standard deviation of 1.31, further suggesting room for improvement in employee placement practices. Finally, the study revealed that the organization's recruitment culture discourages canvassing, with a mean score of 2.53, reflecting a standard deviation of 1.22, implying that canvassing may still be an issue in the recruitment processes of these organizations. These findings highlight that there is significant room for improvement in talent acquisition practices to enhance the overall performance of water service companies in Kiambu County.

Table 5: Influence of talent acquisition

	N	Minimum	Maximum	Mean	Std. Deviation
The organization has an elaborative and inclusive recruitment system	75	1.00	5.00	2.3867	1.30377
Employee on boarding is usually conducted after every recruitment	75	1.00	5.00	2.5600	1.28652
Selection of employees is competitively done	75	1.00	5.00	2.5333	1.26633
Employee placement is competitively done	75	1.00	5.00	2.6133	1.31410
The organization's recruitment culture discourages canvassing	75	1.00	5.00	2.5333	1.22290
Valid N (listwise)	75				

4.4 Influence of employee training and development

The study sought to examine the influence of employee training and development on the performance of water service companies in Kiambu County, Kenya. The findings are summarized in Table 6. The study revealed that the mean score for the effectiveness of employee training programs was 2.43, reflecting a standard deviation of 1.23. This indicates that respondents perceived the existing training programs as less effective in enhancing employee performance. The study further found that the organization's coaching practices based on set standards had a mean score of 2.29, reflecting a standard deviation of 1.25, suggesting that coaching may not be adequately implemented within the organizations. Additionally, the organization's efforts to organize seminars and workshops to refresh employees' skills yielded a mean score of 2.99, reflecting a standard deviation of 1.56. This implies that while such initiatives exist, they may not be frequent or impactful enough to significantly enhance skill development. Moreover, the study revealed that the opportunity for employees to pursue

further education in their fields had a mean score of 3.25, reflecting a standard deviation of 1.64, indicating a moderately positive perception regarding opportunities for further education. Lastly, the findings showed that work-life balance programmes for those pursuing career development courses had a mean of 3.15, with a standard deviation of 1.64, suggesting that while such programmes exist, there is room for improvement in their implementation and effectiveness. These findings highlight that the current employee training and development practices in water service companies in Kiambu County require enhancement to effectively contribute to employee performance and overall organizational success.

Table 6: Influence of employee training and development

	N	Minimum	Maximum	Mean	Std. Deviation
There exists effective employee training programmes which are followed	75	1.00	5.00	2.4267	1.23215
The organization conducts employee coaching based on set practices	75	1.00	5.00	2.2933	1.24958
Seminars and workshops are organized from time to time in order to refresh employees' skills	75	1.00	5.00	2.9867	1.55523
Employees have been given a chance to pursue further reeducation in their fields	75	1.00	5.00	3.2533	1.63652
Work life balance programmes exist for those pursuing career development courses	75	1.00	5.00	3.1467	1.64147
Valid N (listwise)	75				

4.5 Influence of employee compensation

The study sought to determine the influence of employee compensation on the performance of water service companies in Kiambu County, Kenya. The findings are summarized in Table 7. The study revealed that the mean score for the existence of effective employee compensation programs was 2.43, reflecting a standard deviation of 1.23. This suggests that respondents generally perceived the existing compensation programs as inadequate in supporting employee performance, the study findings indicated that the organization conducts employee coaching based on established practices, with a mean score of 2.29 and a standard deviation of 1.25. This implies that coaching may not be effectively integrated into the employee compensation strategy, which could hinder overall performance. The study also revealed that seminars and workshops are organized from time to time to refresh employees' skills, yielding a mean score of 2.99 and a standard deviation of 1.56. This indicates that while some initiatives are in place, they may not be sufficiently regular or effective in enhancing employee performance through compensation-related training. The study showed that employees have opportunities to pursue further education in their fields, with a mean of 3.25 and a standard deviation of 1.64. This suggests a moderately positive perception regarding further education opportunities linked to compensation. Lastly, the findings indicated that work-life balance programs exist for those pursuing career development courses, yielding a mean score of 3.15 with a standard deviation of 1.64, suggesting that while such programs are available, their effectiveness in contributing to employee compensation and overall performance requires improvement.

