CONTRIBUTION OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES IN ACHIEVING INSTITUTIONAL PERFORMANCE IN KENYA: NAROK COUNTY GOVERNMENT PERSPECTIVE

DANIEL MUNKE NCHORIRA NAIKUNI

DOCTOR OF PHILOSOPHY

(Human Resource Management)

JOMO KENYATTA UNIVERSITY OF

AGRICULTURE AND TECHNOLOGY

2016

Contribution of Strategic Human Resource Management Practices in Achieving Institutional Performance in Kenya: Narok County Government Perspective

Daniel Munke Nchorira Naikuni

A Thesis Submitted in Partial Fulfillment for the Degree of Doctor of Philosophy Philosophy in Human Resource Management in the Jomo Kenyatta University of Agriculture and Technology.

2016

DECLARATION

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

Signature…… Date…… ……

Daniel Munke Nchorira Naikuni

This thesis has been submitted for examination with our approval as University Supervisors

Signature……..... Date…… ……

Dr. Amuhaya Iravo
JKUAT, Kenya

Signature……..... Date…… ……

Prof. John A. Obere
Maasai Mara University, Kenya

DEDICATION

To my beloved wife, Angela Soile Naikuni and Children; DaniellahNosim and Sebastian LeshanNaikuni. My fellow Cancer Survivors and Patients at this moment of struggle to fight for their lives.

ACKNOWLEDGEMENT

My appreciation and heartful thanks go to my Supervisors Prof. Alhamdi Obere of Maasai Mara University and Dr. Amuhaya Iravo of Jomo Kenyatta University of Agriculture and Technology, who really supported and gave me valuable guidance to progress on this thesis. I will never forget all friends and Colleagues at Maasai Mara University Mr. Sankei, Duke, Kavita and Indanya who supported and provided me with their cheerfulness and critics throughout the process until its accomplishment. This Thesis would not have been successful without the utmost support from my family, my beloved son and daughter, Sebastian Leshan and DaniellahNosim, my wife, Angela Soile and Mother who makes my life most beautiful, happy, and full of inspiration.

TABLE OF CONTENT

DECLARATION ..... **ii**

DEDICATION ..... **iii**

ACKNOWLEDGEMENT ..... **iv**

TABLE OF CONTENT ..... **v**

LIST OF TABLES ..... **xii**

LIST OF FIGURES ..... **xv**

LIST OF APPENDICES ..... **xvi**

LIST OF ABBREVIATIONSAND ACRONYMS ..... **xvii**

DEFINITION OF TERMS ..... **xviii**

ABSTRACT ..... **xix**

CHAPTER ONE **1**

INTRODUCTION **1**

1.1 Background of the Study 1

1.2 Statement of the Problem 5

1.3 General Objective 6

1.4 Specific Objectives 6

1.5 Research Hypotheses 7

1.6 Justification of the Study 7

1.7 Scope of the Study 8

1.8 Limitation of the Study 9

CHAPTER TWO 10

LITERATURE REVIEW..... 10

2.1 Overview 10

2.2 Theoretical Review 10

2.2.1 Universalistic theory 10

2.2.2 Contingency theory 11

2.2.3 Configurational theory 12

2.3 Conceptual Review 13

2.3.1 Staff Resourcing Practice and Institutional Performance 14

2.3.2 Staff training and development Practice and Institutional Performance... 14

2.3.3 Staff performance management Practice and Institutional Performance.. 15

2.3.4 Staff performance appraisal Practice and Institutional Performance..... 15

2.3.5 Staff rewards management Practice and Institutional Performance 15

2.3.6 Institutional Performance 17

2.4 Empirical review 17

2.4.1 Staff Resourcing Procedures Practice and Institutional Performance..... 18

2.4.2 Staff training and development Practice and Institutional Performance... 19

2.4.3 Staff Performance Management Practice and Institutional Performance. 19

2.4.4 Staff Performance Appraisal Practice and Institutional Performance..... 21

2.4.5 Reward Management practice and Institutional Performance 26

2.5 Critical Literature Review..... 29

2.6. Summary of Reviewed literature 30

2.7 Research Gaps..... 31

CHAPTER THREE 34

RESEARCH METHODOLOGY 34

3.1 Overview..... 34

3.2 Research Design..... 34

3.3 Target population 34

3.4 Sample size and Sampling Techniques..... 36

3.4.1 Sample Size Determination..... 36

3.4.2 Sampling Techniques..... 36

3.5 Pilot Test 38

3.6 Data Collection Instruments..... 38

3.7 Data Collection Procedures..... 38

3.8 Data analysis procedures..... 39

3.8.1 Parametric Tests..... 39

3.8.2 Non-parametric tests 40

CHAPTER FOUR 43

RESEARCH FINDINGS AND DISCUSSION 43

4.1 Overview 43

4.2 Findings of the Study 43

4.2.1 Response Rate 43

4.3 Demographic data 45

4.3.1 Gender of the Respondents 45

4.3.2 Engagement Level 46

4.3.3 Duration in Service 46

4.4 Contribution of Staff Resourcing Procedures Practice to the Institutional Performance 47

4.4.1 Factor Analysis 47

4.4.2 Descriptive Statistics 48

4.4.3 Correlation Analysis of Staff Resourcing Procedures Practice 51

4.4.4 Regression Analysis of Staff Resourcing Procedures Practice 51

4.4.5 Analysis of variance of Staff Resourcing Procedures Practice 52

4.4.6 Modeling the relationship between the variables 53

4.4.7 Chi Square Analysis of Staff Resourcing Procedure Practice 54

4.5 Contribution of Training and Development Practice of Staff to the Institutional Performance 56

4.5.1 Factor Analysis of Training and Development Practice 56

4.5.2 Descriptive Analysis of Training and Development Practise 58

4.5.3 Regression Analysis of Training and Development Practise 60

4.5.4 Analysis of variance of Training and Development Practise 61

4.5.5 Modeling the relationship between the variables 61

4.5.6 Chi Square Analysis of Training and Development Practice 63

4.6 Contribution of Performance Management practice on Institutional Performance 64

4.6.1 Descriptive Analysis of Training and Development Practice 66

4.6.2 Correlation Analysis of Performance Management practice 67

4.6.3 Regression Analysis of Performance Management practice 68

4.6.4 Analysis of variance of Performance Management practice 68

4.6.5 Modeling the relationship between the variables 69

4.6.6 Chi Square Analysis for Performance Management Practice 70

4.7 Contribution of Staff Appraisal on Achievement of Institutional Performance 72

4.7.1 Descriptive Analysis of Staff Appraisal Practice 73

4.7.2 Correlation analysis of Staff Appraisal Practice 75

4.7.3 Regression Analysis of staff Appraisal Practice 76

4.7.4 Analysis of variance (ANOVA) of staff Appraisal Practice 76

4.7.5 Modeling the relationship between the variables 77

4.7.3 Chi Square Analysis for Staff Appraisal Practice 78

4.8 Contribution of Performance Reward practice on Institutional Performance .. 80

4.8.1 Descriptive Analysis 81

4.8.2 Correlation Analysis of Reward Practice on Institutional Performance ... 82

4.8.3 Regression Analysis of Reward Practice on Institutional Performance ... 83

4.8.4 Analysis of Variance of Reward Practice on Institutional Performance... 84

4.8.5 Modeling the relationship between the variables 84

4.8.6 Chi Square Test on Reward practice and Institutional Performance 86

4.9 Dependent Variable (Institutional Performance Indicators) 87

4.9.1 Descriptive Statistics 89

4.9.2 Regression Analysis of Institution Performance 90

4.9.3 Analysis of Variance (ANOVA) of Institution Performance 90

4.9.4 Modeling the relationship between the variables 91

4.10 Discussions of the Findings 93

CHAPTER FIVE 98

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 98

5.1 Overview 98

5.2 Summary of the Findings 98

5.2.1 Contribution of Staff Resourcing Procedures practice on Institutional Performance 99

5.2.2 Contribution of Training and Development practice on Institutional Performance 100

5.2.3 Contribution of Performance Management on Institutional Performance 102

5.2.4 Contribution of Staff Appraisal Practice on Institutional Performance .. 103

5.2.5 Contribution of Staff Performance Reward on Institutional Performance 105

5.3 Conclusions 107

5.4 Recommendations 108

5.6 Suggestion for further study 111

REFERENCES 112

APPENDICES 120

LIST OF TABLES

Table 3.1: Target population 35

Table 3.2: Sample selection from the strata 37

Table 4.1: Departments Response Rate 44

Table 4.2: Engagement Level of the Respondents 46

Table 4.3: KMO and Bartlett's Test 47

Table 4.4: Component Matrix 48

Table 4.5: Descriptive statistics 49

Table 4.6: Correlations analysis between staff resourcing procedures 51

Table 4.7: Regression of staff resourcing procedures Practice 52

Table 4.8: Analysis of Variance of Staff Resourcing Procedures Practice 53

Table 4.9: Coefficients of Variance of Staff Resourcing Procedures practice 53

Table 4.10: Chi Square of Staff Resourcing Procedures Practice 54

Table 4.11: Symmetric Measures 55

Table 4.12: KMO and Bartlett's Test 56

Table 4.13: Component Matrix 57

Table 4.14: Descriptive analysis 58

Table 4.15: Correlation Analysis of Training and development Practice 59

Table: 4.16: Regression analysis of Training and Development Practice 60

Table 4.17: Analysis of Variance of Training and Development practice..... 61

Table 4.18: Coefficients of Variance on Training and Development practice..... 62

Table 4.19: Chi-Square Training and Development Practice 63

Table 4.20: Symmetric Measures of association..... 63

Table 4.21: KMO and Bartlett's Test 64

Table 4.22: Component Matrix 65

Table 4.23: Descriptive analysis of Training and Development Practice 66

Table 4.24: Correlation Analysis of Performance Management Practice 67

Table: 4.25: Regression Analysis of Performance Management practice 68

Table 4.26: Analysis of variance of Performance Management practice 69

Table 4.27: Coefficients of variance of Performance Management practice 69

Table 4.28: Chi Square Analysis for Performance Management Practice 71

Table 4.29: Symmetric Measures..... 71

Table 4.30: KMO and Bartlett's Test 72

Table 4.31: Component Matrix 73

Table 4.32: Staff Appraisal on Achievement of Institutional Performance 74

Table 4.33: Staff Appraisal on Achievement of Institutional Performance 75

Table: 4.34: Regression Analysis of staff Appraisal Practice..... 76

Table 4.35: Analysis of Variance of Staff Appraisal Practice 77

Table 4.36: Coefficients 77

Table 4.37: Chi Square Analysis for Staff Appraisal Practice 79

Table 4.38: Symmetric Measures 79

Table 4.39: KMO and Bartlett's Test 80

Table 4.40: Component Matrix 81

Table 4.41: Descriptive Statistics 82

Table4.42: Correlation of Reward Practice on Institutional Performance 82

Table: 4.43: Regression Analysis of Reward Practice on Institutional Performance 83

Table 4.44: Analysis of Variance of Reward Practice on Institution Performance .. 84

Table 4.45: Coefficients of variance on Rewards Practice 85

Table 4.46: Chi Square on Reward Practice and Institutional Performance 86

Table 4.47: Symmetric Measures 86

Table 4.48: KMO and Bartlett's Test 87

Table 4.49: Component Matrix 88

Table 4.50: Institutional Performance Indicators 89

Table: 4.51: Regression analysis of Institution performance 90

Table 4.52: Analysis of Variance of Institution Performance 91

Table 4.53: Coefficients of Institution Performance 91

LIST OF FIGURES

Figure 2.1: Interaction between strategic Human Resource Management practices and Institutional Performance 14

Figure 4.1: Genders of the Respondents 45

LIST OF APPENDICES

Appendix A: Introduction Letter 120

Appendix B: Questionnaire 121

Appendix C: Approval Letter 128

Appendix D: Approval Letter from the County 129

Appendix E: Chi-Squared Distribution Table 130

LIST OF ABBREVIATIONSAND ACRONYMS

ANOVA	Analysis Of Variance
COK	Constitution of Kenya
CG	County Government
DF	Degrees of Freedom
HR	Human Resource
HRD	Human Resource Development
HRM	Human resource Management
IEA	International Energy Agency
MDG	Millennium Development Goals
OECD	Organization for Economic Cooperation and Development
PSB	Public Service Board
SPSS	Statistical Package for Social Sciences
SHRM	Strategic Human Resource Management
UNDP	United Nations Development Programme

DEFINITION OF TERMS

Performance Management; Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. This is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements (Armstrong, 1996).

Human Resource Management; Is a strategic and coherent approach to the management of an organization's most valued assets; the people working there who individually and collectively contribute to the achievement of its objective (Armstrong, 2000).

Strategic Human Resource Management Practices; SHRM Practices means formulating and executing human resource policies and practices that produce the employee competencies and behaviors that the company needs to achieve its strategic aims. The practices include Acquisition, Training and Development, Performance Management, Staff Appraisal and Rewards Management.

Employees; Employees refer to a pool of human resources under the firm's control in a direct employment relationship (Armstrong, 2008). For the purpose of this study, employees (workers) refer to non managerial employees who are below the management levels of the organization.

ABSTRACT

The study assess the contribution of SHRM practices; Acquisition, Training and Development, Performance Management, Staff Appraisal, Reward Management in Achieving institutional performance. SHRM theories in the existing literature on institutional performance were reviewed. A multi-respondent survey was used to collect data using questionnaires from the 400 sample out of 2496 individuals from Narok County Government. Data was analyzed using descriptive and inferential statistics. The findings show a positive relationship and association between staff resourcing and institutional performance. Pearson's R of 0.453, Phi value of 2.701 and the CramersV is 0.530 and both have a P- value of 0.000, R^2= 0.177 The mean square of residual is 0.602, The F value of 74.159, T value of 8.637 higher than critical value of t +2. Null hypothesis is rejected at F- value above the critical value at 1; 340 df. On training and development the results shows Pearson's R of 0.594, Phi value of 2.766 and Cramers V is 0.532 and both have a P- value of 0.000. R^2 = 0.170, F value of 70.753, T value of 9.028 higher than critical value of t +2. The critical chi factor at 800 df is given as 880.275 which is below the calculated factor. Null hypothesis is rejected at F- value being above the critical value at 1; 340 df. Therefore, there is a strong positive relationship and association between variables. There is also strong positive and association between performance management and institutional performance with a Pearson's R of 0.624, Phi value of 2.766 and a cramers V of 0.556 and both have a P- value of 0.000. R^2= 0.313, Mean square of residual is 0.503, F value of 156.401,T value of 13.119 higher than critical value t +2. The critical chi square factor at 850 df is given as 932.689 which is below the calculated factor of 2425.510. Null hypothesis is rejected at F- value above the critical value at 1; 340 df. On Staff Appraisal practice, finding shows a positive relationship and association with a Pearson's R of 0.624, Phi of 2.486 and a cramers V of 0.556 and both have a P- value of 0.000. R^2= 0.362, Mean square of residual is 0.467,F value of 194.693, t- value of 13.953 higher than t+2. The critical chi square factor at 620 df is estimated at 722.542 which is below the calculated factor of 1959.306. Null hypothesis is rejected at F- value above the critical value at 1; 340 df. Finally, the relationship between reward management and achievement of institutional performance showed a positive relationship and association with a Pearson's R of 0.451, Phi value of 2.228 and a cramers V of 0.525 both with a P-value of 0.000. R^2 = 0.192, Mean square of residual is 0.593, F value of 80.939, t-value of 8.997 higher than critical value t +2. The critical chi square factor at 558 degrees of freedom is estimated at 616.878which is below the calculated factor of 1574.123. Null hypothesis is rejected at F- value above the critical value at 1; 340 df. It is therefore concluded that the five strategic factors selected for the study have a positive significant relationship with institutional performance. Performance management has the highest cramers V of 0.556 meaning that it has the highest strength of association to performance. The study therefore recommends that institutions should emphasize on development, adoption, integration and implementation of SHRM practices as examined in the achievement of institutional performance of Narok County Government. The findings are useful to the government of Kenya, Narok County Government, and Staff and contribute to the knowledge gap.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Armstrong (2000) Human Resource Management (HRM) is a strategic and coherent approach to the management of people who contribute to the achievement of organizations' objectives. Legge (1995) noted that the origins and changes in HRM theories and practices have been driven by broader changes in social, economic, political and institutional context. HRM arose in the 1980s in North America with an incentive to restore the competitiveness of American industry. It was soon adopted with quite an enthusiasm in the United Kingdom and elsewhere and later spread to different sectors and different types of organizations. However, in addition to organizational demands for efficiency and drive for quality, HRM owes its momentum to technological developments, to changing values and to increased workforce diversity (Mayrhofer & Larsen, 2006).

The globalisation movement, which supported even stronger competition, more dynamic markets, management of uncertainty and pressure for flexibility, has also been seen as one of the dominant factors in increasing interest in HRM (Legge, 1995). Human resources are unique and when properly managed, motivated and deployed will shape the organizations business strategy and lead to sustained competitive advantage. Hence, institutions may adopt different techniques for developing HR strategies based on; mission, vision, objectives, strategies and culture (Pravin, 2010). Purcell (2011) emphasised that the adjective "strategic" if added to HRM, makes it a strategic function that is forward looking, create competitive advantage and build organizations performance. He also noted that strategic human resource management played a key role in management research and practice. Moreover, the transformation of HRM into strategic HRM has been viewed as a result of growing professionalism among HR practitioners and their increasing desire to be strategic partners at the senior decision-making level (Gooderham & Nordhaug, 2011). However, a major debate in the field remains: to what extent is HRM

converging across countries? The divergence theory, in contrast, argues that HR practices tend to be country-specific because of institutional and historical path-dependence (Farnham, 2010).

Supporters of the convergence theory suggest that the Anglo-American "new" HRM practices are becoming alike internationally as a result of the global market and technological forces. With the changing business environment, Ulrich (1997) noted that SHRM is focused on linking people as organizational asset with the business strategy of the firm. To compete effectively, every business must make a strategic choice to overcome its weaknesses and to take advantage of the opportunities within its reach. Armstrong (2010) argued that SHRM is an approach in making decisions on the intentions and plans of the organization concerning the employment relationship and the organization's recruitment, training, development, performance management and the organization's strategies, policies and practices.

The main features of SHRM are closely related to; goal-setting, policy formulation and allocation of resources, it is performed at top management levels (Dyer & Holder, 1988). With this in mind there is hope that institutions performance would be enhanced through strategic human resource management both globally and within Kenya devolved system of government. The system would deliver the needs of the people if HR strategies involved are integrated within the main business strategies. United Nations Development Program (2001) annual report addressing Kenya Social and economic disparities affirms that human development situation is declining and is reflected in the fall in life expectancy, per capita income, school enrolment and the rise in infant mortality and disease incidence. The report proposes several measures including increasing people's capacity to assert their rights, addressing the different forms of inequalities existing between regions as well as the different segments of the population and facilitating good governance to ensure economic management and distribution of economic opportunities to all sections of the population.