Table 7: Influence of employee compensation

N	Minimum	Maximum	Mean	Std.
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					Deviation
Bonuses are offered by the water companies when the set goals are achieved	75	1.00	5.00	3.1467	1.52185
Remuneration of employees follows personnel qualifications	75	1.00	5.00	2.6000	1.31519
Salaries payable are consistent with the those of the private Water Service Providers.	75	1.00	5.00	2.5733	1.31697
The water companies compensates employees on extra hours worked	75	1.00	5.00	2.6400	1.25891
The water companies has a retirement plan for the employees	75	1.00	5.00	3.1600	1.45230
The water companies is supportive to the needs of the employees in terms of equipping them with new skills	75	1.00	5.00	3.1733	1.42728
The water companies offers competitive salaries	75	1.00	5.00	3.1067	1.61558
The water companies offers insurance cover to employees	75	1.00	5.00	3.0400	1.52847
Valid N (listwise)	75				

4.6 Performance

The study sought to evaluate the performance of water service companies in Kiambu County, Kenya, as reflected in Table 8. The findings revealed that the organization meets its coverage targets, with a mean score of 2.65 and a standard deviation of 1.35. This indicates that respondents perceive the organization's performance in achieving coverage targets as relatively low, suggesting potential challenges in service delivery, the study found that the organization meets its revenue efficiency targets, yielding a

mean score of 2.93 and a standard deviation of 1.38. This suggests a moderate level of achievement in revenue efficiency, although there is still considerable room for improvement. The organization's ability to achieve customer satisfaction targets received a mean score of 2.80 and a standard deviation of 1.37, indicating a perception of unsatisfactory performance in this critical area. The study indicated that the organization meets its growth targets, with a mean score of 2.89 and a standard deviation of 1.30. This suggests that while there may be some progress in growth, it is not at an optimal level. The performance in meeting staff efficiency targets also received a mean score of 2.97 and a standard deviation of 1.27, reflecting a similar trend where the organization struggles to fully meet expectations regarding staff productivity, these findings indicate that water service companies in Kiambu County face significant challenges in meeting various performance targets. The moderate mean scores suggest that while there are some achievements, substantial improvements are needed to enhance overall performance in areas such as coverage, customer satisfaction, and staff efficiency.

Table 8: Performance

	N	Minimum	Maximum	Mean	Std. Deviation
The organization meets its coverage targets	75	1.00	5.00	2.6533	1.35061
The organization meets its revenue efficiency targets	75	1.00	5.00	2.9333	1.37873
The organization achieves its customer satisfaction targets	75	1.00	5.00	2.8000	1.36560
The organization meets its growth targets	75	1.00	5.00	2.8933	1.30045
The organization meets its staff efficiency targets	75	1.00	5.00	2.9733	1.27315
Valid N (listwise)	75				

4.7 Inferential Statistics

4.7.1 Reliability

The study also evaluated the reliability of the measurement instruments used, as shown in Table 9. The reliability statistics indicate a Cronbach's Alpha of 0.744, suggesting that the instrument has a satisfactory level of internal consistency. This level of reliability is generally considered acceptable, as it exceeds the commonly accepted threshold of 0.70 for social science research, the Cronbach's Alpha based on standardized items is reported at 0.764, which further reinforces the reliability of the items used in the study. With a total of 4 items included in the analysis, these results indicate that the measurement tool is reliable for assessing the factors influencing performance in water service companies in Kiambu County, Kenya.

Table 9: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.744	.764	4

4.7.2 ANOVA with Friedman's Test

The analysis included an ANOVA with Friedman's Test, as presented in Table 10. The results indicate a significant difference in the responses among the items evaluated, with Friedman's Chi-Square value of 147.785 and a p-value of 0.000. This suggests that at least one of the items significantly differs from the others in terms of the respondents' perceptions. The sum of squares between items is reported as 5499.227, with a mean square of 1833.076, while the sum of squares within items is 2873.273. The total sum of squares for the analysis is 8372.500. The degrees of freedom (df) for the between items is 3, and for the residual, it is 222, indicating a robust dataset for this analysis, Kendall's coefficient of concordance (W) is reported at 0.454, which reflects a moderate level of agreement among the respondents regarding the ranking of the items. This value

suggests that there is a reasonable level of consensus in the perceptions of the factors assessed in relation to the performance of water service companies in Kiambu County, Kenya.

Table 10: ANOVA with Friedman's Test

		Sum of Squares	df	Mean Square	Friedman's Chi-Square	Sig
Between	People	3744.087	74	50.596		
Within	Between	5499.227 ^a	3	1833.076	147.785	.000
	Items					
	Residual	2873.273	222	12.943		
	Total	8372.500	225	37.211		
Total		12116.587	299	40.524		
Grand Mean = 16.1067						
a. Kendall's coefficient of concordance W = .454.						

4.7.3 Regression

The model summary presented in Table 11 provides key insights into the relationship between the variables under study. The findings reveal a correlation coefficient (R) of 0.548, indicating a moderate positive correlation between the predictors and the performance of water service companies in Kiambu County, Kenya. The R Square value is reported as 0.300, meaning that approximately 30% of the variance in performance can be explained by the model's predictors. The Adjusted R Square value of 0.270 accounts for the number of predictors in the model, indicating that the model still explains a substantial amount of variance even after adjusting for the number of variables included. The Standard Error of the Estimate is 2.93959, which reflects the average distance that the observed values fall from the regression line. A lower standard error would indicate a better fit of the model to the data, the Change Statistics section shows an R Square Change of 0.300, signifying that adding the predictors has improved the model's explanatory power. The F Change value is 10.132, with degrees of freedom

(df1) for the model as 3, suggesting that the model significantly improves the prediction of performance based on the predictors included.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.548 ^a	.300	.270	2.93959	.300	10.132	3

4.7.4 ANOVA

The ANOVA results in Table 12 provide a statistical assessment of the regression model examining the performance of water service companies in Kiambu County, Kenya. The Sum of Squares for the Regression is reported as 262.663, which represents the amount of variance explained by the model. The Residual sum of squares is 613.524, indicating the variance that is not explained by the model. The Total sum of squares is 876.187, which is the total variance in the dependent variable. The degrees of freedom (df) for the Regression is 3, corresponding to the number of predictors in the model (employee compensation, employee training and development, and talent acquisition). The degrees of freedom for the Residual is 71. The Mean Square for the Regression is calculated as 87.554 (obtained by dividing the Regression Sum of Squares by its degrees of freedom), while the Residual Mean Square is 8.641. The F statistic of 10.132 is a ratio of the mean squares, indicating the overall significance of the regression model. The significance value (Sig.) is reported as 0.000, which is less than the conventional alpha level of 0.05. This indicates that the model is statistically significant, suggesting that the predictors (employee compensation, employee training and development, and talent acquisition) have a meaningful impact on the performance of water service companies.

Table 12: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	262.663	3	87.554	10.132	.000 ^b
	Residual	613.524	71	8.641		
	Total	876.187	74			

a. Dependent Variable: performance of water service
b. Predictors: (Constant), employee compensation, employee training and development, Talent acquisition

4.7.5 Coefficients

The analysis of the coefficients presented in Table 13 reveals the impact of various factors on the performance of water service companies in Kiambu County, Kenya. The constant value of 8.026 indicates the expected level of performance when all predictor variables are set to zero, with a statistically significant t-value of 5.380. Among the predictors, talent acquisition shows an unstandardized coefficient of 0.165, suggesting a positive relationship with performance. However, its t-value of 1.595 and significance level of 0.115 indicate that this effect is not statistically significant. In contrast, employee training and development has a more pronounced effect, with a coefficient of 0.350. This suggests that for every unit increase in training and development, performance is expected to rise by 0.350 units, with a statistically significant t-value of 3.714 and a significance level of 0.000. This highlights the crucial role of effective training programs in enhancing organizational performance. On the other hand, employee compensation presents an unstandardized coefficient of -0.034, indicating a negligible and statistically insignificant negative relationship with performance, as reflected by its t-value of -0.497 and a significance level of 0.621. Overall, these findings underscore that while employee training and development significantly

contributes to performance, talent acquisition and compensation do not exhibit substantial impacts within the context of this study.