IEA (2010) notes that Kenya has experienced failures from time to time which include corruption, Economic stagnation, inequalities and Poverty which are linked to quality of government. This supported Mwenda (2010). findings that devolution has been advocated as a political response to the ills plaguing fragile and plural societies such as conflicts, inequalities rent seeking, economic stagnation and inefficient use of public resources. As result of this a new constitution was promulgated and enacted into law in August 2010 which led to the birth of devolved system of government. This Constitution envisaged 47 devolved governments and one National government. This guaranteed a minimum unconditional transfer of power and resources to the Counties under the new dispensation. He also observed that the challenge that counties will face in implementing devolution is how to narrow regional disparities in income, rescue endowments and economic development. He further noted that the key objective of devolution as ensuring equitable sharing of national resources throughout Kenya which will reduce poverty that arises from inequalities between regions. To overcome the overriding challenges county governments need to integrate sstrategic human resource management practices in the core business strategies. This means formulating and executing human resource policies and practices that produce the employee competencies and behaviours that Counties needs to achieve their strategic objectives (Mwenda, 2010).There exists a skills gap in the county governments due inherited unskilled and illiterate workforce from the dissolved local authorities and human resources acquired through unprofessional means; political, tribalism, nepotism and to some extend religion and racism. This may have led to sstrategic human resource management practices being sparingly absent and decisions made to be based on adhoc compromises. Given that county heads are politicians and qualify for the position with minimum of university degree irrespective of career line and experience. This leads to delay or absence of recognition of human resource management as strategic partner in institution policy formulation hence making county government hard in making strategic decisions and several incidences of inconsistencies and unfairness in handling staff issues.

Delivery of services at all levels of government need a capable, motivated, and efficient staff in order to deliver quality services to its customers. When HRM functions and structures are decentralized, existing bureaucratic patterns must be reorganized, as roles and accountability are transferred. Decentralization thus strengthens the need for capable staff and increases the importance of capacity-building programmes (GOK, 2010). Proponents of decentralising responsibilities to managers assert that decentralization increases the efficiency and effectiveness of HRM and public administration in general.

Decisions can be taken faster, recruitment be tailored to the specific needs of the organization, less complex procedures are needed. In addition, effectiveness is increased, because decentralisation increases the manager's discretion, thus enabling him to recruit, evaluate, offer incentives, promote, suggest training needs and communicate directly (Demmke, 2006). In contrast, highly decentralised systems may cause a decline in the professionalism of the core civil service and a certain loss of a civil service ethos as well as the disintegration of policies from a strategic point of view. In addition to this, the problem with a decentralised approach is the increased possibility of conflicts among the different actors and institutions, ministries, agencies or HRM authorities if central coordination mechanisms are ineffective or non-existent. The success of decentralization also seems to depend on the skills of managers and HR professionals to carry out their task and responsibilities.

According to Adamolekun, (1999) decentralization is a political arrangement involving devolution of specific powers, functions, and resources by the central governments to sub-national level government units like regional or provincial and local governments, which are independent of the central government and have legal status. In Africa, major decentralizations took place in 1990s but its reforms were confronted by two main challenges which included; absence of capacity in central governments and in the localities to undertake the responsibilities that would make decentralization function and secondly the problem to overcome the negative attitude

on the part of central government officials who underrate the involvement of regional or local communities (Olowu, 1999).

In Kenya decentralization took place after the enactment of the new Constitution of Kenya (CoK) in August 2010, which led to the birth of forty seven County governments in Kenya (Devolution Act 2010). Olowu (2001) described devolution as the transfer of legislative, political, administrative and financial authority to plan, make decisions and manage public functions and services from central government to local governments. Mwenda (2010) also referred it as the most extensive type of decentralization. This study notes devolution as an intention to reduce the gap between government and local population to increase control and direction over utilization of resources and ensure effective and efficient service delivery. In terms of effectiveness and efficiency this study observes that devolution is required to improve the SHRM function by placing greater degree of authority and answerability in the hands of managers at the central and local governments. Hence, this study views decentralisation as devolution or the transfer of decision-making power and authority from the centre to local entities, which have officially demarcated geographic and functional realm.

Thus, greater autonomy and decentralisation of responsibilities require considerable investment in SHRM at all levels. It is important to combine decentralisation efforts with additional management training to provide the professional skills that are crucial for managing in a decentralised environment (Demmke, 2006). To fill the gap the current study seeks to examine the contributions of strategic human resource management practices in Narok County, Kenya.

1.2 Statement of the Problem

Strategic HRM has a clear focus on implementing strategic change and growing the skill base of the organization to ensure that the organization can compete effectively in the future (Holbeche, 2004). Many studies have shown a positive relationship between HRM strategies and performance mainly in the manufacturing sector (Huselid, 2007; Armstrong & Baron, 2009; Katou, 2008; Ahmad & Schroeder, 2003;

Bae & Lawler, 2000; Gardner & Moynihan, 2003). Purcell (2004), Gerhart (2005) and Katou (2008) have termed the link between HRM and organizational performance to be a 'black box', that is, lack of clarity regarding 'what exactly leads to what. Since, Kenya adopted a devolved system that led to the formation of forty seven County Governments (GoK, 2010), the contribution SHRM practices to County Government has not been effectively Implemented hence poor employees performance. On Narok County for example, Auditor General in his Audit report of June 2013 noted that the county is faced with a Human resource challenge because of unqualified staff, mismatch in qualification and placement. It further noted challenges in the use of Information Communication Technology and Maintenance of Books of accounts (Kenya National, Narok County Audit Report, 2013). Complains have been raised on employment criteria's, Intellectual Capital availability, Management of resources, Corruption, staff morale, staff turnover and completion and distribution of projects (Koisaba, 2015). Based on these claims the NCG Governor reshuffled his cabinet and 22 Chief Officers while giving warning for possible retrenchment of ninety non performing County Staff. One Political Advisor was sent home. It is against this background that this study was conducted in order to examine the contributions of strategic human resource management practices in achieving institutional performance of Narok County Government.

1.3 General Objective

The general objective of this study was to assess the contributions of strategic human resource management practices in achieving institutional performance in Kenya: Narok County Government Perspective.

1.4 Specific Objectives

i. To find out whether staff resourcing procedures practice contributes to the institutional performance of Narok County Government.
ii. To examine if Staff training and development practice improves institutional performance of Narok County Government.

iii. To establish whether performance management practice improves institutional performance of Narok County Government.
iv. To assess if performance appraisal Practice enhances achievement of institutional performance of Narok County Government.
v. To find out if reward management Practice enhances achievement of institutional performance of Narok County Government.

1.5 Research Hypotheses

$H0_1$: There is no significant relationship between Staff Resourcing procedures practice and achievement of institutional performance of Narok County Government.

$H0_2$: There is no significant relationship between training and development practice and achievement of institutional performance of Narok County Government.

$H0_3$: There is no significant relationship between performance management practice and achievement of institutional performance of Narok County Government.

$H0_4$: There is no significant relationship between performance appraisal practice and achievement of institutional performance of Narok County Government.

$H0_5$: There is no significant relationship between reward management practice and achievement of institutional performance of Narok County Government.

1.6 Justification of the Study

The aim of this study was to assess how best we can achieve institutional performance using strategic human resource management practices in Kenyan County Governments. This was achieved through a careful examination and investigation of the factors that contributes to strategic human resource management practices in achieving institutional performance in Narok County Government.

The study provides new knowledge and insight into the organization of high organizational performance hence assist the development of programs that can help institutions better their performance and thus contribute to social and economic development of the whole country.

This study helps employees improve their skills in understanding the importance of SHRM to their performance. Management of County Governments in Kenya will be improved through measures that enable workers to better apply SHRM techniques at work and thereby improve on their performance. This enables County Governments execute their mandate of service delivery more efficiently to all residents within their areas of jurisdiction assisted by effective and efficient workers.

The study also assist scholars of HRM understand the factors contributing to the use of SHRM in current management of institutions.

1.7 Scope of the Study

The study concentrated on the contribution of SHRM practices on the achievement of Institutional Performance in Kenya. It tackles HRM dimensions of Staff Resourcing, training and development, performance management, Appraisal and reward system. The study focused on the workers currently employed and working in the County Government and their respond on the factors that relate to SHRM and how it contributes to the achievement of institution performance in Kenya.

1.8 Limitation of the Study

The findings of this study may have been affected by the limitation of it capturing views from respondents only from Narok County Government. This makes it difficult to compare the findings of the respondents from Narok County Government with respondents from other County Governments in Kenya which is usually important in spotting bias of respondents. Some respondents may have shied off from giving information that Narok County Government was not fairing on well in performance. This is because all the departments said that they were performing quite well while this may not be true since some of the departments have been documented to be having performing poorly.

The fact that County Governments are less than three years old in Kenya was also a limitation on literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

The chapter assesses the literature on Strategic Human Resource Management practises and Decentralisation. Literature of Counties Management covered issues associated with SHRM. This section focuses on the discussion of Counties Management and provides an idea of its link to SHRM and decentralization.

2.2 Theoretical Review

In an attempt to explain the relationship between SHRM and Institutional performance, the researcher focused on three competing normative theories as debated by numerous researchers: universalistic, contingency and configurational theories.

2.2.1 Universalistic theory

Theorists adopting a universalistic theory posit that greater use of specific employment practices resulted in better or worse organizational performance. The theory is based on the assumption that there is a set of superior/best HRM practices, and adopting the theory inevitably lead to superior organizational performance (Luthans & Summer, 2005). These 'best' human resource practices are expected to result in enhanced organizational performance would be manifested in improved employee attitudes and behaviors (Marchington & Wilkinson, 2008).

In support of universalistic theory, Leonard (1990) established that organizations having long-term incentive plans for their executives had larger increase in return on equity over a four-year period than did other organizations. Abowd (1990) also found that the degree to which managerial compensation was based on an organization's financial performance was significantly related to future financial performance. The theory further maintains that organizations will gain performance by identifying and

implementing best practices, irrespective of the product market situation, industry or location of the firm (Pfeffer, 2001). Becker *et al*. (2001) also noted that organizational high performance work systems are highly distinctive and must be tailored carefully to each firm's individual situation in order to provide maximum performance. These best work practices will only have a strategic impact, if they are aligned and integrated with each other and if the total HRM system supports key business priorities. The idea of the best practice might be more appropriate for identifying the choices of practices as opposed to the practices themselves. The current study will draw research on SHRM practices and work practices to predict relationships between the study strategic HR practices and institutional performance. The link between SHRM Practices and institutions goals, Policies and management procedures will help scholars and managers of various institutions to professionally meet institutional goals and visions universally, hence high performance in institutions.

2.2.2 Contingency theory

Contingency scholars have argued that HR strategy would be more effective only when appropriately integrated with a specific organizational and environmental context. The best fit theory emphasizes the importance of ensuring that HR strategies are appropriate to the circumstances of the organization, including the culture, operational processes and external environment. HR strategies have to take account of the particular needs of both the organization and its people. It explores the close link between strategic management and HRM by assessing the extent. Despite the growing body of empirical SHRM research, the field has been criticized for lacking a solid theoretical foundation (Bacharach, 1989; Dyer, 1985). This criticism arises, in part, because different modes of theorizing have been employed in the field, but the differences among the alternative perspectives have not been explicitly acknowledged. Some researchers, urged that some HR practices are always better than others and that all organizations should adopt these best practices for better performance. Huselid (2007) noted that greater use of human resource management practices, such as incentive pay, employment security, promotion from within, and

training and development, participation and empowerment results in higher productivity and profit across organizations. Thus, in this study it's expected that if the above HR practices are fully adopted and implemented the institution performance will be realised. This is because HR practitioners and scholars will have a better and clear understanding of what is expected of them to deliver in order to meet institutional expectation.

2.2.3 Configurational theory

An organization with bundles of HR practices should have a high level of performance, provided it also achieves high levels of fit with its competitive strategy (Richard & Thompson, 1999). Emphasis is given to the importance of bundling SHRM practices and competitive strategy so that they are interrelated and therefore complement and reinforce each other. MacDuffie (2005) argues that a 'bundle' creates the multiple, reinforcing conditions that support employee motivation, given that employees have the necessary knowledge and skills to perform their work effectively (Stavrou & Brewster, 2005). The aim of bundling is to achieve coherence which exists when a mutually reinforcing set of HR practices have been developed that jointly contribute to the attainment of the organization's strategies for matching resources to organization needs, improving performance and quality and achieving competitive advantage in organizations. The notion of a link between business strategy and the performance of every individual in the organization is central to 'fit' or vertical integration. Internal fit advocates bundles of practice, to ensure that organizations gain benefits from implementing a number of complementary practices rather than only a single practice (MacDuffie, 2005).Most models of best fit focus on ways to achieve external fit.

The most influential model of external fit is that from Schuler and Jackson (1987) which argues that business performance will improve if their HR practices support their choice of competitive strategy: cost leadership, quality enhancement and innovation. Under this model, organizations need to work out the required employee behaviors to implement a chosen competitive strategy and devise supporting HR practices to enable those behaviors to be encouraged in the workforce. Vertical

integration can be explicitly demonstrated through the linking of a business goal to individual objective setting, to the measurement and rewarding of attainment of that business goal.

According to Wilkinson (2002) the key point about configurational perspective is that it seeks to derive an internally consistent set of HR practices that maximize horizontal integration and then link these to alternative strategic configurations in order to maximize vertical integration and therefore organizational performance. Thus SHRM, according to configuration theorists requires an organization to develop a HR system that achieves both horizontal and vertical integration. The configuration approach contributes to the SHRM debate in recognizing the need for organizations to achieve both vertical and horizontal fit through their HR practices, so as to contribute to an organization's competitive advantage. For County governments to be competitive in their level of service delivery to the citizens the institutions will strive to both vertical and horizontal fit through proper HR practices; Staff resourcing, Training and Development, Performance Management, Appraisal and Reward management. All this if well managed will lead to achievement of institution Performance.

2.3 Conceptual Review

The purpose of this study is to develop a model to show the relationship between SHRM practices and institutional performance. In this study, SHRM practices;staff resourcing, training and development, performance management, performance appraisal and reward management are the independent variables that influence institutional performance which is the dependent variable. This is diagrammatically illustrated in Figure 2.1.

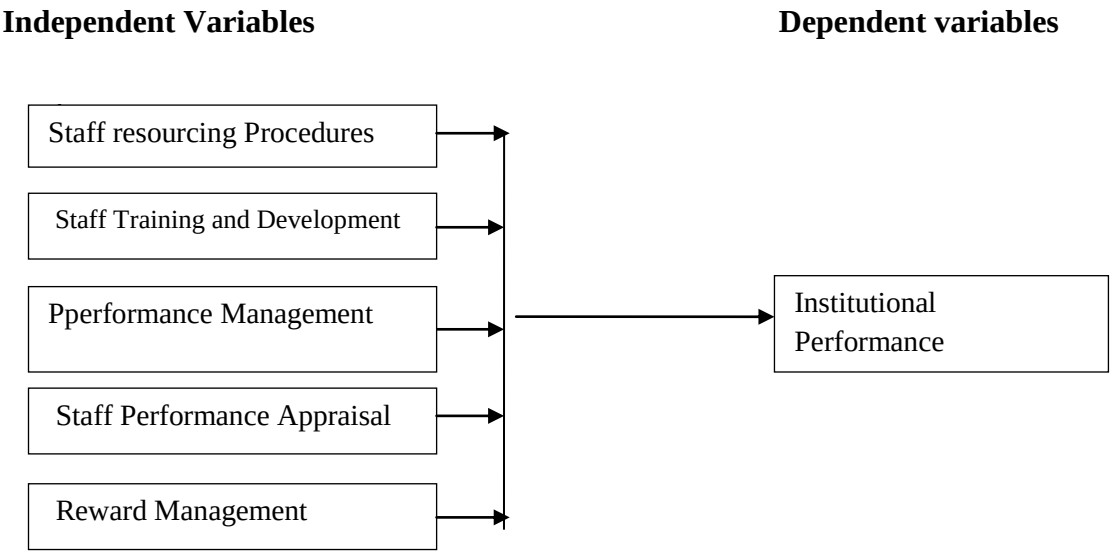


Figure 2.1: Interaction between strategic Human Resource Management practices and Institutional Performance

2.3.1 Staff Resourcing Practice and Institutional Performance

Staff Resourcing is the process of attracting Individuals on time, sufficient numbers and with appropriate qualifications to apply for jobs within an organization and choosing best individual suited for a particular position in the organization. Hence, the current study notes that the County governments in Kenya need to have the right people with relevant skills, experience and who are ready to perform the activities with passion in place. This is because if employees are acquired competitively, the likelihood of getting the right skill will be high and will be an asset to the organization performance and vice versa.

2.3.2 Staff training and development Practice and Institutional Performance.

As knowledge increasingly becomes a key factor for productivity and source of competitive advantage, Training and Development gains direct relationship with effectiveness of the devolution of counties in Kenya. Training helps people to learn how to be more effective at work by modifying knowledge, skills or attitudes through learning experience to achieve effective performance. It is considered as one

of the processes in achieving organizational goals by maintaining employees, and also managing them effectively. When the County employees are well trained and thoroughly developed they will deliver the agenda of their respective County Governments.

2.3.3 Staff performance management Practice and Institutional Performance.

Every Employee in the County Government requires to be subjected to a performance Management process in order to know their role, how to perform it and further establish how well they are achieving them their pre-set performance standards and it's through this only that the County governments can hold their employees accountable and question their preparedness in delivering on their key performance Indicators hence there is a relationship between performance management and devolution.

2.3.4 Staff performance appraisal Practice and Institutional Performance

Performance appraisal is the systematic evaluation of performance of the employee in the Organization and for the purpose of evaluation, the criteria selected should be in quantifiable or in measurable terms. It helps the employee to know where he stands in the organization and also to identify the problems in their work and to overcome them. It diagnoses the employee's strong and weak points, so that the organization can direct their efforts to upgrade their performance. It also gives a proper assessment of the employee's contribution and promotes a good and positive working environment, which contributes to the productivity in the organization. Performance appraisal management finds outs how effective it has been at hiring and placing employees in their organization and the information received from the appraisal system help in managing employees for better organizational performance.

2.3.5 Staff rewards management Practice and Institutional Performance

Reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. To achieve this reward management

must attain a state of total reward where both the financial and no financial rewards are considered. However, the attainment of the state of total reward is not obvious; organizations must contend with the challenges of the environment and deal with individual employees. The study seeks to provide an insight into factors that affect reward management. Reward management impacts wholly on the organizational performance since the latter is a function of individual performance. Reward Management is also known as Compensation Management. It is usually concerned with the design, implementation and maintenance of remuneration and recognition systems, which help the organizations to achieve its objectives. In spite of this emphasis, current research did not provide sufficient justification for the link between human resource and firm performance. While majority of the published studies do show significant relationships between human resource and firm performance, these relationships are neither universal nor consistent (Becker & Gerhart, 1996). The empirical evidences emerging from various studies about the effect of human resource management on institutional financial performance have so far yielded mixed results that are inconclusive and contradictory. Because of these contradictory results the relationship between human resource management practice and institutional performance is controversial.