Table 13: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.026	1.492		5.380	.000
	Talent acquisition	.165	.104	.216	1.595	.115
	employee training and development	.350	.094	.435	3.714	.000
	employee compensation	-.034	.069	-.062	-.497	.621

a. Dependent Variable: performance of water service

4.7.6 Correlations

The correlation analysis presented in Table 14 reveals the relationships among talent acquisition, employee training and development, employee compensation, and the performance of water service companies in Kiambu County, Kenya. There is a strong positive correlation between talent acquisition and employee training and development, with a Pearson correlation coefficient of 0.521 ($p < 0.01$), indicating that effective talent acquisition practices are significantly associated with improved training and development opportunities. Furthermore, talent acquisition also shows a significant positive correlation with employee compensation (0.606, $p < 0.01$), suggesting that organizations that effectively acquire talent are more likely to offer competitive compensation packages. The correlation between employee training and development and performance of water service companies is notably strong as well, with a coefficient of 0.523 ($p < 0.01$), indicating that enhanced training and development directly contributes to better organizational performance. Similarly, employee compensation

exhibits a positive correlation with performance (0.238, $p < 0.05$), though this correlation is relatively weaker compared to the other relationships discussed, the study's findings suggest that both talent acquisition and employee training and development play crucial roles in enhancing the performance of water service companies, while employee compensation also contributes, albeit to a lesser extent. These correlations highlight the importance of comprehensive human resource management strategies in achieving optimal performance in the water service sector.

Table 14: Correlations

		Talent acquisition	employee training and development	employee compensation	performance of water service
Talent acquisition	Pearson Correlation	1	.521**	.606**	.405**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	75	75	75	75
employee training and development	Pearson Correlation	.521**	1	.389**	.523**
	Sig. (2-tailed)	0.000		0.001	0.000
	N	75	75	75	75
employee compensation	Pearson Correlation	.606**	.389**	1	.238*
	Sig. (2-tailed)	0.000	0.001		0.040
	N	75	75	75	75
performance of water service	Pearson Correlation	.405**	.523**	.238*	1
	Sig. (2-tailed)	0.000	0.000	0.040	
	N	75	75	75	75

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

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

4.8 Discussion of Findings

4.8.1 Talent Acquisition on Performance of WSPs

The findings from the current study on the influence of talent acquisition on the performance of water service companies in Kiambu County, Kenya, can be effectively correlated with the existing literature on talent management and organizational performance. Odalapo (2014) highlighted that organizations with effective talent management programs demonstrated higher employee retention rates and better performance. This underscores the importance of having robust talent acquisition strategies in place. The current study's finding of a low mean score of 2.39 for the elaborative and inclusive recruitment system indicates that respondents perceive their organizations as lacking comprehensive recruitment practices. This inadequacy could lead to lower employee retention rates and diminished performance, aligning with Odalapo's conclusion that effective talent management directly influences organizational success. Similarly, Kihara (2015) established that talent acquisition significantly impacts performance in the public sector. His study emphasized the selection of competitive staff as a key factor in enhancing performance delivery. The current study's findings reveal that the mean score for competitive employee selection processes is only 2.53, indicating that these processes are not robust. This lack of a competitive selection process may hinder the ability of water service companies to attract and retain top talent, ultimately affecting their overall performance.

Nancy (2014) conducted a case study on the effect of talent management on organizational performance and found that effective talent acquisition leads to the development of a sustainable human resource base, which is crucial for long-term performance. The current study's findings regarding employee onboarding (mean score of 2.56) and employee placement (mean score of 2.61) suggest that these processes are

inadequately implemented within the water service companies. The inconsistent application of onboarding and placement practices may result in missed opportunities for building a strong and sustainable workforce, as highlighted by Nancy.

Moreover, the findings indicate that the recruitment culture within these organizations discourages canvassing, with a mean score of 2.53. This reflects potential issues in the recruitment process that could undermine the integrity and effectiveness of talent acquisition efforts. Effective recruitment practices are essential for creating a fair and competitive environment that fosters high performance, as emphasized in the existing literature, the findings from the current study reveal significant gaps in the talent acquisition practices of water service companies in Kiambu County. These deficiencies align with the insights provided in the existing literature, suggesting that without substantial improvements in recruitment, onboarding, and placement processes, organizations may struggle to achieve optimal performance and employee retention.