Thus, the question of whether strategic human resource practices improves or worsens firm financial performance is stills worthy of further research such as the one being undertaken in this study. Besides, the impact of strategic human resource practice on firm performance has not received adequate research attention in Kenya. Research also shows most of the studies on impact of strategic human resource practice on institutional performance that have been reported were carried out on industrialised countries such as the United States (Martell & Caroll, 1995), United Kingdom, Australia and Asia (Purcell, 2002 & 2004; Storey, 1995; Legge, 1995) among others. This means that there is a major gap in the relevant literature on developing countries including Kenya, which has to be covered by research. This research attempts to fill this gap by studying the situation of the Kenya's county governments and providing more empirical evidence on the effects of strategic human resource practices on institutional performance.

2.3.6 Institutional Performance

The performance of individual employees determines the end results on the achievement of certain objectives and institutional goals. Highly performing employee's leads to high institutional performance while low performing employees will cause low performance of institutions. Increasing demand for county government's services requires an expansion of the human resource management function and implementation of new strategies, models, and practices to assist the governments in meeting these services and performance challenges. In contrast to the traditional civil service focus on matching particular individuals with certain jobs and measuring the accomplishment of specified job duties, SHRM encourages HR managers to explore the skills and potential of all employees and to ask how employees might be deployed more effectively to help an organization achieve its strategic goals. In order to implement SHRM practices, an organization must develop an overall strategic plan as well as a human capital plan that integrates the workforce requirements with the goals identified in the larger strategic plan.

2.4 Empirical review

The concept of strategic human resource management has played a key role in management research and practice for the last three decades (Purcell, 2011). According to this approach, originating from the private sector, people are a key resource and a critical element in an organization's performance. The main rationale for strategic HRM thinking is that by integrating HRM with the organization's strategy and by applying particular sets of human resource (HR) policies and practices, employees will be managed more effectively, individual and organizational performance will improve, and therefore success will follow (Holbeche, 2001; Farnham, 2010). Another part of the strategic HRM debate has focused on the integration of business strategy with HR strategy. This shift in managerial thought, calling for the HR function to be "strategically integrated", is depicted in Beer *et al.*' (1984) model of HRM. The major limitation of a simple SHRM model is that it privileges only one step in the full circuit of industrial capital. To put it in another way, the SHRM approach looks only at the realization of surplus value within

product markets rather than at complex contingent variables that constitute the full transformation process. As Purcell (1999) argues, "we need to be much more sensitive to processes of organizational change and avoid being trapped in the logic of rational choice".

2.4.1 Staff Resourcing Procedures Practice and Institutional Performance

According to Gusdorf (2008) recruitment is the process of attracting Individuals on a timely basis, in sufficient numbers and with appropriate qualifications to apply for jobs within an organization and choosing from a group of applicants the individual best suited for a particular position and for the organization. Failte (2013) says that there are 8 key steps necessary in a recruitment and selection process that must be considered ranging from job Vacancy, Job Analysis, attracting candidates, Screening applications, Interviewing candidates, Selecting and Appointing, Induction and Training and Finally to employee evaluation. Each of the above elements are very important to make sure the most suitable candidate is found for any given post and you should view recruitment and retention as entailing the 8 stages.

According to Jeff *et al* (2002) research pay benefits by Watson Wyatt done in North America in 1999 and repeated in 2000 in Europe showing that excellence in recruitment increased shareholders value. Recruiting excellence was interpreted to mean effectively planned recruitment that supports the business plan by placing the right people with ready to use skills in the right roles. He further clarifies that businesses need people and not just people but talented people to move the organizations forward vision and ideas of the organization and that successful organizations and businesses thrive by means of their ability to adapt and innovate. Management consultant MCKinsey and Co initially investigated the challenges facing businesses in recruiting top talent in its 1997 survey the war of talent. The research that surveyed 6,900 managers at 56 large and medium sized organizations in the USA found out that 89% thought it more difficult to attract talented people in 2000 than it had been before, 90% thought it more difficult to retain them and only 7% strongly agreed their companies had enough talented managers.

2.4.2 Staff training and development Practice and Institutional Performance.

According to Myrna (2009), effective training is not an isolated event in an organization. Training must be strategic in that it is designed to improve the knowledge, skills and abilities and abilities of employees to help them achieve the organization's strategic plan. Effective training is therefore can't be designed until there is full understanding of the organization. He further reiterates that it can only be achieved through SWOT Analysis and a proper understanding of the organization's vision and hence creating a competitive advantage. Training Needs Analysis is also very important to know the training gaps between the employee's current performance and desired performance level. Manu (2004) defined needs assessment as a systematic process of determining goals, identifying discrepancies between actual and desired conditions and establishing priorities for action. He further says that Ghanaian firm's to establish a successful training and Development program, the following steps ranging from determining what training is relevant to the employees job, What Training will improve performance, If the Training will make a difference, Differentiating training needs from Organizational problem to improving job performance with organizational goal and bottom line needs to be considered.

2.4.3 Staff Performance Management Practice and Institutional Performance.

Most organizations have gone through the process of ensuring they measure the performance of their staff on pre-set and clearly marked Key performance Indicators (KPIs) and the need to gauge their individual and departmental performance on actual output. According to Armstrong and Baron (1998), Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals. The term performance management gained its popularity in early 1980's when total quality management programs received utmost importance for achievement of superior standards and quality performance. Tools such as job design, leadership development, training and reward system received an equal impetus along with the traditional performance appraisal process in the new comprehensive and a much wider framework. Performance management is an on-

going communication process which is carried between the supervisors and the employees throughout the year. The process is very much cyclical and continuous in nature. A performance management process sets the platform for rewarding excellence by aligning individual employee accomplishments with the organization's mission and objectives and making the employee and the organization understand the importance of a specific job in realizing outcomes.

By establishing clear performance expectations which includes results, actions and behaviours, it helps the employees in understanding what exactly is expected out of their jobs and setting of standards help in eliminating those jobs which are of no use any longer. Through regular feedback and coaching, it provides an advantage of diagnosing the problems at an early stage and taking corrective actions. According to Sean (2010), Performance management involves many roles one needs to be a communicator, a leader, a role model and a collaborator. Each Individual member of the team needs to understand exactly their responsibilities and expectations and the supervisor should work to help them achieve the goals and that motivation increases when roles are clear, employees likely to take ownership of their work and committed to the outcome when expectations are clear hence the effectiveness of team members. Performance management can be regarded as a proactive system of managing employee performance for driving the individuals and the organizations towards desired performance and results.

It is the only way that the performance of individual members of the county governments can measure their effectiveness and accountability. There exists a lot of skills gap in the County Governments and inherited unskilled and illiterate workforce that can never drive the devolution train to its destination. Performance management Systems are still lacking since most Counties do not even have proper offices and therefore Human Resource policies are sparingly absent and the making of decisions based on adhoc compromises. There are clear policies on the various aspects of Human resource management in Mombasa County it will be hard in making decisions and there is likely to be several incidences of inconsistencies and unfairness in handling staff issues. Most of the County officers lack training both

Technical and experiential since most of them have been brought on board as politically correct individuals hence it becomes hard to apprehend them in the event of failure to perform. If the recruitment process is wrong then there becomes a big problem in managing them daily to make them have any contribution (Alande, 2013).

2.4.4 Staff Performance Appraisal Practice and Institutional Performance

Critiques of appraisal have continued as appraisals have increased in use and scope across sectors and occupations. The dominant critique is the management framework using appraisal as an "orthodox" technique that seeks to remedy the weakness and propose of appraisals as a system to develop performance (Bach, 2005). This "orthodox" approach argues there are conflicting purposes of appraisal (Strebler *et al.,* 2001). Appraisal can motivate staff by clarifying objectives and setting clear future objectives with provision for training and development needs to establish the performance objective.

These conflict with assessing past performance and distribution of rewards based on past performance (Bach, 2005). Employees are reluctant to confide any limitations to and concerns with their current performance as this could impact on their merit-related reward or promotion opportunities. This conflicts with performance appraisal as a developmental process as appraisers are challenged with differing roles as both monitors and judges of performance, and an understanding counselor, which Randell (1994) argues few managers receive the training to perform. Managerial reluctance to criticize also stems from classic evidence from McGregor that they are reluctant to make negative judgments on an individual's performance as it could be de-motivating, leading to appraise accusations of lack of managerial support and contribution to an individual's poor performance.

Although often discussed in tandem, the terms "rewards" programmes and "recognition" programmes do refer to different concepts. In general terms rewards programmes come within the overall concept of compensation strategies which are defined as the "deliberate utilization of the pay system as an essential integrating

mechanism through which the efforts of various sub-units or individuals are directed towards the achievement of an organization's strategic objectives" (Gomez-Mejia and Balkin, 1992). They are management tools that hopefully contribute to a firm's effectiveness by influencing individual or group behaviour (Lawler & Cohen, 1992). All businesses use pay, promotion, bonuses or other types of rewards to encourage high levels of performance (Cameron & Pierce, 1977). While "recognition" is still an important management tool it is slightly different.

Usually it is a nonfinancial award given to employees selectively, in appreciation of a high level of behaviour or accomplishment that is not dependent on achievement against a given target. Recognition can be as simple as giving someone feedback on what they have done right, or just saying "thank-you". It is about acknowledging effort, commitment and learning, even if the outcomes were not as planned and it is also about, most importantly, celebrating successes. It is generally accepted that incentives such as rewards and recognition programmes are used in the belief that they will reinforce an organization's values, promote outstanding performance and foster continuous learning by openly acknowledging role model behaviour and ongoing achievement. Both types are dependent on managers recognizing the subordinates' achievements whether as individuals or as part of teams**.** Lachance (2000) has noted that rewards that bind an employee to an organization have more to do with the way an employee is treated than any particular pay scheme. She suggests that while people may come to work for the pay, but they stay at work for many other reasons. Managers need to acknowledge and manage those other rewarding conditions as part of an overall strategic approach to rewards. Using the term "recognition" as the broader term Lachance further noted that the primary reason recognition works is that fundamentally it is a way to show managers are paying attention and that the power of just noticing cannot be overestimated. "Paying attention" does not simply mean handing out money and a simple "thank you" goes a long way.

A big part of motivating people is giving direction and purpose to what they do. By recognizing accomplishments when they occur can keep enthusiasm going. It is

especially important when a big project is getting underway and the overall goal is a long way off. Stopping to celebrate the milestones, however informally, keeps people working towards a goal. Appraisal of any type is often a very subjective process. Prendergast and Topel (1996) argue that accurate and objective measures of an employee's performance are typically unavailable. Instead performance is gauged from subjective opinions provided by superiors and this subjectivity opens the door to favouritism where evaluators use their power to reward preferred subordinates beyond their true performance. The harmful effects of favoritism have two implications for the design of rewards. Incentive pay for employees will be de-emphasized and favoritism causes organizations to use bureaucratic rules in pay and promotion decisions.

According to Barnard (1998) important issues that help ensure a successful reward process are: Rewards can be used effectively to enhance interest and performance; Rewards do not undermine performance and interest; Verbal rewards lead to greater task interest and performance; Tangible rewards enhance motivation when they are offered to people for completing work or for attaining or exceeding specified performance standards; Rewards given for creativity encourage generalized creativity in other tasks; Reward systems should support the new dynamics of team-based organizations and reward the right kind of team behaviour and performance; Reward systems should recognize both the importance of co-operation and the differences in individual performance; Problems can occur when reward systems stress individual results even though people have worked together in teams.

It is important that staff appraisals do not become an end in themselves. There must be clear an obvious expectations that it, non-performers can expect either to separate with the organization or assisted to develop their weak areas. But how do you deal with the good performers. Performance-related salary progression is one way to incentives good performers. It involves the movement of an individual form one step within the grade to the next (also between grades). It is used on recognition of increased value of the jobholder to the organization and therefore a need to compensate them at a commensurate level. Performance-related bonuses are often

considered a better alternative for rewarding performance. These are one-off payments and involve any step movements and are not institutionalized. Bonuses also give management greater control over labour costs, and are motivational because they are based on performance over a specified duration. Another way of rewarding performance is giving an employee a higher level of responsibility and a corresponding authority. This is usually common for a staff that have consistently achieved or exceeded expectations and have the skills required for the higher level. Training would also be provided to expose staff to new skills which would either enhance their performance or would be needed in performing higher responsibilities. Other incentives may include, job expansion secondment to parent or sister companies and commendations such as staff of the year award (Bach, 2005).

In the 2005 Annual Human Resources Survey launched, it is clear that Kenya Companies continue to place a premium on staff performance management. In line with the current global trend, organizations are seeking to retain staffs who achieve set objectives and appraisals are the commonest basis for performance management. All except one of the organization surveyed this year, for instance indicated that they carry out formal staff appraisals, with annual appraisals being the commonest method of appraising staff performance. A significant number of respondents in the survey said they carry out the formal staff appraisals twice a year. Turning to the approach adopted to appraise staff performance, most if the surveyed organization this year indicated that they base their staff performance appraisals on predetermined targets and objectives that were agreed with the respective staff. Hybrid performance systems that combine set performance standards and personal qualities are also a popular appraisal system with nearly 40% of respondents reporting they applied it. Some respondents indicated they use more than one appraisal system. A survey of performance based compensation schemes in companies listed at the stock exchange found out that there was a complete absence of share ownership schemes and stock options and therefore companies faced difficulties in aligning compensation with performance. Salary does not depend on performance. Most companies considered experience, of the employees as well as education background when setting compensation scheme. The performance of a company influenced the schemes that

the companies applied to compensate their employees with only a small number combining both salaries and bonuses. Kiarie (2005) conclude therefore that performance is not a major factor while settling compensation schemes for most quoted companies in Kenya Performance Appraisal systems helps the organization to accomplish their mission and vision by judging effectiveness of the employees.

According to Rakesh (2011) appraisal is "the process of periodically reviewing one's performance against the various elements of one's job". His study described the purpose & developmental criteria of an appraisal program that regularly assessed the performance of hospital employees. Azman (2011) examined the effect of performance appraisal politics on job satisfaction. The results confirmed that performance appraisal politics acted as important predictors of job satisfaction in the studied organization. Sharma (2011) examined the effect of performance appraisal on individual as well as on the organizations. The findings of the research showed that there was a noticeable effect of the performance appraisal on the organizations as well as on the individuals. Teha, (2012) explored the relationship of organizational culture (OC) and the performance appraisal (PA) process and their impact on the organizational citizenship behavior (OCB) of academic staff. Khan (2011) investigated most of the Omani companies are still had reactive HR strategies with little emphasis on a proactive performance management system. For them, Organization of the workforce and adhering to the Organization target set by the government appeared to be high on the agenda. GONE (2010) paid attention to job analyses centered on job-related work behaviors and results by communicating these and providing training in their use to employees and supervisors, and by documenting and monitoring the process for accuracy and fairness they found that an organization could achieve a valid appraisal system.(Shu-qing, 2008) probed into the complete process of performance appraisal for cooperative manufacturing project and combined this with the practice of performance appraisal of power products of cooperative manufacturing projects in virtual enterprises.

According to Kumbhar, (2011) the role of HR in performance appraisal processes includes; the importance of the appraisal process, the different types of appraisals and their effectiveness. Performance appraisal was an important basis for corporate personnel decisions. Omboi (2011) investigated the effectiveness of performance appraisal systems in Kenya Tea Development Agency with special focus on, Githongo, Imenti Tea Factory, Kiegoi and Miciimikuru Tea factories in Meru County in Kenya.

Nyaoga (2010) evaluated the effectiveness of performance appraisal system at private universities in Kenya. Their study evaluated the purpose of performance appraisal in private universities and identified relevant factors for achieving an effective performance appraisal. Sutheparaks (2011) presented the generic model for not only human resource performance appraisal system, but also other business domains. The model could be extended and adapted to constant changes of appraisal policies. Adekunle (2010) examined the relationship between open reporting system of performance evaluation and teachers' perceived productivity in Lagos State, and suggested that teachers performance appraisal system should be based on objectivity and be devoid of prejudices and biases. (Jaisheela, 2010) examined the employee satisfaction regarding the performance appraisal, which had a large bearing on the overall performance of the employees in South Central Railways. Sripirabaa (2009) investigated the influence of partnering and financial support on the functions of performance management system. The capacity of the system to align its functions to help achieve an organization's strategic goals was also examined.

2.4.5 Reward Management practice and Institutional Performance

According to Armstrong, (2006) reward strategy is a declaration of intent that shows what the organization wants to do in the longer term to develop and implement reward policies, practices and processes that will further the achievement of its business goals and meet the needs of the stakeholders. An effective reward system has four elements: rewards need to satisfy the basic needs of all employees; rewards need to be included in the system and be comparable to ones offered by a competitive organization in the same area; rewards need to be available to people in

the same positions and be distributed fairly and equitably (Goel, 2008). Managers often use rewards to reinforce employee behavior that they want to continue. According to Perce and Robinson (2007) reward power is available when the manager confers rewards in return for desired actions and outcomes.

According to Barney and Hesterly (2008) an organizations employee compensation policy and practice is important in implementing a strategy. A company that adopts a compensation policy that is consistent and reinforces its strategies is more likely to implement those strategies than a firm that adopts compensation policies that are inconsistent with its strategies (Armstrong, 2006). A reward strategy should enhance commitment and engagement and provide more opportunities for the contributions of people to be valued and recognized. According to Rudman (2003) paying for performance is a big issue in contemporary human resources management; organizations have long believed that productivity improve when pay is linked to performance and payment by results systems and incentives are developed to support this belief. Studies have found a positive relationship between performances related pay and performance (Huselid, 1995; Dotty, 1996; Goel, 2008). People receive extrinsic or intrinsic rewards (Armstrong, 2008; Dessler, 2006; Goel, 2008). Extrinsic rewards e.g. pay bonuses, promotions, time off, special assignments, office fixtures, awards and verbal praise are externally administered (Dessler, 2006; Armstrong, 2008). Intrinsic rewards are self-administered (Dessler, 2006).

The overall reward system needs to be multifaceted. Because all people are different, managers must provide a range of rewards—pay, time off, recognition, or promotion (Armstrong, 2008).Different scholars have spoken strongly on the use of team incentives, for example, Dessler (2008) says that firms that rely on teams to manage their work must develop incentive plans that encourage teamwork and focus team member's attention on performance. Goel (2008) argues that performance related pay is an effective motivator and conveys a clear message that high levels of performance are expected and will be rewarded. However they should not be distributed on the basis of narrow definition of the output of each individual, but also on the basis of appraisals of how well the individual contributes to the performance of the team, unit

or company as a whole depending on the company structure. According to Johnson, Scholes and Whittington (2006) planning of rewards should take on board the reality of more team working in delivering strategy. Establishing meaningful incentives for performance is a difficult task because individuals are unique and maintain different value systems. What may reward one employee may not be a reward to others (Dessler, 2006).

Maslow in 1943 proposed a theory of motivation in which he said that money is motivator; however later Hertzberg in his two factor theory of motivation differs with that and instead classifies money as hygiene factor. Financial incentives and rewards can be true motivators, but only when balanced against the potential drawbacks and packaged with ongoing verbal recognition, encouragement and support. How targets, budgets and rewards are structured will affect the way in which managers and other people behave and pursue the organizational objectives (Johnson, Scholes & Whittington, 2006).

Managers must strive to maintain an enjoyable, family-oriented atmosphere in which all employees focus on achieving team goals. According to Dessler (2008) recognition has a positive impact on performance either alone or in conjunction with financial rewards. Praising employees for achieving their goals is important in maintaining an enjoyable work environment. Recognizing success is critical, and equally important is inspiring employees to work toward achievements. Employees will be inspired by knowing their contributions are valued and that management is confident in their capabilities. Reward management is one of the strategies used by Human Resource Managers for attracting and retaining suitable employees as well as facilitating them to improve their performance through motivation and to comply with employment legislation and regulation. As a result of these pressures, HR managers seek to design reward structures that facilitate the organizations strategic goals and the goals of individual employees. Reward systems are very crucial for an organization (Maund, 2001). Rewards include systems, programs and practices that influence the actions of people. The purpose of reward systems is to provide a systematic way to deliver positive consequences. Fundamental purpose is to provide

positive consequences for contributions to desired performance (Wilson, 2003). The only way employees will fulfill the employers dream is to share in their dream (Kotelnikov, 2010).

2.5 Critical Literature Review

Though studies have been done on the contribution of strategic human resource management practices on performance most of them have been done in the manufacturing sector which makes it impossible to generalize the findings. For Example, On the County Government sector, a study by Jeff *et al.* (2002) illustrated the research pay benefits by Watson Wyatt done in North America in 1999 and repeated in 2000 in Europe showing that excellence in SHRM practices implementation increased shareholders value. This was interpreted to mean effectively planned staff recruitment, Training, Appraisal, rewards Management moderated by performance Management supports the business plan by placing the right people with ready to use skills in the right roles. He further clarifies that businesses need people and not just people but talented people to move the organizations forward. The study found a positive relationship between human resource strategies and performance in the Manufacturing sector in North America. This may have minimal relationship with the County Government sector due to the nature of the human resource tasks involved in both. At the same time as mention by Mullins (2005) there are national differences on what constitute performance goals, therefore what may be high performance in America may not be so in Kenya.

As explained by Harzing and Ruysseveldt (2004) there are cultural differences in performance goals and based on the nature of the two countries it may not be possible to draw a link between a study in North America and apply it in the Kenyan situation. The two countries are also at different levels in their Economic, Social, Political and Technological advancement, while Kenya is a developing country that is still at its young stages North America is a first world economy. As explained by Perkins and Shortland (2006) employers in the industrialized markets and economies have had to restructure and emphasize on labour efficiency and cost control in the wake of increasing competition. At the same time the employment levels in the two

countries are different; in Kenya there is a lot of unemployment and therefore employees may commit their energies towards achievement of organizational goals not because the strategies are good but because they are afraid of not meeting their targets leading to them been declared redundant. As explain by Perkins and Shortland (2006) growing unemployment has sapped the strength of workers and their unions in all sectors hence improved performance. In the context of North America or any other developed Country, emphasis on the employers tough rules do not apply because there are low unemployment rates hence the employees may not fear losing jobs compared to Kenyan situation where the rate of unemployment is too high.

2.6. Summary of Reviewed literature

The aim of human resource strategy is to devise ways of managing people in order to assist in achievement of Institutional goals. It is now commonly accepted that employees create an important source of competitive advantage of organizations (Pfeiffer, 1994). As aresult it is important for an organization to adopt human resource management practices that make best use of its employees. This trend has led to increased interest on the contribution of SHRM Practices in institutions performance and a number of studies have found a positive relationship between high performance work practices (Huselid, 1995) and different measures of company performance. Furthermore there is some empirical support for the hypothesis that firms which align their human resource management practices with their business strategy will achieve superior outcomes (Guest, 1997; Becker & Huselid, 1998).

The field of SHRM on institutions performance has faced various challenges due to lack of unity in theory and inconsistency in research methodology hence has led to many competing theoretical perspectives. Cook (2000) established that efforts have been made by human resources management theorists to link Strategic human resource management and performance of Institutions. According to Barney (2000) firms that use resources and capabilities to exploit opportunities and will see an increase in their performance and vice versa. While Huselid (1998) found that a company emphasizes performance when a substantial portion of its employees pay is

tied to individual or group contributions and the amount received can vary significantly from one person or group to another. Therefore, with Performance Management as a moderator, there is a positive relationship between staff resourcing, training and development, Performance Appraisal and Reward Management and performance however not much research has been done in the County Governments in Kenya, Particularly in Narok County.

Institutions improved performance may be as a result of increased investment on physical institutional structures rather than on the human resource strategies. As explained by Dessler (2008) and Armstrong (2008). They found that larger firms tend to perform better than smaller firms and if companies are provided with the same resources old companies tend to perform better than companies that have been in the industry for a short period. This attributes to the performance expectation in the County governments in Kenya that only existed for three years by the time of this study.

2.7 Research Gaps

According to the Armstrong (2008), performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. He further explained it is means of getting better results by understanding and managing performance within an agreed framework of planned goals, standard and competency requirements. In addition to that Armstrong and Murlis (1994) define performance management as a process or set of processes for establishing shared understanding about what is to be achieved, and of managing and developing people in a way which increases the probability that it will be achieved in the short and longer term. To measure employee performance organization s use performance appraisal in order to ensure of achievement of goals. Organizations measure under Employee performance employee productivity, job quality and job accomplishment, willingness to exert extra effort, commitment and goal achievement. (Yapa, 2002: Dharmasiri & Wickramasinghe, 2006; Taljaard, 2003) Mehmood (2013) points out rewards play a vital role on increasing employee rewards and change the behavior of dissatisfies employees. A well as he elucidates a

fair reward system could build job satisfaction and productive behavior in employees.

Reward system helps to improve organizational performance as well as it fulfills other objectives such as legal compliance, labor cost control, perceived fairness towards employees and enhancement of employee performance to achieve high level of productivity and customer satisfaction (Maire & Nick, 2002). Carraher *et al* (2006) advocate that there should be an effective reward system to retain the high performers in the organization and reward should be related with their productivity. Hartle (1995) points out that reward is an important part of the feedback loop in performance management. Mehmood (2013) explicates reward system is the requirement of any organization to retain and hire the most suitable employee to gain competitive edge in a competitive environment. He further explains that reward system inspiring the employee to work harder and faster because employee needs motivation to put extra effort on their task. Finally he concludes that reward system should match with the organizational culture and the strategy in order to achieve sustainable competitive advantage. Reviewing all these empirical studies and findings, researcher can conclude that a good remuneration which ties extrinsic and intrinsic rewards to individual performance bring higher productivity. When management makes decisions on what types of rewards to implement and they should identify the aims of their reward policy. All these observations suggest the need strategic reward system to increases employee performance with the ultimate goal of achieving competitive advantage.

Researchers have been exploring the relationship between reward and performance (Sarin & Mahajan, 2001; Lee & Wong, 2006). They are questioning whether the reward strategy applied has positive or negative effects on an organizational performance either financially or non-financially. Performance measurement is one of the strategic management components which evaluate the results of resources utilization, as well as improvement in the organization performance. Non-financial measures on key business process such as product quality (Lakhal & Pasin, 2008), customer relationship management (Roger, 1996) and employee-oriented measures

(Christina & Gursoy, 2009) are indirect leading factors of financial performance. The working paper by Hughes, Simpson, and Padmore (2007) shows there are inherent limitations in using only financial ratio analysis to assess small and medium sized company performance.

Despite the extensive literature favoring the use of non-financial measures such as Total Quality Management (TQM), Business Process Reengineering (BPR) and the Balanced Scorecard (BSC), Ruzita (2007) has indicate that financial measures such as sales revenue, operating income, sales growth, manufacturing costs, and cash flows are still important and receive more weight in the performance measurement systems in Kenyan County Government context. Armstrong (2006) further mentioned that reward practice will enhance motivation, commitment, increase job engagement and develop discretionary behavior.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter describes the research design that was used in the study. This will help in adequate planning for the study. The chapter further goes ahead and discusses the study population, sampling design and sample size, data collection methods, tools and procedures and the data analysis procedures that were used. The measures used to ensure validity and reliability of the study instruments is also discussed in this chapter. In addition, this chapter also presents the measures that were put in place to ensure that the study is done in an ethical manner.

3.2 Research Design

The study used a survey research design to collect data from the target population using self administered questionnaires. A mixed method approach utilizing both qualitative and quantitative methods was adopted. Qualitative approach was used to supplement and strengthen the quantitative aspects and provide an opportunity for the researcher to observe the application of HRM strategies first hand. This design is appropriate indescribing the characteristics of a large population because; they are less expensive, anonymity of surveys allows respondents to answer with more candid and valid answers, its flexible and can be administered in many modes, including: online surveys, email surveys, social media surveys, paper surveys, mobile surveys, telephone surveys, and face-to-face interview surveys.

3.3 Target population

The population of the study was all staff working in Narok County Government who include; County Executives, Chief Officers, Directors, Departmental managers and employees in the county. The study targets a total population of 2496 distributed in all departments. The target population was stratified as shown in Table 3.1.

Table 3.1: Target population

	Executives	Chief Officers	Directors	Managers/PSB Members	Staff	Total
County service board	-	-	-	7	3	**10**
Education	1	1	0	0	478	**480**
Transport and public works	1	2	1	2	28	**34**
Health	1	2	1	0	661	**665**
Agriculture	1	1	1	0	218	**221**
Natural Resource and Forestry	1	2	1	0	502	**506**
Public Administration/ Service	1	2	0	6	120	**129**
Treasury and economics	1	1	1	2	318	**323**
Cooperatives	1	1	1	1	6	**10**
Livestock and fisheries	1	1	1	0	72	**75**
ICT	1	1	1	1	6	**10**
County assembly	0	1	0	0	32	**33**
Total	**10**	**15**	**8**	**19**	**2444**	**2496**

3.4 Sample size and Sampling Techniques

3.4.1 Sample Size Determination

The Yamane formula for calculating sample sizes was used to calculate the sample size at 95% confidence level and P = 0.5.Where n is the sample size, N is the population size, and e is the level of precision.

$$n = \frac{N}{1 + N(e)^2}$$

$n = 2496/(1 + 2496(0.05)^2$

$n = 2496/(1 + 2496(0.0025)$

$= 2496/ 6.24 = 400$

3.4.2 Sampling Techniques

A sample was selected and studied to represent the entire population used (Mugenda & Mugenda, 2012; Kothari, 2004). A sample of 400 employees, which fulfils the requirements of efficiency, representativeness, reliability and validity, was selected based on cost, accepted confidence level and size of the population (Mugenda & Mugenda, 2012). This enabled the researcher to gain information about the population. The County Executives, chief officers and directors was purposely selected from the county. Other employees were selected using stratified random sampling because this method enables the researcher to achieve the desired representation from the various subgroups in the population and confidence that if another sample of the same size is selected the findings from the two samples were similar to a high degree. The sample size is shown in Table 3.2.

Table 3.2: Sample selection from the strata

	EXECUTIVES		CHIEF OFFICERS		DIRECTORS		MANAGERS/PSB MEMBERS		OTHER STAFF		TOTAL	
	N	n	N	n	N	n	N	N	N	n	N	N
COUNTY SERVICE BOARD	0	0	0	0	0	0	7	7	3	1	10	8
EDUCATION	1	1	1	1	0	0	0	0	478	67	480	69
TRANSPORT AND PUBLIC WORKS	1	1	2	2	1	1	2	2	28	4	34	10
HEALTH	1	1	2	2	1	1	0	0	661	93	665	97
AGRICULTURE	1	1	1	1	1	1	0	0	218	31	221	34
NATURAL RESOURCE AND FORESTRY	1	1	2	2	1	1	0	0	502	71	506	75
PUBLIC ADMINSTRATION	1	1	2	2	0	0	6	6	120	17	129	26
TREASURY AND ECONOMICS	1	1	1	1	1	1	2	2	318	45	323	50
COORPERATIVES	1	1	1	1	1	1	1	1	6	1	10	5
LIVESTOCK AND FISHERIES	1	1	1	1	1	1	0	0	72	12	75	15
ICT	1	1	1	1	1	1	1	1	6	1	10	5
COUNTY ASSEMBLY	0	0	1	1	0	0	0	0	32	5	33	6
Totals	10	10	15	15	8	8	19	19	2444	348	2496	400

The study purposively used all Executives, Directors, managers and the Public Service board Members who accounts for 52 individuals who formulates and foresee the implementation of HR Strategies. The study also drew 14% of each department employees using strata method as shown on table 3.2.

3.5 Pilot Test

A pilot test was carried out to test the validity and reliability of research instruments before the study is conducted. To confirm the appropriateness, meaningfulness, and usefulness of inferences made by the researcher on the basis of the data collected using the survey instrument, the researcher used a sample of 40 experts in the field of HRM to provide input and suggestive feedback on the validity of the survey instruments. This was 10% of the sample size as suggested by (Mugenda & Mugenda, 2012).

In testing the constituency of the instruments, a Cronbach's coefficient alpha scale of 0-1 was used to determine the internal reliability of research instrument used in the study. Wallen and Fraenkel (2001) deposits that Cronbach's coefficient alpha of 0.7 and above was considered suitable for any study. The reliability of instruments was tested in its entirety and subscales tested independently hence a cronbach's Alpha of 0.98 was realised at 95% confidence levels. The instruments were hence accepted.

3.6 Data Collection Instruments

The study collected data using self-administered questionnaires from the study respondents; County government employees, managers, Directors, Chief Officers and County Executive Secretaries. The questionnaire was formulated using Likert scale type of questions rating from strongly agreed to strongly disagree. This enables the researcher to study the employee's perception on Contribution of strategic HR practices in achieving institutional performance.

3.7 Data Collection Procedures

After validation of research tools, the researcher was authorized from relevant authorities to collect data for the study. The self-administered questionnaires were distributed to the respondents and collected. Follow ups were done using telephone calls, email or personal appearance in the event that the questionnaire was not received, hence additional copies of the questionnaire were administered.

3.8 Data analysis procedures

After successive data collection, the collected data was organized for processing. This involved; coding the responses, tabulating the data and performing several statistical computations. Using SPSS statistical software, the study employed both descriptive and inferential statistics to analyse data collected and organized. The analysis procedure was uniform in all study objectives where descriptive and inferential statistics were used. Descriptive statistics; Frequencies, Percentages, Mean and Standard Deviation was calculated on the independent variables to summarize and classifying the data collected into meaningful form for easy interpretation. Inferential statistics; Factor Analysis, Chi-Square,Pearson Correlation, Regression and ANOVA test was used to reduce the factors using factor loading, determine relationships between independent and dependent variables, check the normality of variables, degree of relationship and make generalizations about the characteristics of populations based on data collected.

3.8.1 Parametric Tests

In the study parametric tests were used to estimate the population parameter. Because this estimation process involves a sample, a sampling distribution, and a population, certain parametric assumptions are required to ensure all components are compatible with each other. It's used where the following three assumptions have been observed: Observations are independent, where the sample data have a normal distribution and Scores in different groups have homogeneous variances. In this study the following parametric tests were used.

3.8.1.1 Factor Analysis

In this Study Factor analysis was used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. The information gained about the interdependencies between observed variables was used in the study to reduce the set of variables in a dataset. This technique is equal to low-rank approximation of the matrix of observed variables.

Exploratory factor analysis (EFA) using varimax rotation method was used to determine Component Matrix with the application of Kaiser-Meyer-Olkin measure (KMO). KMO results ranged from 0 to 1, and a factor loading of 0.4 and above accepted for a good factor analysis and all items that had a factor loading of below 0.4 were removed from the analysis. Barltlett's test of sphericity for independent and dependent variable was used with significance level tested at less than 0.05 according to Pallant, (2005). Moreover; correlation and chi square were used to explore the relationship and associations between independent variables and dependent variables.

3.8.2 Non-parametric tests

The study used this method to test Distribution free statistics that do not require that the data fit a normal distribution. It also requires less restrictive assumptions about the data. Another important reason for using these tests is that they allow for the analysis of categorical as well as rank data. For this study the chi square test of independence was used.

3.8.2.1 Correlation Analysis

Correlation analysis was used to find out relationships between Variables; contributions of strategic human resource management practices in achieving institutional performance of Narok County Government. Using Pearson Correlation Coefficient the study expressed the extent to which the variables are related.

The study used a Pearson's correlation coefficient which is the ***covariance*** of the independent and dependent (X and Y) variables divided by the product of their ***standard deviations***. It was used to measure the linear ***correlation*** between two variables. The result is measured on a value between +1 and −1 inclusive, where 1 is total positive correlation, 0 is no correlation, and −1 is total negative correlation. It was also used as a measure of the degree of linear dependence between the two variables.

3.8.2.2 Regression Analysis

Institution Performance was further regressed against the five independent variables of institution performance, namely; Staff Resourcing, Training and development, Performance Management, Performance Appraisal and Reward Management. The research model is derived from the theoretical framework of Institution performance. The relationship among the variable was expressed using Coupe Douglas Model in the following equation:

$Ys = \beta 0 + \beta 1x1 + \beta 2X2 + \beta 2X2 + \beta 2X2 + \beta 2X2 \ldots + e$

Where,

Ys = Institution Performance

$\beta 0$ = constant (coefficient of intercept)

X1 = Acquisition

X2 = Training and Development

X3 = Performance Management

X4 = Performance Appraisal

X5 = Rewards Management

$\beta 1 \ldots \beta 5$= regression coefficient of four variables.

e = Error term

3.8.2.3Analysis of Variance (ANOVA)

In this study ANOVA analyzes sample variances was used to draw inferences about population means. Hence, test the significance of the overall model at 95% level of significance. Sample variances can always be calculated as degrees of freedom and these sample variances are called mean squares (MS):

3.8.2.4 Chi-Square

This test is used to determine whether there is a significance difference between the expected observations and the observed frequencies in one or more categories. Pearson's correlation was used to test the independence while the Phi and Cramer's V. were used to test the strength of the association between variables. To make a conclusion about the hypothesis with 95% confidence, the value of significance, that is the *p*-value of the Chi-Square statistic should be less than .05 (which is the alpha level associated with a 95% confidence level).If the *p*-value < .05 and the critical chi square value is less than the computed value then it is concluded that the variables are dependent in the population and that there is a statistical relationship between the categorical variables.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Overview

This chapter presents the analysis of data as summarized by SPSS. The chapter is organized to present the response rate, the demographic data, and descriptive data based on the objectives. It also presents factor analysis as per the objectives, correlation, and Chi Square analyses regarding the study objectives.

For this section descriptive statistics were applied to give summary of the demographic data of the samples and their characteristics. Exploratory factor analysis (EFA) using varimax rotation method with the application of Kaiser-Meyer-Olkin measure (KMO) and Barltlett's test of sphericity for two groups of independent and one dependent variable. Moreover, correlation and multiple regressions were used to explore the relationship between independent variables and dependent variables. The results of the EFAs showed that the KMO was .898 for the group of dependent, and independent variables. Technically, KMO which ranges from 0 to 1, should be higher than the factor loading of 0.4 to be considered as an acceptable value for a good factor analysis and the Barltlett's test of sphericity significant level must be smaller than 0.05 (Pallant, 2005).