4.8.2 Training and development on Performance of WSPs

The findings from the current study on the influence of employee training and development on the performance of water service companies in Kiambu County, Kenya, can be effectively correlated with the existing literature on HR practices and their impact on organizational performance. Armstrong (2011) emphasized that performance management and employee development are critical practices contributing to organizational performance. His study indicated that these practices lead to higher retention rates and improved employee productivity. However, the current study revealed a mean score of 2.43 for the effectiveness of employee training programs, indicating a perception among respondents that the existing training initiatives are inadequate for enhancing employee performance. This aligns with Armstrong's findings,

suggesting that without robust training and development frameworks, organizations may struggle to achieve optimal performance outcomes.

Similarly, Mutiso (2014) found that training and development practices significantly improve organizational performance in Kenyan public schools. This highlights the essential role that structured training plays in enhancing service delivery. However, the low mean scores in the current study regarding coaching practices (2.29) and the effectiveness of seminars and workshops (2.99) suggest that the training mechanisms in the water service sector are underdeveloped, which could hinder overall organizational performance. Sung and Choi (2018) investigated the impact of training on employee outcomes and noted that while financial investment in external education may not yield positive development outcomes, internal training fosters learning and boosts innovative performance. The current study's findings reflect a need for more internal training initiatives, as evidenced by the inadequate perceptions of coaching and seminars. This deficiency suggests that water service companies in Kiambu County may not be effectively leveraging training opportunities to promote innovative practices and enhance service delivery. Additionally, Mohamud (2014) identified challenges in organizational training, including insufficient financial resources and resistance from management. These challenges resonate with the findings of the current study, as the perceived ineffectiveness of training programs may stem from a lack of commitment to adequately support and implement these initiatives. In the context of public health, Theuri, Macharia, and Kamau (2020) found that on-the-job training positively influences service delivery. This emphasizes the importance of continuous skill enhancement for employees in various sectors, including water services. The moderately positive perception of opportunities for further education (mean score of

3.25) in the current study indicates that while some educational opportunities exist, their integration into overall performance improvement strategies is lacking.

Ombayo, Egessa, and Shiamwama (2014) established a correlation between career training and employee productivity, demonstrating that higher levels of training result in increased productivity. The current study's findings, particularly regarding the low effectiveness ratings for training and development practices, suggest that without substantial improvements in training strategies, employee productivity and organizational performance may remain stagnant, the current study highlights significant gaps in the training and development practices of water service companies in Kiambu County, echoing the challenges and insights presented in the existing literature. To enhance employee performance and achieve organizational success, it is crucial for these companies to implement more effective training programs, prioritize employee development, and address the barriers to successful training identified in the literature.

4.8.3 Employee Compensation and performance

The findings from the current study on the influence of employee compensation on the performance of water service companies in Kiambu County, Kenya, can be contextualized within the broader literature on non-financial rewards and employee performance, as discussed in previous research. Abu-Abdissamad (2014) highlighted that non-financial incentives, such as free healthcare and official housing, can motivate employees effectively, although these benefits have been undermined by government monetization policies. This resonates with the findings of the current study, where the mean score for effective employee compensation programs was low (2.43), suggesting a perception among employees that their compensation is inadequate. This perception may stem from a lack of essential non-financial benefits that could enhance their overall job satisfaction and performance.

Emejulu (2020) emphasized the importance of employee recognition and development in enhancing performance, revealing statistically significant correlations in the public sector of Nigeria. The current study's finding that employee coaching received a mean score of 2.29 indicates that coaching practices may not be adequately integrated into compensation strategies, thereby failing to enhance performance as observed in Emejulu's research. The inadequate perception of coaching could be a significant factor limiting employee performance in the water service sector. Similarly, Ndungu (2017) examined how incentives and recognition influence performance within public educational institutions and found a positive relationship between awards and employee performance. The current study's findings on seminars and workshops (mean score of 2.99) suggest that while some training initiatives exist, they may not be frequent or effective enough to make a substantial impact on employee performance. This aligns with Ndungu's assertion that recognition and incentives are vital for enhancing performance, indicating that the water service companies could benefit from more structured and impactful recognition programs.