4.2 Findings of the Study

The findings of the study were presented in this section after tabulation, data analysis and interpretation.

4.2.1 Response Rate

The study distributed a total of 400 questionnaires and only 342 were returned and used for the analysis. This is 85.5% which was considered appropriate. According to Marton (2006) a response rate above 70% is considered appropriate for a descriptive

study. The distribution of responses according to the departments is presented in table 4.1

Table 4.1: Departments Response Rate

Departments	Frequency	Percent
Education, Social work, Youth and Gender	63	18.4
Agriculture, Livestock & Fisheries	26	7.6
Health	61	17.8
Transport & Roads	20	5.8
Tourism, Trade & Industry	49	14.3
Environment, Water & Natural Resource	16	4.7
Finance, Economic Planning & ICT	41	12.0
Administration Coordination of Decentralization & Disaster Management	26	7.6
Land& Urban Planning	8	2.3
County Assembly	20	5.8
Public Service Board	12	3.5
Total	342	100.0

The results on table 4.1 shows that majority 63(18.4%) of the respondents who participated in the study were from the Education, Social work, Youth and Gender departments at the county government. This was followed by health with a response rate of 61(17.8%), while Lands and Urban planning had the least number of respondents 8(2.3%). This was quite proportional to the number of employees in these departments with Education, Social work, Youth and Gender departments having the highest number of employees in the entire county.

4.3 Demographic data

Demographic variables are important in any descriptive survey because they have an influence on the response. For this study the gender, duration of service, engagement level and duration of service were considered.

4.3.1 Gender of the Respondents

Gender is an important factor in a social study as it helps to give a picture on how male or female responses perceive a certain situation. The response from the study is presented in figure 4.1

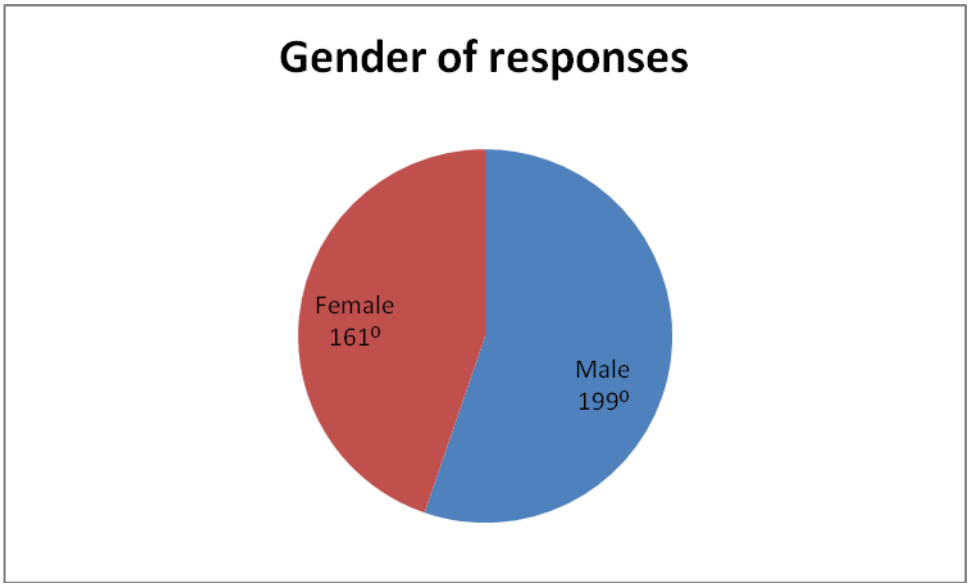


Figure 4.1: Genders of the Respondents

The results in figure 4.1 show that the number of males who participated in the study was 189(55%) represented by 199^{o} while the number of female was 153(45%) represented by 161^{0}. This reflects a small disparity between the employees in the county government.

4.3.2 Engagement Level

The study sought to establish the level of engagement by the respondents in order to establish the distribution of the respondents. This was presented in table 4.2.

Table 4.2: Engagement Level of the Respondents

Level of engagement	Frequency	Percent
Executive	7	2.0
Chief Officer	7	2.0
Director	6	1.8
Manager	23	6.7
Employee	299	87.5
Total	**342**	**100.0**
Mean	4.75	
Standard Deviation	.768	
Kurtosis	12.885	
Std. Error of Kurtosis	.263	

The results presented on table 4.2 shows that 87.5 % of the respondents were employees with only 12.5% representing the management level.

4.3.3 Duration in Service

It was also important to establish the duration of service among the respondents. Majority of the respondents 227(66.4%) have worked for the county government for between 1- 5 years while only 10(2.9%) , 52(15.2%) have worked for between 6-10 years, 15(4.4%) have worked for between 11-15 years, 16(4.7%) have worked for 16-20 years, 22(6.4%) have worked for 21-25 years while 10(2.9%) had worked for more than 26 years meaning most of the employees at the county government were hired when the county government come into existence while the rest were adopted

from the former Local government and secondment from the National Government. The results indicate a mean of 1.78 and a standard deviation of 1.378.

4.4 Contribution of Staff Resourcing Procedures Practice to the Institutional Performance

The first objective of the study sought to establish whether staff resourcing procedures contribute to institutional performance in county governments. The objective was measured on a 5 scale Likert ranging from strongly agree to strongly disagree. The objective was analyzed in three stages. First factor analysis was performed to establish whether the items defining the objective were appropriate for further analysis. The items were considered for further analysis only if they had a factor loading of 0.4 and a KMO of 0.921 and a Barletts test of sphericity less than 0.05. The results were presented as follows.

4.4.1 Factor Analysis

This analysis was done to determine the value of KMO and Bartlett's Test and the factor loading as shown in table 4.3

Table 4.3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.921
Bartlett's Test of Sphericity	Approx. Chi-Square	1321.595
	Df	28
	Sig.	.000

The results in table 4.3 shows that the objective was suitable for further analysis because the KMO value was 0.921 far much above the threshold on 0.4 and the Bartlett's test of sphericity has a value of 0.000 which is much lower than 0.05. The values are presented in table 4.4

Table 4.4: Component Matrix

Items	Component
Recruitment and selection process is carried out professionally and staff appointed based on merits at all levels	.771
The Public Service Board is Competent in delivering their services hence their input has increased the County Performance	.811
Recruitment and selection of Employees is affected by political, ethnicity and nepotism.	.736
The County government acquired competent and high skilled employees based on merits and this improved County Performance	.782
Placement, Transfers and Promotion is carried out professionally and in line to laid HR standards	.786
Appointment to positions is based on individual Career (specialty) and job Experience and this has improved the County Performance.	.774
The performance of the County Government has improved because the County PSB Matches job with skills available, finding gaps and sourcing for right skills to fill the gaps.	.819
There are Proper strategies to retain high skilled staff and motivate them to perform better (HR Planning) hence high county performance.	.606

The factor analysis was done to determine the component matrix developed using the Principal Component Analysis. All items that had a factor loading of below 0.4 were removed from the analysis. For this case item viii was removed from the analysis since it had a loading below 0.4. All the other items had factor loading above 0.4 hence used in further analysis.

4.4.2 Descriptive Statistics

The descriptive analysis was done to establish the mean, standard deviation, frequencies and percentages of the respondents. The values are presented in table 4.5.Where; strongly agree= 5, agree= 4, Neutral= 3, disagree= 2 strongly disagree= 1

Table 4.5: Descriptive statistics

Items	1	2	3	4	5	Mean	Std dev
Recruitment and selection process is carried out professionally and staff appointed based on merits at all levels	98 (28.7	110 (32.2	60 (17.5	36 (10.5	38 (11.1	3.57	1.304
The Public Service Board is Competent in delivering their services hence their input has increased the County Performance	89 (26.0	116 (33.9	57 (16.7	51 (14.9	29 (8.5	3.54	1.257
Recruitment and selection of Employees is not affected by political, ethnicity and nepotism	50 (14.6	97 (28.4	86 (25.1	48 (14.0	61 17.8	3.08	1.312
The County government acquired competent and high skilled employees based on merits and this improved County Performance	70 (20.5	136 (39.8	69 (20.2	49 (14.3	18 (5.3	3.56	1.123
Placement, Transfers and Promotion is carried out professionally and in line to laid HR standards	75 (21.9	111 (32.5	75 (21.9	44 (12.9	37 (10.8	3.42	1.262
Appointment to positions is based on individual Career (specialty) and job Experience and this has improved the County Performance.	62 (18.1	120 (35.1	75 (21.9	54 (15.8	31 (9.1)	3.37	1.209
The performance of the County Government has improved because the County PSB Matches job with skills available, finding gaps and sourcing for right skills to fill the gaps.	83 (24.3	102 (29.8	77 (22.5	27 (7.9	53 (15.5	3.52	1.267
The County Public Service Board need to outsource for technical skills to improve on performance of the County	89 (26.0	116 33.9	47 (13.7	64 (18.7	26 (7.6	3.57	1.304

Numbers in brackets are in percentage.

The results show that most of the respondents agreed with the statement that recruitment and selection process is carried out professionally and staff appointed based on merits at all levels the mean of the response was 3.57 with a standard deviation of 1.304. The results also shows that most of the respondents agreed that the Public Service Board is Competent in delivering their services hence their input has increased the County Performance. The mean response was 3.53 and the standard deviation was 1.257. The mean response on whether Recruitment and selection of Employees is affected by political, ethnicity and nepotism was 3.05 indicating that most of the respondents were not sure of the statement. It is also noted that the mean response on whether the County government acquired competent and high skilled employees based on merits and this improved County Performance is 3.56 with a mean deviation of 1.123. This shows that most of the respondents agreed with the statement and this contradicts the Auditor General report on Narok County Government 2013 which noted that the County is faced with a great challenge of skill mismatch.

On whether Placement, Transfers and Promotion is carried out professionally and in line to laid HR standards most of the respondents with a mean of 3.42 and a standard deviation of 1.262 indicating a wide variation in the responses. On whether there are Proper strategies to retain high skilled staff and motivate them to perform better (HR Planning) hence high county performance the results show that most of the respondents with a mean of 3.52 and a standard deviation of 1.267 indicated that the respondents were not sure of the statement. This shows that the respondents provided varied responses on similar items defining the objective. The standard deviation shows that there is a mixed reaction to the statements.

4.4.3 Correlation Analysis of Staff Resourcing Procedures Practice

This section sought to establish whether there is a significant relationship between staff resourcing procedures and the performance of county government. The results were tested at a 95% confidence level. The results were presented in table 4.6.

Table 4.6: Correlations analysis between staff resourcing procedures

		Performance of county government
Staff Resourcing Procedures	Pearson Correlation	.423**
	Sig. (2-tailed)	.000
	N	317

The results on table 4.6 Constitution of Kenya, Kenya Law Reports,(2010). Retrieved from http://www.kenyalaw.org show that there is positive and significant relationship between staff resourcing procedures and the performance of county government. It is shown that the Pearson's correlation R = 0.423 with a p-value of 0.000. This shows that the performance of county governments is influenced by staff resourcing procedures.

4.4.4 Regression Analysis of Staff Resourcing Procedures Practice

The results on multiple regressions were computed where all the four factors were combined and tested to establish whether they correlate with the dependent variable. Regression is important test as it was used to establish the magnitude of the effect. It also helped to understand the mean differences between the dependent and the combined independent variables.

Table 4.7: Regression of staff resourcing procedures Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2	Sig. F Change
1	.423[a]	.179	.177	.776	.179	74.159	1	340	.000

a. Predictors: (Constant), a

The results shows that there is a linear relationship between the staff resourcing variable and the performance of institutions. The value of Pearson's correlation (R = 0.423) which indicates a positive relationship that is significant since the sig value is less than 0.05. The results also show that the adjusted R - square = 0.177 meaning that the 17.7 % of change in the dependent variable can be explained by the effect of the Resourcing Practice.

4.4.5 Analysis of variance of Staff Resourcing Procedures Practice

This helps in understanding the level of variance in the responses. The mean square of residual is 0.602 which indicates that there is little variation in the responses between the variables. The F value of 74.159 indicates that the relationship between the dependent and independent variable is not just by chance. This is presented in table 4.8.

Table 4.8: Analysis of Variance of Staff Resourcing Procedures Practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.666	1	44.666	74.159	.000[b]
	Residual	204.782	340	.602		
	Total	249.448	341			

a. Dependent Variable: f

b. Predictors: (Constant), a

4.4.6 Modeling the relationship between the variables

The coefficient values generated from the regression model indicated the contribution of each independent variable on the dependent variable. The standardized beta values helps to explain the effect of each variable while the t- value helps to explain whether the effect is just by chance. Usually when the t- value is more than +2 or less than -2 then the relationship is considered to be significant and hence the null hypothesis is rejected in this case.

Table 4.9: Coefficients of Variance of Staff Resourcing Procedures practice

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.687	.156		10.809	.000
	A	.377	.044	.423	8.612	.000

a. Dependent Variable: f

Based on the values derived from the table it is shown that have a positive effect on performance of the institutions. With a t- value of 8.612the item shows that it contributes 86.12% to the change in performance of the institution respectively. The two variables are also very significant with sig values of less than 0.05.

The rule of thumb was applied in the interpretation of the variance inflation factor (VIF). From table 4.25, the VIF for all the estimated parameters was found to be less than 4 which indicate the absence of multi-collinearity among the independent factors. This implies that the variation contributed by the independent variable was significantly independent and it should be included in the prediction model.

An overall result indicates that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom.

The relationship among the variable is expressed using Coupe Douglas Model in the following equation:

Ys = 1.687– 0.377x1+ .156

Where,

Ys = Institution Performance

X1 = Staff Re sourcing Procedures

4.4.7 Chi Square Analysis of Staff Resourcing Procedure Practice

In order to test the independence of the variables chi square analysis was used. The study results were presented in table 4.10.

Table 4.10: Chi Square of Staff Resourcing Procedures Practice

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2318.527[a]	806	.000
Likelihood Ratio	1172.538	806	.000
Linear-by-Linear Association	60.506	1	.000
N of Valid Cases	317		

The results presented on table 4.10 shows that the Pearson chi square is 2318.527 with 806 degrees of freedom and a p- value of 0.000. The critical chi factor at 800 degrees of freedom is given as 880.275 which is far much below the calculated factor. This therefore means that there is a significant association between staffing and the performance of county governments in Kenya. This is confirmed by the Phi and The CramersV values presented in table 4.11.

Table 4.11: Symmetric Measures

			Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal	by	Phi	2.704			.000
Nominal		Cramer's V	.530			.000
Interval	by	Pearson's R	.438	.049	8.637	.000[c]
Interval						
Ordinal	by	Spearman	.405	.052	7.852	.000[c]
Ordinal		Correlation				
N of Valid Cases			317			

Phi value of 2.704 and The Cramers V of 0.530 which both have a P- value of 0.000 indicating a very significance association between the variables. This therefore indicates that Staff Resourcing Procedures has a significant association with the performance of employees at county governments in Kenya. The Pearson's R of 0.438 shows a weak positive correlation and the T value of 8.637 which is higher than the critical value of *t at +2* provides a ground for testing the study hypothesis.

4.5 Contribution of Training and Development Practice of Staff to the Institutional Performance

The second objective of the study sought to establish whether training and development of staff improves the institutional performance of Narok county government. The objective was tested using factor analysis, descriptive analysis and correlation analysis. Factor analysis helped to establish whether the items were suitable for further analysis or not. For this case the variable was accepted for further analysis if the value of KMO was more than 0.4 and the Bartletts test of sphericity was less than 0.05.

4.5.1 Factor Analysis of Training and Development Practice

This analysis was performed to test whether the items explaining the variable were suited for further analysis or not. The results of KMO and Bartletts test were presented in table 4.7while the component matrix was presented in table 4.12.

Table 4.12: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.807
Bartlett's Test of Sphericity	Approx. Chi-Square	891.443
	Df	28
	Sig.	.000

The study established that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.807 and the Barletts test of sphericity was 0.000. This indicated that the items have sampling adequacy and hence can be used appropriately for further analysis.

The component matrix was used to determine the factor loading so as to know which items will be used for further analysis. The results were presented in table 4.13

Table 4.13: Component Matrix

Items	Component
I am aware of existing policies on Training and Development of staff in the County Government	.600
There is an existing Training and Development Officer in the County Government	.674
I have attended trainings on current job skills sponsored by the county and it has improved my performance rate at work	.658
Training and Development of staff is continuously Practiced based on Individual or departmental needs hence improved County performance	.778
Training and Development Process is not bias among the staff of the county hence a motivated workforce	.822
Employees Performance has highly improved due to Training and Development of Staff	.740
There is a continuous Training need assessment at the department and county level.	.630
The County Government has a budget allocation for Staff training and Development	.433

From the results it is noted that all the factors under this objective had a factor loading of 0.4 and above and hence were used for the analysis. The highest factor loading among the item s was 0.822 while the lowest factor loading was 0.433. Since all the factors had a factor loading of more than 0.4 then they were considered suitable for further analysis.

4.5.2 Descriptive Analysis of Training and Development Practise

This section provided the summary of the findings where the mean the standard deviation, the frequency and the percentages were presented. The results are presented in table 4.14.

Table 4.14: Descriptive analysis

	I	Ii	iii	iv	V	Vi	Vii	Viii
Strongly Disagree	39 (11.4	42 (12.3	66 (19.3	58 (17.0	71 (20.8	41 (12.0	61 (17.8	27 (7.9
Disagree	42 (12.3	74 (21.6	51 (14.9	65 (19.0	75 (21.9	80 (23.4	69 (20.2	53 (15.5
Neutral	57 (16.7	66 (19.3	55 (16.1	71 (20.8	49 (14.3	67 (19.6	67 (19.6	97 (28.4
Agree	157 (45.9	105 (30.7	98 (28.7	90 (26.3	90 (26.3	83 (24.3	79 (23.1	103 (30.1
Strongly Agree	47 (13.7	55 (16.1	72 (21.1	58 (17.0	57 (16.7	71 (20.8	66 (19.3	62 (18.1
TOTAL	**342**	**342**	**342**	**342**	**342**	**342**	**342**	**342**
Mean	3.38	3.17	3.17	3.07	2.96	3.18	3.06	3.35
Std. Deviation	1.202	1.279	1.423	1.345	1.409	1.326	1.386	1.174
Kurtosis	-.516	-1.090	-1.270	-1.183	-1.355	-1.192	-1.261	-.701
Std. Error of Kurtosis	.263	.263	.263	.263	.263	.263	.263	.263

(For the values of i-viii, cf. from table 4.14)

The results presented show that the respondents were not sure with most of the statements being given. The statement, I am aware of existing policies on Training

and Development of staff in the County Government has the highest mean value of 3.38 indicating undecided. While the statement Training and Development Process is not bias among the staff of the county hence a motivated workforce shows the lowest mean of 2.96. It is noted from the results that most of the respondents disagreed with most of the statements that examined the effect of training on the performance of county governments.

The negative kurtosis indicates that the descriptive responses were inclined to the disagree than to agree. Correlation analysis measures the extent of association between the ordering of two random variables although; a significant correlation does not necessarily indicate causality but rather a common linkage in a sequence of events. Thus, the study analyzed the relationships that are inherent between training and development and the performance of county governments. Table 4.15 presented the results.

Table 4.15: Correlation Analysis of Training and development Practice

		Performance of county government
Training and development	Pearson Correlation	.415**
	Sig. (2-tailed)	.000
	N	317

The Pearson's correlation was determined to establish whether training and development of employees influences institutional performance. The results revealed that there is a positive and significant but weak relationship between the two variables. The Pearson Correlation R = 0.415 and the p- value = 0.000. This indicates that training and development influences the performance of county government employees and therefore the management should be able to ensure that the employees get training for better performance. This agrees with the findings of

Myrna (2009) who indicated that effective training is not an isolated event in an organization and must be strategic in that it is designed to improve the knowledge, skills and abilities and abilities of employees to help them achieve the organization's strategic plan.

4.5.3 Regression Analysis of Training and Development Practise

The results on multiple regressions were computed where the independent variable was tested to establish whether they correlate with the dependent variable. Regression is important test as it was used to establish the magnitude of the effect. It also helped to understand the mean differences between the dependent and the independent variables.

Table: 4.16: Regression analysis of Training and Development Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.415[a]	.172	.170	.779	.172	70.753	1	340	.000

a. Predictors: (Constant), b

The result shows that there is a linear relationship between the variable and the performance of institutions. The value of Pearson's correlation (R = 0.415) which indicates a strong relationship that is significant since the sig value is less than 0.05. The results also show that the adjusted R - square = 0.170 meaning that the 17.0 % of change in the dependent variable can be explained by the effect of the Training and Development Practice.

4.5.4 Analysis of variance of Training and Development Practise

This helps in understanding the level of variance in the responses. The mean square of residual is 0.607 which indicates that there is little variation in the responses between the variables. The F value of 70.753 indicates that the relationship between the dependent and independent variable is not just by chance. This is presented in table 4.17.

Table 4.17: Analysis of Variance of Training and Development practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.968	1	42.968	70.753	.000[b]
	Residual	206.480	340	.607		
	Total	249.448	341			

a. Dependent Variable: f

b. Predictors: (Constant), b

4.5.5 Modeling the relationship between the variables

The coefficient values generated from the regression model indicated the contribution of each independent variable on the dependent variable. The standardized beta values helps to explain the effect of each variable while the t- value helps to explain whether the effect is just by chance. Usually when the t- value is more than +2 or less than -2 then the relationship is considered to be significant and hence the null hypothesis is rejected in this case.

Table 4.18: Coefficients of Variance on Training and Development practice

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.714	.157		10.950	.000
	B	.400	.048	.415	8.411	.000

a. Dependent Variable: f

Based on the values derived from the table it is shown that have a positive effect on performance of the institutions. With a t- value of 8.411the item shows that it contributes 84.11% to the change in performance of the institution respectively. The two variables are also very significant with sig values of less than 0.05.

The rule of thumb was applied in the interpretation of the variance inflation factor (VIF). From table 4.18, the VIF for all the estimated parameters was found to be less than 4 which indicate the absence of multi-collinearity among the independent factors. This implies that the variation contributed by the independent variable was significantly independent and it should be included in the prediction model.

Overall results indicates that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom.

The relationship among the variable is expressed using Coupe Douglas Model in the following equation:

Ys = 1.714– 0.400x1+ .157

Where,

Ys = Institution Performance

X1 = Staff Training and Development Practice

4.5.6 Chi Square Analysis of Training and Development Practice

In order to test where there was an association between training and development and performance of county governments. The chi square test of independence was also used. The results were presented in table 4.19.

Table 4.19: Chi-Square Training and Development Practice

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2312.640[a]	806	.000
Likelihood Ratio	1177.031	806	.000
Linear-by-Linear Association	64.958	1	.000
N of Valid Cases	317		

The results presented on table 4.19 also show that the Pearson chi square is 2312.640 with 806 degrees of freedom and a p- value of 0.000. The critical chi factor at 800 degrees of freedom is given as 880.275 which is far much below the calculated factor. This again means that there is a significant association between training and development and the performance of county governments in Kenya. These results are also confirmed by the Phi and The Cramers V values presented in table 4.20.

Table 4.20: Symmetric Measures of association

			Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal	by	Phi	2.701			.000
Nominal		Cramer's V	.530			.000
Interval	by	Pearson's R	.453	.045	9.028	.000[c]
Interval						
Ordinal	by	Spearman Correlation	.434	.048	8.542	.000[c]
Ordinal						
N of Valid Cases			317			

The results on table 4.14 shows that Phi value of 2.701 and the CramersV is 0.530 and both have a P- value of 0.000. This again shows that there is a very significant association between training and development of employees and performance in the county governments. Indicating that training and development has a significant association with the performance of employees at county governments in Kenya.The Pearson's R of 0.453 shows a weak but positive correlation between the variables. However, the T value of 9.028 which is much higher than the critical value of t at +2 provides a ground for testing the study hypothesis.

4.6 Contribution of Performance Management practice on Institutional Performance

The study also sought to establish whether performance Management Improves Institutional Performance Of Narok County Government. factor analysis was done to determine the suitability of the factor to be used in further analysis. The values of KMO and bartlett sphiracity was determined and used to check the suitability of the items defining the objectives. The findings were presented in table 4.21.

Table 4.21: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.868
Bartlett's Test of Sphericity	Approx. Chi-Square	1156.014
	Df	28
	Sig.	.000

The results show that Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.868 with a Bartlettes test of sphericity being less than 0.05. This indicates that the variable is suitable for further analysis. The actual factor loadings were presented in table 4.22.

Table 4.22: Component Matrix

Items	Component
Performance Management Practices are included in the County HR Policies	.463
I have participated in the performance evaluation process last financial year and received feedback on my job performance.	.711
Performance Review meetings are held annually at the department level and am a comfortable with the way its carried out	.678
Performance Management is a continuous process within the county government and has improved organization performance.	.800
The process is conducted professionally without any biasness and this motivates employees' hence high performance.	.713
The implementation of other strategies; Acquisition, Training and Development, Appraisal and Reward has been effective because of Performance management.	.807
The County Overall performance has improved due to continuous performance management Strategy.	.811
The County Performance rate compared to other counties and regions is encouraging.	.748

The objective was measured by using nine statements out of which only 8 statements met the expected threshold of a factor loading of 0.4 and above. The results show that one factor did not meet the expected factor loading and hence was eliminated from the statement and hence was not used for further analysis. The factor with the highest loading was indicating that County Overall performance has improved due to continuous performance management Strategy while the factor with the lowest factor loading was Performance Management Practices are included in the County HR Policies.

4.6.1 Descriptive Analysis of Training and Development Practice

For descriptive analysis the study considered only the 8 factors that met the loading of 0.4 and above. The descriptive analysis was computed to determine the mean, standard deviation, percentages and frequencies was computed and presented on table 4.23.

Table 4.23: Descriptive analysis of Training and Development Practice

	I	Ii	Iii	iv	V	Vi	Vii	Viii
Strongly Disagree	19 (5.6)	83 (24.3)	62 (18.1)	51 (14.9)	50 (14.6	64 (18.7	35 (10.2	41 (12.0
Disagree	38 (11.1)	99 (28.9)	83 (24.3)	62 (18.1)	85 (24.9	61 (17.8	74 (21.6	79 (23.1
Neutral	85 (24.9)	70 (20.5)	90 (26.3)	73 (21.3)	76 (22.2	88 (25.7	85 (24.9	84 (24.6
Agree	138 (40.4)	67 (19.6)	62 (18.1)	99 (28.9)	90 (26.3	66 (19.3	101 (29.5	96 (28.1
Strongly Agree	62 (18.1)	23 (6.7)	45 (13.2)	57 (16.7)	41 (12.0)	63 (18.4	47 (13.7	42 (12.3
TOTAL	**342**	**342**	**342**	**342**	**342**	**342**	**342**	**342**
Mean	3.54	2.56	2.84	3.14	2.96	3.01	3.15	3.06
Std. Deviation	1.081	1.238	1.286	1.311	1.257	1.365	1.205	1.218
Kurtosis	-.182	-.978	-1.016	-1.093	-1.081	-1.168	-.933	-.984

The results shows that majority of the respondents 200(58.5%) agreed that Performance Management Practices are included in the County HR Policies while 57(16.7%) disagreed with the statement. This showed a mean of 3.54; STD deviation

= 1.081.The second statement which sought to establish whether the respondents had participated in the performance evaluation process for the last financial year and received feedback on job performance. The results show that this factor had the highest standard deviation value meaning that the results could have skewed to one side. This was established following the negative kurtosis (mean of =2.56, STD deviation =1.238 meaning and kurtosis = -.978) that most of the respondents disagreed with the statement.

4.6.2 Correlation Analysis of Performance Management practice

The study sought to establish the relationship between performance management and institutional performance. The results were presented on table 4.24.

Table 4.24: Correlation Analysis of Performance Management Practice

		Institutional Performance
Performance Management	Pearson Correlation	.561**
	Sig. (2-tailed)	.000
	N	317

The results show that there is a strong positive relationship (R=0.561) between performance management and institutional performance in county governments. The P –value =0.000 indicating a very significant relationship between the variables. This shows that performance management is very essential for any organization that aims at performing. These findings are similar to those of Armstrong and Baron (1998), who noted that Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals.

4.6.3 Regression Analysis of Performance Management practice

The results on multiple regressions were computed where the variables were tested to establish whether they correlate with the dependent variable. Regression is important test as it was used to establish the magnitude of the effect. It also helped to understand the mean differences between the dependent and the combined independent variables.

Table: 4.25: Regression Analysis of Performance Management practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2	Sig. F Change
1	.561[a]	.315	.313	.709	.315	156.401	1	340	.000

a. Predictors: (Constant), c

The results shows that there is a linear relationship between performance management practice and the performance of institutions. The value of Pearson's correlation (R = 0.561) which indicates a strong relationship that is significant since the sig value is less than 0.05. The results also show that the adjusted R - square = 0.313 meaning that the 31.3% of change in the dependent variable can be explained by the independent variable.

4.6.4 Analysis of variance of Performance Management practice

This helps in understanding the level of variance in the responses. The mean square of residual is 0.503 which indicates that there is little variation in the responses between the variables. The F value of 156.401 indicates that the relationship between the dependent and independent variable is not just by chance. This is presented in table 4.26.

Table 4.26: Analysis of variance of Performance Management practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.593	1	78.593	156.401	.000[b]
	Residual	170.854	340	.503		
	Total	249.448	341			

a. Dependent Variable: f

b. Predictors: (Constant), c

4.6.5 Modeling the relationship between the variables

The coefficient values generated from the regression model indicated the contribution of each independent variable on the dependent variable. The standardized beta values helps to explain the effect of each variable while the t- value helps to explain whether the effect is just by chance. Usually when the t- value is more than +2 or less than -2 then the relationship is considered to be significant and hence the null hypothesis is rejected in this case.

Table 4.27: Coefficients of variance of Performance Management practice

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	Constant	1.363	.135		10.097	.000
	C	.534	.043	.561	12.506	.000

a. Dependent Variable: f

Based on the values derived from the table it is shown that performance management have a positive effect on performance of the institutions. With a t-value of 12.506the item shows that it contributes 125.6%to the change in

performance of the institution respectively. The variable is also very significant with sig values of less than 0.05.

The rule of thumb was applied in the interpretation of the variance inflation factor (VIF). From table 4.27, the VIF for all the estimated parameters was found to be less than 4 which indicate the absence of multi-collinearity among the independent factors. This implies that the variation contributed by the independent variable was significantly independent and it should be included in the prediction model.

Overall results indicate that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom.

The relationship among the variable is expressed using Coupe Douglas Model in the following equation:

Ys = 1.363– .534x1+ .135

Where,

Ys = Institution Performance

X1 = Staff Re sourcing Procedures

4.6.6 Chi Square Analysis for Performance Management Practice

To test whether there is an association between performance measurement and the performance of county governments. The chi square test of independence was used. Table 4.28 presents the results.

Table 4.28: Chi Square Analysis for Performance Management Practice

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2425.510[a]	837	.000
Likelihood Ratio	1160.942	837	.000
Linear-by-Linear Association	111.651	1	.000
N of Valid Cases	317		

The results presented on table 4.19 show that the Pearson chi square is 2425.510 with 837 degrees of freedom and a p- value of 0.000. The critical chi square factor at 850 degrees of freedom is given as 932.689 which is far much below the calculated factor of 2425.510. This again means that there is a significant association between training and development and the performance of county governments in Kenya. These results are also confirmed by the Phi and The Cramers V values presented in table 4.29.

Table 4.29: Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Phi	2.766			.000
	Cramer's V	.532			.000
Interval by Interval	Pearson's R	.594	.038	13.119	.000[c]
Ordinal by Ordinal	Spearman Correlation	.574	.042	12.456	.000[c]
N of Valid Cases		317			

The results on table 4.20 shows a Phi value of 2.766 and The Cramers V is 0.532 and both have a P- value of 0.000. This again shows that there is a very significant association between performance management of employees and the performance of county governments, indicating that is a significant association between performance

management and performance of employees at county governments in Kenya. The Pearson's R of 0.594 shows a positive correlation and the T value of 13.111 which is much higher than the critical value of t at +2 provides a ground for testing the study hypothesis.

4.7 Contribution of Staff Appraisal on Achievement of Institutional Performance

The fourth objective of the study sought to establish whether contribution of staff appraisal on achievement of institutional performance. The objective had a total of six items to help in establishing whether there the objective had an effect or not. To establish whether the statements had achieved the sampling adequacy factor analysis was done where the factor loading of 0.4 and above was considered for any item to be used for further analysis. Analysis for KMO and Bartlett's Test was conducted and the findings presented in table 4.30.

Table 4.30: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.858
Bartlett's Test of Sphericity	Approx. Chi-Square	849.587
	Df	15
	Sig.	.000

With a KMO of 0.858 the results shows that the items of the objective meet the sampling adequacy and hence are suitable to be used for further analysis. The Bartletts test of sphericity also indicated that the items are suitable for further analysis since the significance value was 0.000. In order to establish the items to be used in the analysis factor analysis was computed to establish the factor loading and all factors that had a loading more than 0.4 were selected for the analysis. The results were presented in table 4.31.

Table 4.31: Component Matrix

Item	Component
I am aware of Employees performance measures in my Department	.598
Performance Appraisal Policies are in place and are Implemented by the County Government	.795
I have always gone through performance Appraisal conducted by the County government	.725
I am Happy on the way the performance Appraisal process is normally conducted	.800
Performance Appraisal has motivated employees Performance for better reward	.805
Feedbacks are always communicated after performance evaluations to all staff and department hence rewarded	.835

The results show that six factors had a factor loading of more than 0.4 and hence were used for further analysis. The study established that all the factors were considered for further analysis.

4.7.1 Descriptive Analysis of Staff Appraisal Practice

The descriptive analysis of mean, standard deviation and frequencies of the Contribution of Staff Appraisal on Achievement of Institutional Performance the results were summarized in table 4.32.

Table 4.32: Staff Appraisal on Achievement of Institutional Performance

	I	Ii	iii	iv	V	Vi
Strongly Disagree	43 (12.6)	24 (7.0)	60 (17.5)	46 (13.5)	68 (19.9)	76 (22.2)
Disagree	39 (11.4)	74 (21.6)	73 (21.3)	100 (29.2)	65 (19.0)	59 (17.3)
Neutral	68 (19.9)	87 (25.4)	85 (24.9)	71 (20.8)	58 (17.0)	83 (24.3)
Agree	152 (44.4)	114 (33.3)	72 (21.1)	82 (24.0)	88 (25.7)	93 (27.2)
Strongly Agree	40 (11.7)	43 (12.6)	52 (15.2)	43 (12.6)	63 (18.4)	31 (9.1)
TOTAL	**342**	**342**	**342**	**342**	**342**	**342**
Mean	3.31	3.23	2.95	2.93	3.04	2.84
Std. Deviation	1.198	1.134	1.318	1.254	1.409	1.294
Kurtosis	-.557	-.814	-1.114	-1.084	-1.315	-1.170

From the results majority of the respondents seem to have disagreed or were not sure with most of the statements provided. The results also indicate that the items had a very high standard deviation of more than 1. This shows that there was varied response among the respondents with a big number either disagreeing with the items or agreeing.

4.7.2 Correlation analysis of Staff Appraisal Practice

To establish whether there was a relationship between Contribution of Staff Appraisal on Achievement of Institutional Performance**,** Pearson's correlation analysis was done and the results presented in table 4.33.

Table 4.33: Staff Appraisal on Achievement of Institutional Performance

		Achievement of Institutional Performance
Contribution of Staff Appraisal	Pearson Correlation	.603**
	Sig. (2-tailed)	.000
	N	317

The results indicate that there is a strong positive and significant correlation betweenContribution of Staff Appraisal on Achievement of Institutional Performance. The correlation coefficient is R = 0.603. Usually a correlations coefficient of more than 0.5 is considered strong. While the Sig value is 0.000 which is below 0.05. This indicates that Staff Appraisal affects achievement of institutional performance. This Agrees with the findings of Sharma (2011) who examined the effect of performance appraisal on individual as well as on the organizations and established that there was a noticeable effect of the performance appraisal on the organization's as well as on the individual's productivity level. While exploring the relationship of organizational culture (OC) and the performance appraisal (PA) process and their impact on the organizational behavior, Teha, (2012) also found that the PA process becomes a culture in an institution and its effects yields positive results.

4.7.3 Regression Analysis of staff Appraisal Practice

The results on multiple regressions were computed where all the variables were tested to establish whether they correlate with the dependent variable. Regression is important test as it was used to establish the magnitude of the effect. It also helped to understand the mean differences between the dependent and the combined independent variables.

Table: 4.34: Regression Analysis of staff Appraisal Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2	Sig. F Change
1	.603[a]	.364	.362	.683	.364	194.693	1	340	.000

a. Predictors: (Constant), d

The results show that there is a linear relationship between the variable and the performance of institutions. The value of Pearson's correlation (R = 0.603) which indicates a strong relationship that is significant since the sig value is less than 0.05. The results also show that the adjusted R - square = 0.362 meaning that the 36.2 % of change in the dependent variable can be explained by the staff Appraisal Practice.

4.7.4 Analysis of variance (ANOVA) of staff Appraisal Practice

This helps in understanding the level of variance in the responses. The mean square of residual is 0.467 which indicates that there is little variation in the responses between the variables. The F value of 194.693 indicates that the relationship between the dependent and independent variable is not just by chance. This is presented in table 4.35.

Table 4.35: Analysis of Variance of Staff Appraisal Practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	90.829	1	90.829	194.693	.000[b]
	Residual	158.618	340	.467		
	Total	249.448	341			

a. Dependent Variable: f
b. Predictors: (Constant), d

4.7.5 Modeling the relationship between the variables

The coefficient values generated from the regression model indicated the contribution of each independent variable on the dependent variable. The standardized beta values helps to explain the effect of each variable while the t- value helps to explain whether the effect is just by chance. Usually when the t- value is more than +2 or less than -2 then the relationship is considered to be significant and hence the null hypothesis is rejected in this case.