Moreover, the opportunities for further education and work-life balance programs, with mean scores of 3.25 and 3.15 respectively, indicate some positive perceptions among employees. However, the effectiveness of these programs in contributing to employee compensation and performance remains questionable. The existing literature suggests that comprehensive and well-structured employee development programs, as recommended by Emejulu, are essential for achieving optimal performance outcomes, the current study's findings reflect similar themes identified in the literature regarding the importance of effective employee compensation, recognition, and development programs in enhancing worker performance. The perceived inadequacies in compensation and training opportunities in the water service sector echo the challenges

highlighted in previous studies, underscoring the need for organizations to reassess and improve their compensation strategies to foster better employee performance.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a summary of the main findings from the study, which looked at how talent acquisition affects the performance of water service companies in Kiambu County, Kenya. It combines the key insights from the research to highlight the important results and what they mean for these companies. Additionally, this chapter presents conclusions based on the findings and offers practical recommendations to improve talent acquisition practices.

5.1 Summary of Findings

5.1.1 Influence of Talent Acquisition

The study assessed the talent acquisition practices in water service companies in Kiambu County and found significant shortcomings. The mean score for the effectiveness of the recruitment system was 2.39, suggesting that respondents largely disagreed with the idea that their organizations have a comprehensive and inclusive recruitment process. This indicates a perception that the organizations may not be attracting the best candidates, which can affect overall performance. Moreover, onboarding processes, which are critical for integrating new hires into the company culture and ensuring they understand their roles, received a mean score of 2.56. This implies that onboarding may not be consistently or effectively implemented, potentially leading to a lack of preparedness among new employees.

The competitive selection of employees, with a mean score of 2.53, further highlights issues in the hiring process. A lack of robust competitive selection can result in hiring individuals who may not be the best fit for the organization, which can ultimately affect performance levels. Additionally, employee placement practices received a mean score

of 2.61, indicating that while there may be some effort in placing employees in appropriate roles, there is significant room for improvement. The findings also revealed that the organization's recruitment culture discourages canvassing, scoring 2.53, which suggests that informal recruitment practices may still influence hiring decisions. Overall, these findings point to the need for a more structured and effective talent acquisition strategy to enhance organizational performance in water service companies.

5.1.2 Influence of Employee Training and Development

The study investigated the training and development programs available to employees in water service companies and found that they are perceived as ineffective. The mean score for the effectiveness of these training programs was 2.43, indicating that respondents feel these initiatives do not significantly contribute to enhancing employee performance. This perception may lead to disengagement among employees, as they may feel that their skills are not being adequately developed. Coaching practices, which are essential for ongoing employee development and support, scored even lower at 2.29. This suggests that coaching may not be adequately implemented or prioritized, hindering employees' ability to improve their performance through personalized guidance and support.

Although seminars and workshops are organized to refresh employees' skills, they received a mean score of 2.99, indicating that while these initiatives exist, they may not be held frequently enough or may lack depth to have a meaningful impact on skill enhancement. This inconsistency can lead to employees feeling unprepared for their roles, ultimately affecting their productivity and job satisfaction. On a more positive note, the opportunity for employees to pursue further education in their fields had a mean score of 3.25, suggesting a moderately positive perception regarding these opportunities linked to career growth. However, even with this positive aspect, the

overall findings underscore the need for substantial improvements in training and development initiatives to effectively contribute to employee performance and satisfaction.

5.1.3 Influence of Employee Compensation

The findings related to employee compensation reveal a concerning perception among respondents. The mean score for the effectiveness of employee compensation programs was 2.43, indicating that employees generally view these programs as inadequate in supporting their performance. This sentiment can lead to dissatisfaction and low morale, which can ultimately impact productivity and employee retention. Additionally, the study indicated that coaching based on established practices scored 2.29, further highlighting issues with integrating coaching into compensation strategies effectively. When employees feel that coaching and development are not linked to their compensation, they may be less motivated to participate in these programs.

Although the organization conducts seminars and workshops to enhance skills, with a mean score of 2.99, their impact on performance remains limited. This could suggest that while these initiatives exist, they may not be designed or executed effectively enough to lead to significant improvements in employee performance. Opportunities for further education received a more favorable mean score of 3.25, indicating that some employees view these opportunities positively and feel they are linked to their compensation. Similarly, work-life balance programs for employees pursuing career development courses had a mean of 3.15, suggesting that while such programs are available, their effectiveness in contributing to overall performance and satisfaction requires improvement.