Table 4.36: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.353	.122		11.047	.000
	D	.534	.038	.603	13.953	.000

Variable: f Dependent

Based on the values derived from the table it is shown that have a positive effect on performance of the institutions. With a t- value of 13.953 the item shows that it contributes 139.53% to the change in performance of the institution respectively. The two variables are also very significant with sig values of less than 0.05.

The rule of thumb was applied in the interpretation of the variance inflation factor (VIF). From table 4.25, the VIF for all the estimated parameters was found to be less than 4 which indicate the absence of multi-collinearity among the independent factors. This implies that the variation contributed by the independent variable was significantly independent and it should be included in the prediction model.

Overall results indicate that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom.

The relationship among the variable is expressed using Coupe Douglas Model in the following equation:

Ys = 1.353– .534x1+ .122

Where,

Ys = Institution Performance

$_{X1}$ = Staff Appraisal Practice

4.7.3 Chi Square Analysis for Staff Appraisal Practice

Chi square test was used to test whether staff appraisal has a significant effect on the performance of the county government in Kenya. The findings were presented in table 4.37.

Table 4.37: Chi Square Analysis for Staff Appraisal Practice

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1959.306[a]	620	.000
Likelihood Ratio	1076.534	620	.000
Linear-by-Linear Association	122.855	1	.000
N of Valid Cases	317		

The results presented on table 4.37 show that the Pearson chi square is 1959.306 with 620 degrees of freedom and a p- value of 0.000. The critical chi square factor at 620 degrees of freedom is estimated at 722.542 which is far much below the calculated factor of 1959.306. This again means that there is a significant association between staff appraisal and the performance of county governments in Kenya. Table 4.37 gives the Phi and The Cramers V values to confirm the significance of the association. The results are presented on Table 4.38

Table 4.38: Symmetric Measures

			Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal	by	Phi	2.486			.000
Nominal		Cramer's V	.556			.000
Interval	by	Pearson's R	.624	.038	14.155	.000[c]
Interval						
Ordinal	by	Spearman Correlation	.616	.040	13.867	.000[c]
Ordinal						
N of Valid Cases			317			

Table 4.38 shows that the Phi value is 2.486 which is very significant at a P- value of 0.000 and a cramers V of 0.556 which is also significant and indicates that there is a very significant association between the staff appraisal and performance of county

governments. The Pearson's R of 0.624 shows a strong positive correlation and the T value of 14.155 which is much higher than the critical value of t at +2 provides a ground for testing the study hypothesis.

4.8 Contribution of Performance Reward practice on Institutional Performance

This was the last objective of the study. It sought to establish whether Contribution of Staff Performance Reward on Institutional Performance factor analysis was done to establish whether the objective statements had sampling adequacy or not. The study considered the items to have sampling adequacy if the KMO value is 0.4 and above. Results were presented in table 4.39.

Table 4.39: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.826
Bartlett's Test of Sphericity	Approx. Chi-Square	563.892
	Df	10
	Sig.	.000

The results show that the KMO value is 0.826 which is more than 0.4 and hence the objective is thought to have sampling adequacy and a Bartletts test of sphericity of 0.000. This shows that the objective is suitable for use in further analysis. The study also conducted factor analysis to determine whether the items used to define the objective were suitable for further analysis or not. The component analysis matrix was computed and presented in table 4.40. Any item that did not achieve a factor loading of 0.4 according was eliminated for any further analysis.

Table 4.40: Component Matrix

	Item	Component
I	There are Reward strategies in place and documented in the HR Policies and I am aware about them	.742
Ii	The County rewards the best performing employees and this has motivated staff hence high performance.	.832
Iii	Reward is based on Merits and not Political, Nepotism or Tribal. This has improved institution performance rate	.848
Iv	Rewards based on promotion is highly appreciated by staff than monitory Rewards hence high performance	.719
V	There is need for change in the strategy used to reward employees after performance Appraisal	.679

From the results it is noted that all the five items have a factor loading of more than 0.4 and hence they are suitable for further analysis. The factor with the lowest loading had 0.679 while the factor with the highest loading had 0.848.

4.8.1 Descriptive Analysis

After factor reduction the descriptive analysis of mean, STD deviation and kurtosis was done. The descriptive statistics helps to summarize the responses in order to make deductions about he views and opinions of the respondents. The results were presented in table 4.41.

Table 4.41: Descriptive Statistics

	I	ii	Iii	Iv	V
Strongly Disagree	86 (25.1)	69 (20.2)	68 (19.9)	46 (13.5)	47 (13.7)
Disagree	62 (18.1)	95 (27.8)	90 (26.3)	66 (19.3)	57 (16.7)
Neutral	66 (19.3)	73 (21.3)	77 (22.5)	56 (16.4)	73 (21.3)
Agree	85 (24.9)	75 (21.9)	67 (19.6)	99 (28.9)	83 (24.3)
Strongly Agree	43 (12.6)	30 (8.8)	40 (11.7)	61 (17.8)	68 (19.9)
TOTAL	**342**	**342**	**342**	**342**	**342**
Mean	2.82	2.71	2.77	3.19	3.21
Std. Deviation	1.382	1.256	1.294	1.333	1.339
Kurtosis	-1.302	-1.053	-1.064	-1.163	-1.114

The results show that the respondents disagreed with most of the items in the study. The item with the lowest mean of 2.71 and smallest Std deviation of 1.256 indicating that the variation in the response was not so big. The statement with the highest mean was – (mean = 3.21) and a STD deviation of 1.339. This can also be seen from the Kurtosis which is all negative for the five factors. This shows that the results are inclined towards disagreement.

4.8.2 Correlation Analysis of Reward Practice on Institutional Performance

Pearson's correlation analysis was done to establish whether there is a relationship existing between the variables. When the correlation value is above 0.5 It is considered significant and hence having an effect on the performance. The results were presented in table 4.42.

Table4.42: Correlation of Reward Practice on Institutional Performance

Contribution Of Staff Performance Reward On Institutional Performance	Pearson Correlation	.439**
	Sig. (2-tailed)	.000
	N	317

The results show that there is a positive but weak relationship of R= 0.439 between the Contribution of Staff Performance Reward on Institutional Performance and performance of which is very significant at 0.000. This shows that the Contribution of Staff Performance Reward affects performance of the employee at the county. This agrees with the findings of Maund, (2001) who indicated that Reward systems are very crucial for an organization employee performance but a reward that influences the performance of one employee may not be a reward to the other.

4.8.3 Regression Analysis of Reward Practice on Institutional Performance

The results on multiple regressions were computed where performance reward practice variable was tested to establish whether it correlate with the dependent variable. Regression is important test as it was used to establish the magnitude of the effect. It also helped to understand the mean differences between the dependent and the independent variable.

Table: 4.43: Regression Analysis of Reward Practice on Institutional Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.439[a]	.192	.190	.770

a. Predictors: (Constant), e

The result shows that there is a linear relationship between performance rewards practice and performance of institutions. The value of Pearson's correlation (R = 0.439) indicates a strong relationship that is significant since the sig value is less than 0.05. The results also show that the adjusted R - square = 0.192 meaning that the 19.2 % of change in the dependent variable can be explained by the effect of the reward management practice.

4.8.4 Analysis of Variance of Reward Practice on Institutional Performance

This helps in understanding the level of variance in the responses. The mean square of residual is 0.593 which indicates that there is little variation in the responses between the variables. The F value of 80.939 indicates that the relationship between the dependent and independent variable is not just by chance. This is presented in table 4.44.

Table 4.44: Analysis of Variance of Reward Practice on Institution Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.964	1	47.964	80.939	.000[b]
	Residual	201.483	340	.593		
	Total	249.448	341			

a. Dependent Variable: f

b. Predictors: (Constant), e

4.8.5 Modeling the relationship between the variables

The coefficient values generated from the regression model indicated the contribution of the independent variable on the dependent variable. The standardized beta values helps to explain the effect of each variable while the t- value helps to explain whether the effect is just by chance. Usually when the t- value is more than +2 or less than -2 then the relationship is considered to be significant and hence the null hypothesis is rejected in this case.

Table 4.45: Coefficients of variance on Rewards Practice

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.885	.129		14.637	.000
	E	.370	.041	.439	8.997	.000

a. Dependent Variable: f

Based on the values derived from the table it is shown that have a positive effect on performance of the institutions. With a t- value of 8.997 the item shows that it contributes 89.97% to the change in performance of the institution respectively. The two variables are also very significant with sig values of less than 0.05.

The rule of thumb was applied in the interpretation of the variance inflation factor (VIF). From table 4.45, the VIF for all the estimated parameters was found to be less than 4 which indicate the absence of multi-collinearity among the independent factors. This implies that the variation contributed by the independent variable was significantly independent and it should be included in the prediction model.

Overall results indicate that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom.

The relationship among the variable is expressed using Coupe Douglas Model in the following equation:

$Ys = 1.885– 0.370x1+ .129$

Where,

Ys = Institution Performance

x_1 = Staff Rewards Management Practice

4.8.6 Chi Square Test on Reward practice and Institutional Performance

In order to test the association between rewards practice and institutional performance. The chi square test of significance was tested. The results are presented in table 4.46.

Table 4.46: Chi Square on Reward Practice and Institutional Performance

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1574.123[a]	558	.000
Likelihood Ratio	988.417	558	.000
Linear-by-Linear Association	64.353	1	.000
N of Valid Cases	317		

The results presented on table 4.46 show that the Pearson chi square is 1574.123 with 558 degrees of freedom and a p- value of 0.000. The critical chi square factor at 558 degrees of freedom is estimated at 616.878which is far much below the calculated factor of 1574.123. This again means that there is a statistically significant association between staff rewards and the performance of county governments in Kenya. This test was confirmed by symmetric measures of Phi and The Cramers V values to confirm the significance of the association as shown on table 4.47.

Table 4.47: Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Phi	2.228			.000
	Cramer's V	.525			.000
Interval by Interval	Pearson's R	.451	.051	8.975	.000[c]
Ordinal by Ordinal	Spearman Correlation	.435	.053	8.581	.000[c]
N of Valid Cases		317			

Table 4.47 shows that the Phi value is 2.228 which is very significant at a P- value of 0.000 and a cramers V of 0.525 which is also significant and indicates that there is a very significant association between the staff performance reward and performance of county governments. The Pearson's R of 0.451 shows a strong positive correlation and the T value of 8.975 which is much higher than the critical value of t at +2 and this also provides a ground for testing the study hypothesis.

4.9 Dependent Variable (Institutional Performance Indicators)

The dependent variable also tested for sampling adequacy and the results were presented in table 4:48.

Table 4.48: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.913
Bartlett's Test of Sphericity	Approx. Chi-Square	1488.318
	Df	45
	Sig.	.000

The result shows that the items of the variable had a very high sampling adequacy since the KMO value was 0.913 which is far much above 0.4. The Bartlett's Test of Sphericity was also less than 0.05. This shows that the variable was suitable for use in further analysis.

The component matrix was computed to establish whether all the items could be used for further analysis or not. The results presented in table 4.49 shows those items were suitable for use in further analysis.

Table 4.49: Component Matrix

	Items	Component
I	Rate your level of participation in development of HR strategies such as Resourcing of staff, Training, Appraisal, Reward and Performance Management.	.643
Ii	Rate the County Management Competencies to initiate, implement and Changing of HR Strategies.	.747
Iii	Rate the attention paid in developing new HR strategies by Top management	.736
Iv	Rate the attention paid in adjusting to new HR strategies by Top management	.739
V	Rate the commitment to HR strategic Management as a choice for your organization by Top management	.737
Vi	Rate the relevance and suitability of strategic Human resource Management to your organization	.600
Vii	Rate your organization success at identifying corrective actions on HR strategies	.719
Viii	Rate the commitment of the Top management in providing financial resources to support implementation of Human resource Strategies	.744
Ix	Rate your organization success at identifying corrective actions on HR strategies	.784
X	Rate your organization effectiveness at evaluating Impact of change in initiating HR strategies	.794

All the ten variables were established to have a factor loading of more than 0.4. The lowest loading was 0.600 while the highest loading was 0.794. This shows that the items were all suitable for use in further analysis.

4.9.1 Descriptive Statistics

Descriptive analysis was done to summarize the views and opinions of the respondents. The respondents were required to respond to various items using a scale of Excellent= 5, Very Good= 4, Good= 3, Fair= 2, Poor = 1. The results were presented in table 4.50.

Table 4.50: Institutional Performance Indicators

	i	ii	iii	iv	v	vi	vii	viii	ix	x
Poor	43 (12.6)	33 (9.6)	44 (12.9)	31 (9.1)	48 (14.0)	22 (6.4)	31 (9.1)	54 (15.8)	34 (9.9)	46 (13.5)
Fair	76 (22.2)	69 (20.2)	76 (22.2)	94 (27.5)	68 (19.9)	82 (24.0)	75 (21.9)	88 (25.7)	82 (24.0)	56 (16.4)
Good	93 (27.2)	93 (27.2)	81 (23.7)	101 (29.5)	78 (22.8)	92 (26.9)	108 (31.6)	77 (22.5)	94 (27.5)	89 (26.0)
Very Good	90 (26.3)	95 (27.8)	85 (24.9)	59 (17.3)	97 (28.4)	83 (24.3)	79 (23.1)	72 (21.1)	94 (27.5)	84 (24.6)
Excellent	26 (7.6)	38 (11.1)	31 (9.1)	32 (9.4)	26 (7.6)	48 (14.0)	34 (9.9)	36 (10.5)	23 (6.7)	52 (15.2)
TOTAL	**342**	**342**	**342**	**342**	**342**	**342**	**342**	**342**	**342**	**342**
Mean	2.94	3.11	2.95	2.90	2.95	3.16	3.03	2.84	2.97	3.12
Std. Deviation	1.161	1.165	1.207	1.127	1.207	1.157	1.126	1.253	1.113	1.272
Kurtosis	-.885	-.826	-.977	-.680	-1.011	-.903	-.713	-1.029	-.825	-.974

The results show that all the items had a mean less than 3.5 indicting that the respondents indicated that the institutional performance indicators were good. This is also confirmed by the high negative skewness indicated by the value of kurtosis.

4.9.2 Regression Analysis of Institution Performance

The results on multiple regressions were computed where all the five variables were combined and tested to establish whether they correlate with the dependent variable. Regression is important test as it was used to establish the magnitude of the effect. It also helped to understand the mean differences between the dependent and the combined independent variables.

Table: 4.51: Regression analysis of Institution performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2	Sig. F Change
1	.619[a]	.383	.374	.677	.383	41.744	5	336	.000

a. Predictors: (Constant), e, a, d, b, c

The results shows that there is a linear relationship between the four factor combined and the performance of institutions. The value of Pearson's correlation (R = 0.619) which indicates a strong relationship that is significant since the sig value is less than 0.05. The results also show that the adjusted R - square = 0.383 meaning that the 38.3 % of change in the dependent variable can be explained by the combined effect of the five independent variables.

4.9.3 Analysis of Variance (ANOVA) of Institution Performance

This helps in understanding the level of variance in the responses. The mean square of residual is 0.458 which indicates that there is little variation in the responses between the variables. The F value of 41.095 indicates that the relationship between the dependent and independent variable is not just by chance. This is presented in table 4.52.

Table 4.52: Analysis of Variance of Institution Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.580	5	19.116	41.744	.000[b]
	Residual	153.867	336	.458		
	Total	249.448	341			

a. Dependent Variable: f

b. Predictors: (Constant), e, a, d, b, c

4.9.4 Modeling the relationship between the variables

The coefficient values generated from the regression model indicated the contribution of each independent variable on the dependent variable. The standardized beta values helps to explain the effect of each variable while the t- value helps to explain whether the effect is just by chance. Usually when the t- value is more than +2 or less than -2 then the relationship is considered to be significant and hence the null hypothesis is rejected in this case.

Table 4.53: Coefficients of Institution Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.226	.150		8.169	.000
	A	-.027	.059	-.031	-.468	.640
	B	-.028	.064	-.029	-.432	.666
	C	.218	.077	.229	2.824	.005
	D	.378	.066	.427	5.687	.000
	E	.043	.054	.051	.794	.428

Dependent Variable: f

Based on the values derived from the table 4.53 it is shown that when the five variables are combined, variable C and D have the highest effect on performance of the institutions. With a t- value of 2.824 and 5.687 respectively the items shows that they contribute 28.24 % and 56.87% to the change in performance of the institution respectively. The two variables are also very significant with sig values of less than 0.05. The other three variables are not significant and also do not have a very significant contribution to the performance of the institution. All of them have a significant value above 0.05 and t- values of less than + 2 or less than -2.

The rule of thumb was applied in the interpretation of the variance inflation factor (VIF). From table 4.53, the VIF for all the estimated parameters was found to be less than 4 which indicate the absence of multi-collinearity among the independent factors. This implies that the variation contributed by each of the independent factors was significantly independent and all the factors should be included in the prediction model. Overall results indicate that the null hypothesis is not accepted since the F-value is far above the critical value at 5; 336 degrees of freedom.

The relationship among the variable is expressed using Coupe Douglas Model in the following equation:

$$Ys= 1.226 - 0.027_{x1}- 0.028_{x2}+0.218_{x3}+0.378_{x4}+0.043_{x5}+0.150$$

Where,

Ys = Institution Performance

X1 = Staff Resourcing Procedures Practice

X2 = Training and Development Practice

X3 = Performance Management Practice

X4 = Performance Appraisal Practice

X5 = Rewards Management Practice

4.10 Discussions of the Findings

Hypothesis 1: The hypothesis stated that there is no relationship between Staff Resourcing process and achievement of institutional performance. The results shows that there is a linear relationship between the staff resourcing variable and the performance of institutions. The value of Pearson's correlation (R = 0.423) indicates a positive relationship that is significant since the sig value is less than 0.05. The results also show that the adjusted R - square = 0.177 meaning that the 17.7 % of change in the dependent variable can be explained by the effect of the Resourcing Practice. The mean square of residual is 0.602 which indicates that there is little variation in the responses between the variables. The F value of 74.159 indicates that the relationship between the dependent and independent variable is not just by chance. However, the T value of 8.637which is much higher than the critical value of t at +2 indicates that Staff Resourcing process has a significant association on achievement of institutional performance. Overall results indicates that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom. This agrees with the findings of Alande, (2013) who established that if the recruitment process is wrong then there becomes a big problem in managing employees to make them have any contribution to the institution performance.

Hypothesis 2: The hypothesis stated that there is no relationship between training and development and achievement of institutional performance. The results of the study disagrees with the statement since the statistical estimates shows that Pearson's R of 0.415 have a positive correlation and adjusted R - square = 0.170 meaning that the 17.0 % of change in the dependent variable can be explained by the effect of the Training and Development Practice. The F value of 70.753 indicates that the relationship between the dependent and independent variable is not just by chance. With a t- value of 8.411the item shows that it contributes 84.11% to the change in performance of the institution respectively. The two variables are also very significant with sig values of less than 0.05. the T value of 9.028 is much higher than the critical value of t at +2 indicating that Training and Development Practice

process has a significant association on achievement of institutional performance. The critical chi factor at 800 degrees of freedom is given as 880.275 is far much below the calculated factor. This means that there is a strong positive relationship with significant association and dependency between training and development and the performance of county governments in Kenya. Overall results indicates that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom. This conforms with the findings of Myrna (2009) who noted that effective training is not an isolated event in an organization. Training must be strategic in that it should be designed to improve the knowledge, skills and abilities and abilities of employees to help them achieve the organization's strategic plan for better performance.