5.2 Conclusions

The study concluded that talent acquisition processes in water service companies in Kiambu County are inadequate. The low mean scores for recruitment, onboarding, and competitive selection indicate that these organizations are not effectively attracting and retaining qualified individuals. This inadequacy can significantly hinder their performance and ability to meet organizational goals.

The study concluded that employee training and development programs are ineffective in their current form. The low mean scores suggest that the training initiatives do not adequately equip employees with the necessary skills and knowledge to perform their jobs effectively. This lack of proper training can lead to decreased employee performance and overall organizational efficiency.

The study concluded that employee compensation practices are perceived as insufficient by employees. The findings indicate that the current compensation programs do not adequately motivate or support employee performance. As a result, this perception can contribute to low employee morale and engagement, which negatively impacts the overall effectiveness of the organization.

5.3 Recommendations of the Study

The study recommended that for talent acquisition, water service companies in Kiambu County should develop comprehensive and inclusive recruitment systems. This includes establishing clear guidelines for onboarding new employees and ensuring that competitive selection processes are robust. Implementing best practices in talent acquisition can help attract qualified candidates and improve the overall quality of the workforce.

The study recommended that for employee training and development, organizations should enhance their training and development programs to make them more effective

and relevant to employees' needs. This could involve regular assessments of training effectiveness, offering diverse training methods, and providing ongoing support for skill development. By investing in employee training, companies can ensure that staff are well-equipped to meet their roles' demands, leading to better performance.

The study recommended that for employee compensation, it is essential for water service companies to review and improve their employee compensation packages. This could involve conducting market research to ensure that salaries are competitive and incorporating non-financial incentives that recognize employee contributions. By improving compensation and benefits, organizations can enhance employee satisfaction and motivation, ultimately boosting performance and retention.

5.4 Recommendations for Further Studies

The study recommended that future research should explore the impact of non-financial incentives on employee performance in water service companies and other sectors. This investigation could provide insights into how non-monetary rewards, such as recognition and career development opportunities, influence motivation and job satisfaction among employees.

The study recommended that longitudinal studies be conducted to assess the long-term effects of training and development programs on employee performance. This type of research would help organizations identify which training methods lead to the most significant improvements over time and allow for necessary adjustments to be made.

The study recommended that comparative studies be undertaken across different sectors to analyze talent acquisition and employee performance in water service companies in relation to other industries, such as healthcare or education. This comparison could highlight sector-specific challenges and best practices in talent management that can be beneficial for various organizations.

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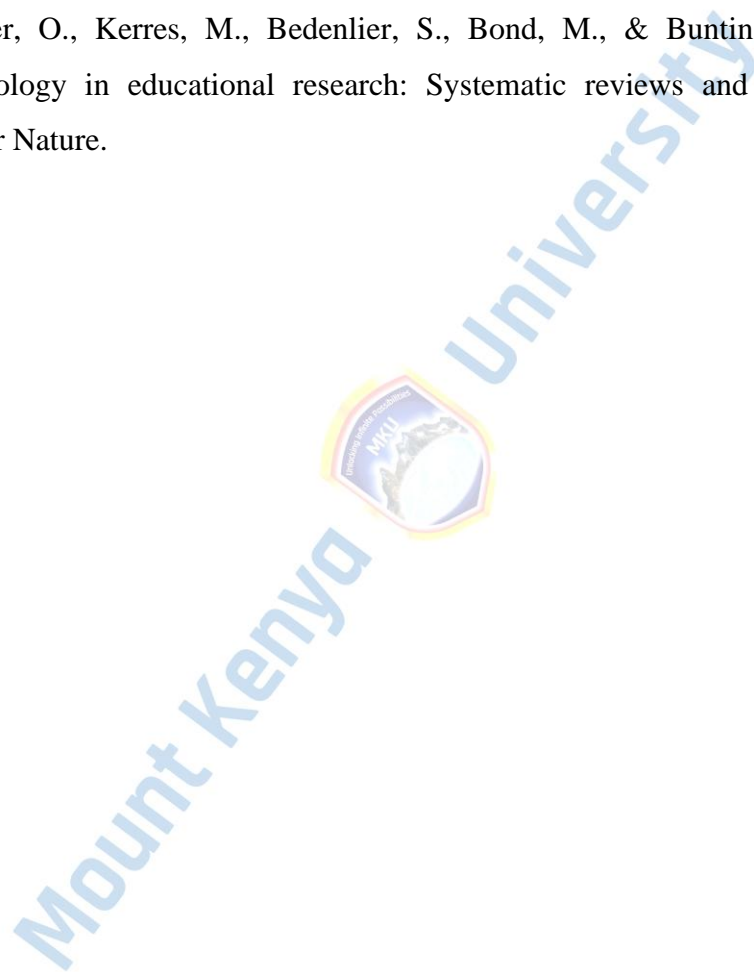
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APPENDICES

Appendix I: Questionnaire

Please respond to the questions as honest as you can.

SECTION A: DEMOGRAPHIC INFORMATION

1. Highest level of Academic Qualification

University

University

College

2. Working Experience in the water sector (Years)

Less than 3

4-8

More than 8

Use a scale of 1= strongly disagree (SD), 2= disagree (D), 3= Neutral (N), 4= Agree (A) and 5=strongly agree (SA) to respond to the following sections.

SECTION B: Talent Acquisition

To what degree do you approve the following talent acquisition practices?

Statement	5	4	3	2	1
The organization has an elaborative and inclusive recruitment system					
Employee on boarding is usually conducted after every recruitment					
Selection of employees is competitively done					
Employee placement is competitively done					
The organization's recruitment culture discourages canvassing					

SECTION C: Employee Training and Development

To what degree do you approve the following training and development?

Statement	5	4	3	2	1
There exists effective employee training programmes which are followed					
The organization conducts employee coaching based on set practices					
Seminars and workshops are organized from time to time in order to refresh employees' skills					
Employees have been given a chance to pursue further reeducation in their fields					
Work life balance programmes exist for those pursuing career development courses					

SECTION D: Employee Compensation

Kindly, indicate the extent to which you agree or disagree with the following statements on employee compensation by ticking (✓) where applicable based on a scale of 1-5 where 1= strongly disagree (SD), 2= disagree (D), 3= Neutral (N), 4= Agree (A) and 5=strongly agree (SA).

Statement	SD	D	N	A	SA
Bonuses are offered by the water companies when the set goals are achieved					
Remuneration of employees follows personnel qualifications					
Salaries payable are consistent with the those of the private					

Statement	SD	D	N	A	SA
Water Service Providers.					
The water companies compensates employees on extra hours worked					
The water companies has a retirement plan for the employees					
The water companies is supportive to the needs of the employees in terms of equipping them with new skills					
The water companies offers competitive salaries					
The water companies offers insurance cover to employees					
The water companies offers work leaves					
The water companies strives to meet financial needs of the staff in time					
There are education benefits for the employees of the water companies					
There are paid vacations and holidays					
There is payment of commission to the employees for given tasks					
There is remuneration for exemplary performance at work					

SECTION F: Performance of WSP

To what degree do you approve the following statements on performance of WSPs

Statement	5	4	3	2	1
The organization meets its coverage targets					
The organization meets its revenue efficiency targets					
The organization achieves its customer satisfaction targets					
The organization meets its growth targets					
The organization meets its staff efficiency targets					

Appendix II: ERC Letter

Mount Kenya University



REF: MKU/ISERC/4342

TO: SIHAM YUSUF AHMED

Date: 30 August 2024

REG: MBA/2023/52977

Dear Sir/Madam,

RE: INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON PERFORMANCE OF WATER SERVICE COMPANIES IN KIAMBU COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3062**. 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

Appendix III: Introduction Letter



Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2023/52977
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: SIHAM YUSUF AHMED - REGISTRATION NO. MBA/2023/52977

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 on Performance of Water Service Companies in Kiambu County, 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.

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Appendix IV: NACOSTI Authorization



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: 13/September/2024

RESEARCH LICENSE



This is to Certify that Miss. SIHAM AHMED YUSUF of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kiambu on the topic: INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON PERFORMANCE OF WATER SERVICE COMPANIES IN KIAMBU COUNTY, KENYA for the period ending : 13/September/2025.

License No: NACOSTIPP/24/0007

Applicant Identification Number: 680339



Director General

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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See overleaf for conditions