Hypothesis3. The hypothesis stated that there is no relationship between performance management and achievement of institutional performance. The results contradicts with the null hypothesis since the Pearson's R of 0.561 shows a strong positive correlation and the adjusted R - square = 0.313 meaning that the 31.3% of change in the dependent variable can be explained by the independent variable. The mean square of residual is 0.503 indicating that there is little variation in the responses between the variables. The F value of 156.401 indicates that the relationship between the dependent and independent variable is not just by chance. With a t-value of 12.506 the item shows that it contributes 125.6% to the change in performance of the institution respectively. The variable is also very significant with sig values of less than 0.05. the T value of 13.119 which is much higher than the critical value of t at +2. The critical chi square factor at 850 degrees of freedom is given as 932.689 which is below the calculated factor of 2425.510. This means that there is a significant association between performance management and the performance of county governments in Kenya.

Overall results indicate that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom. Thus agreeing with Armstrong (2008), that performance management is a systematic process for improving organizational performance by developing the performance of individuals

and teams. He further explained it is means of getting better results by understanding and managing performance within an agreed framework of planned goals, standard and competency requirements. Armstrong and Baron (1998) also noted that Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals.

Hypothesis 4. The hypothesis stated that there is no relationship between performance appraisal and achievement of institutional performance. The Research findings show inconsistency with the hypothesis; since the value of Pearson's correlation (R = 0.603) indicates a strong relationship that is significant since the sig value is less than 0.05. The results also show that the adjusted R - square = 0.362 meaning that the 36.2 % of change in the dependent variable can be explained by the staff Appraisal Practice. The mean square of residual is 0.467 indicates that there is little variation in the responses between the variables. The F value of 194.693 indicates that the relationship between the dependent and independent variable is not just by chance.

With a t- value of 13.953 the item shows that it contributes 139.53% to the change in performance of the institution respectively since it's higher than t+2. The two variables are also very significant with sig values of less than 0.05. The critical chi square factor at 620 degrees of freedom is estimated at 722.542 which is far much below the calculated factor of 1959.306. This means that there is a statistically significant association between staff appraisal and the performance of county governments in Kenya. Overall results indicate that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom.

This agrees with the findings of Azman (2011) who examined the effect of performance appraisal politics on job satisfaction. The results confirmed that performance appraisal politics acted as important predictors of job satisfaction in the studied organization. Sharma (2011) examined the effect of performance appraisal on individual as well as on the organizations found that research there was a noticeable

positive effect of the performance appraisal on the organizations as well as on the individual's performance. Thus appraisal is regarded as an important management practices to be adopted.

Hypothesis 5. The hypothesis stated that there is no relationship between reward management and achievement of institutional performance. Research findings are not consistent with the hypothesis since results shows that there is a linear relationship between performance rewards practice and performance of institutions. The value of Pearson's correlation (R = 0.439) indicates a strong relationship that is significant since the sig value is less than 0.05. It also show that the adjusted R - square = 0.192 meaning that the 19.2 % of change in the dependent variable can be explained by the effect of the reward management practice .The mean square of residual is 0.593 which indicates that there is little variation in the responses between the variables. The F value of 80.939 indicates that the relationship between the dependent and independent variable is not just by chance. The Pearson chi square is 1574.123 with 558 degrees of freedom and a p- value of 0.000. With a t- value of 8.997 which is higher than the critical value t +2 shows that it contributes 89.97% to the change in performance of the institution respectively. The two variables are also very significant with sig values of less than 0.05. The critical chi square factor at 558 degrees of freedom is estimated at 616.878which is below the calculated factor of 1574.123. Overall results indicate that the null hypothesis is not accepted since the F-value is far above the critical value at 1; 340 degrees of freedom. This indicates that performance reward management showed a statistically significant association and dependency on achievement of institutional performance. This agrees with the findings of Rudman (2003) who established that paying for performance is a big issue in contemporary human resources management; organizations have long believed that productivity improve when pay is linked to performance and payment by results systems and incentives are developed to support this belief. Carraher et al (2006) also advocated that there should be an effective reward system to retain the high performers in the organization and reward should be related with their productivity.

Based on these results it is noted that since all the five variables under study have a statistically significant association with institutional Performance then the county governments need to effectively put these SHRM practices into consideration if they have to improve on the performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This chapter presents, summary of the findings, draws conclusions and presents recommendations on the findings of the study. This chapter further gives recommendations for further study.

5.2 Summary of the Findings

The study established that strategic human resource management practices have a positive relationship with firm performance. This shows that a firm that wants to develop a competitive advantage over its rivals should embrace these "best practices". The study distributed a total of 400 questionnaires and only 342 were returned and used for the analysis. This is 85.5% which was considered appropriate. According to Marton (2006) a response rate above 70% is considered appropriate for a descriptive study. The results on table 4.1 shows that majority 63(18.4%) of the respondents who participated in the study were from the Education, Social work, Youth and Gender departments at the county government. This was followed by health with a response rate of 61(17.8%), while Lands and Urban planning had the least number of respondents 8(2.3%). This was quite proportional to the number of employees in these departments with Education, Social work, Youth and Gender departments having the highest number of employees in the entire county.

The study established that the number of males who participated in the study were 189(55%) while the number of female were 153(45%). This reflects a small disparity between the employees in the county government. Majority of the respondents 227 (66.4%) have worked for the county government for between 1- 5 years while only 10(2.9%) , 52(15.2%) have worked for between 6-10 years, 15(4.4%) have worked for between 11-15 years, 16(4.7%) have worked for 16-20 years, 22(6.4%) have worked for 21-25 years while 10(2.9%) had worked for more than 26 years meaning most of the respondents were hired when the county government came into existence

while the rest were adopted from the former Local government and secondment from the National Government. The results indicate a mean of 1.78 and a standard deviation of 1.378.

5.2.1 Contribution of Staff Resourcing Procedures practice on Institutional Performance

The results in table 4.3 shows that the objective was suitable for further analysis because the KMO value was 0.921 far much above the threshold on 0.4 and the Bartlett's test of sphericity has a value of 0.000 which is much lower than 0.05. The factor analysis was done to determine the component matrix was developed using the Principal Component Analysis. All items that had a factor loading of below 0.4 were removed from the analysis. For this case item viii was removed from the analysis since it had a loading below 0.4. All the other items had factor loading above 0.4 hence used in further analysis.

The results show that most of the respondents agreed with the statement that recruitment and selection process is carried out professionally and staff appointed based on merits at all levels the mean of the response was 3.57 with a standard deviation of 1.304. The results also shows that most of the respondents agreed that the Public Service Board is Competent in delivering their services hence their input has increased the County Performance. The mean response was 3.53 and the standard deviation was 1.257. The mean response on whether Recruitment and selection of Employees is affected by political, ethnicity and nepotism was 3.05 indicating that most of the respondents were not sure of the statement. It is also noted that the mean response on whether the County government acquired competent and high skilled employees based on merits and this improved County Performance is 3.56 with a mean deviation of 1.123. This shows that most of the respondents agreed with the statement.

On whether Placement, Transfers and Promotion is carried out professionally and in line to laid HR standards most of the respondents with a mean of 3.42 and a standard deviation of 1.262 indicating a wide variation in the responses. On whether there are

Proper strategies to retain high skilled staff and motivate them to perform better (HR Planning) hence high county performance the results show that most of the respondents with a mean of 3.52 and a standard deviation of 1.267 indicated that the respondents were not sure of the statement. This shows that the respondents provided varied responses on similar items defining the objective. The standard deviation shows that there is a mixed reaction to the statements.

The results indicate a positive and statistically significant association between staff resourcing procedures and the performance of county government. The value of Pearson's correlation (R = 0.423) indicates a positive relationship that is significant since the sig value is less than 0.05. The results also show that the adjusted R - square = 0.177 meaning that the 17.7 % of change in the dependent variable can be explained by the effect of the Resourcing Practice. The mean square of residual is 0.602 which indicates that there is little variation in the responses between the variables. The F value of 74.159 indicates that the relationship between the dependent and independent variable is not just by chance. However, the T value of 8.637which is much higher than the critical value of t at +2 indicates that Staff Resourcing process has a significant association on achievement of institutional performance. Overall results indicates that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom. This agrees with the findings of Alande, (2013) who established that if the recruitment process is wrong then there becomes a big problem in managing employees to make them have any contribution to the institution performance.

Therefore the results show that there is a positive correlation between Staff Resourcing process and achievement of institutional performance with a strong association.

5.2.2 Contribution of Training and Development practice on Institutional Performance

The study established that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.809 and the Barletts test of sphericity was 0.000. This indicated that the items

have sampling adequacy and hence can be used appropriately for further analysis. The component matrix was used to determine the factor loading so as to know which from the results it is noted that all the factors under this objective had a factor loading of 0.4 and above and hence were used for the analysis. The highest factor loading among the item s was 0.822 while the lowest factor loading was 0.433. Since all the factors had a factor loading of more than 0.4 then they were considered suitable for further analysis.

The results presented show that the respondents were not sure with most of the statements being given. The statement, I am aware of existing policies on Training and Development of staff in the County Government has the highest mean value of 3.38 indicating undecided. While the statement Training and Development Process is not bias among the staff of the county hence a motivated workforce shows the lowest mean of 2.96. It is noted from the results that most of the respondents disagreed with most of the statements that examined the effect of training on the performance of county governments. The negative kurtosis indicates that the descriptive responses were inclined to the disagree than to agree. Correlation analysis measures the extent of association between the ordering of two random variables although; a significant correlation does not necessarily indicate causality but rather a common linkage in a sequence of events.

Thus, the study analyzed the relationships that are inherent between training and development and the performance of county governments. The Pearson's correlation was determined to establish whether training and development of employees affects institutional performance. The statistical estimates shows that Pearson's R of 0.415 have a positive correlation and adjusted R - square = 0.170 meaning that the 17.0 % of change in the dependent variable can be explained by the effect of the Training and Development Practice. The F value of 70.753 indicates that the relationship between the dependent and independent variable is not just by chance. With a t-value of 8.411the item shows that it contributes 84.11% to the change in performance of the institution respectively. The two variables are also very significant with sig values of less than 0.05. The T value of 9.028 is much higher than the critical value

of t at +2 indicating that Training and Development Practice process has a significant association on achievement of institutional performance. The critical chi factor at 800 degrees of freedom is given as 880.275 is far much below the calculated factor. This means that there is a strong positive relationship with significant association and dependency between training and development and the performance of county governments in Kenya. Overall results indicate that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom. This conforms to the findings of Myrna (2009) who noted that effective training is not an isolated event in an organization. Training must be strategic in that it should be designed to improve the knowledge, skills and abilities and abilities of employees to help them achieve the organization's strategic plan for better performance.

5.2.3 Contribution of Performance Management on Institutional Performance

The results show that Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.868 with a Bartlettes test of sphericity being less than 0.05. This indicates that the factors are suitable for further analysis. The results shows that majority of the respondents 200(58.5%) agreed that Performance Management Practices are included in the County HR Policies while 57(16.7%) disagreed with the statement. This showed a mean of 3.54; STD deviation = 1.081.

On whether the respondents participated in the performance evaluation process for the last financial year and received feedback on job performance. The results show that the highest standard deviation value meaning that the results could have skewed to one side. This was established following the negative kurtosis (mean of =2.56, STD deviation = 1.238 meaning and kurtosis = -.978) that most of the respondents disagreed with the statement. The results show that there is a strong positive relationship (R=0.594) between performance management and institutional performance in county governments. It is also noted that there is a strong positive association between performance management and institutional performance with a the Pearson's R of 0.561 shows a strong positive correlation and the adjusted R - square = 0.313 meaning that the 31.3% of change in the dependent variable can be

explained by the independent variable. The mean square of residual is 0.503 indicating that there is little variation in the responses between the variables. The F value of 156.401 indicates that the relationship between the dependent and independent variable is not just by chance. With a t- value of 12.506 the item shows that it contributes 125.6% to the change in performance of the institution respectively. The variable is also very significant with sig values of less than 0.05. the T value of 13.119 which is much higher than the critical value of t at +2. The critical chi square factor at 850 degrees of freedom is given as 932.689 which is below the calculated factor of 2425.510. This means that there is a significant association between performance management and the performance of county governments in Kenya.

Overall results indicate that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom. Thus agreeing with Armstrong (2008), that performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. He further explained it is means of getting better results by understanding and managing performance within an agreed framework of planned goals, standard and competency requirements. Armstrong and Baron (1998) also noted that Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals. This showed that performance management is very essential practice for any organization that aims at performing.

5.2.4 Contribution of Staff Appraisal Practice on Institutional Performance

The fourth objective of the study sought to establish whether contribution of staff appraisal on achievement of institutional performance. The objective had a total of six items to help in establishing whether there the objective had an effect or not. To establish whether the statements had achieved the sampling adequacy factor analysis was done where the factor loading of 0.4 and above was considered for any item to be used for further analysis. With a KMO of 0.858 the results shows that the items of the objective meet the sampling adequacy and hence are suitable to be used for

further analysis. The Bartletts test of sphericity also indicated that the items are suitable for further analysis since the significance value was 0.000. In order to establish the items to be used in the analysis factor analysis was computed to establish the factor loading and all factors that had a loading more than 0.4 were selected for the analysis. The results show that six factors had a factor loading of more than 0.4 and hence were used for further analysis. The study established that all the factors were considered for further analysis.

From the results majority of the respondents seem to have disagreed or were not sure with most of the statements provided. The results also indicate that the items had a very high standard deviation of more than 1. This shows that there was varied response among the respondents with a big number either disagreeing with the items or agreeing. The study results indicates that Staff Appraisal affects achievement of institutional performance since the Pearson's correlation (R = 0.603) indicates a strong relationship that is significant since the sig value is less than 0.05. The results also show that the adjusted R - square = 0.362 meaning that the 36.2 % of change in the dependent variable can be explained by the staff Appraisal Practice. The mean square of residual is 0.467 indicates that there is little variation in the responses between the variables. The F value of 194.693 indicates that the relationship between the dependent and independent variable is not just by chance.

With a t- value of 13.953 the item shows that it contributes 139.53% to the change in performance of the institution respectively since it's higher than t+2. The two variables are also very significant with sig values of less than 0.05. The critical chi square factor at 620 degrees of freedom is estimated at 722.542 which is far much below the calculated factor of 1959.306. This means that there is a statistically significant association between staff appraisal and the performance of county governments in Kenya. Overall results indicate that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom.

This agrees with the findings of Azman (2011) who examined the effect of performance appraisal politics on job satisfaction. The results confirmed that

performance appraisal politics acted as important predictors of job satisfaction in the studied organization. Sharma (2011) examined the effect of performance appraisal on individual as well as on the organizations found that research there was a noticeable positive effect of the performance appraisal on the organizations as well as on the individual's performance. Thus appraisal is regarded as an important management practices to be adopted.

This means that there is a statistically significant association and dependency between staff appraisal and the performance of county governments in Kenya.

5.2.5 Contribution of Staff Performance Reward on Institutional Performance

This was the last objective of the study. It sought to establish whether Contribution of Staff Performance Reward on Institutional Performance factor analysis was done to establish whether the objective statements had sampling adequacy or not. The study considered the items to have sampling adequacy if the KMO value is 0.4 and above. The results show that the KMO value is 0.826 which is more than 0.4 and hence the objective is thought to have sampling adequacy and a Bartletts test of sphericity of 0.000. This shows that the objective is suitable for use in further analysis. From the results it is noted that all the five items have a factor loading of more than 0.4 and hence they are suitable for further analysis. The factor with the lowest loading had 0.679 while the factor with the highest loading had 0.848.

The results show that the respondents disagreed with most of the items in the study. The item with the lowest mean of 2.71 and smallest standard deviation of 1.256 indicating that the variation in the response was not so big. The statement with the highest mean was – (mean = 3.21) and a STD deviation of 1.339. This can also be seen from the Kurtosis which is all negative for the five factors. This shows that the results are inclined towards disagreement.

The results show that there is a positive but weak relationship of 0.451 between the Contribution of Staff Performance Reward on Institutional Performance and performance of which is very significant at 0.000. This shows that the Contribution

of Staff Performance Reward affects performance of the employee at the county. The result shows that the items of the variable had a very high sampling adequacy since the KMO value was 0.913 which is far much above 0.4. The Bartlett's Test of Sphericity was also less than 0.05. This shows that the variable was suitable for use in further analysis. All the ten variables were established to have a factor loading of more than 0.4. The lowest loading was 0.600 while the highest loading was 0.794. This shows that the items were all suitable for use in further analysis. Finally, therelationship between reward management and achievement of institutional performance showed a positive relationship with a The value of Pearson's correlation (R = 0.439) indicates a strong relationship that is significant since the sig value is less than 0.05. It also show that the adjusted R - square = 0.192 meaning that the 19.2 % of change in the dependent variable can be explained by the effect of the reward management practice .The mean square of residual is 0.593 which indicates that there is little variation in the responses between the variables. The F value of 80.939 indicates that the relationship between the dependent and independent variable is not just by chance. The Pearson chi square is 1574.123 with 558 degrees of freedom and a p- value of 0.000. With a t- value of 8.997 which is higher than the critical value t +2 shows that it contributes 89.97% to the change in performance of the institution respectively. The two variables are also very significant with sig values of less than 0.05. The critical chi square factor at 558 degrees of freedom is estimated at 616.878which is below the calculated factor of 1574.123. Overall results indicate that the null hypothesis is not accepted since the F- value is far above the critical value at 1; 340 degrees of freedom. This indicates that performance reward management showed a statistically significant association and dependency on achievement of institutional performance. This agrees with the findings of Rudman (2003) who established that paying for performance is a big issue in contemporary human resources management; organizations have long believed that productivity improve when pay is linked to performance and payment by results systems and incentives are developed to support this belief. Carraher et al (2006) also advocated that there should be an effective reward system to retain the high performers in the organization and reward should be related with their productivity.

This indicates that performance reward management showed a statistically significant association and dependency on achievement of institutional performance.

5.3 Conclusions

The purpose of the study was to determine the Contribution of Strategic Human Resource Management Practices in achieving Institution Performance. The study found that all the human resource management practices had a positive and significant association with performance. This means that with improved use of SHRM practices, institutional performance also improves. The correlation between strategic human resource management practices and performance ranged between 0.4 and 0.7 for the five variables under study. This means that the different practices of strategic human resource positively influence performance. The relationship was tested at a significant level of 0.05 using Chi Square Test of Associations. The Strategic human resource management practices that were examined for their contribution on achieving institution on performance included: Staff resourcing, training and development, Performance Management, Staff Appraisal and Reward management. An examination of their mean scores found that County Governments have strived to adopt strategic human resource management practices to a great extent. The results of this study add to the growing empirical evidence that suggest that strategic human resource management impact on firm performance. However, the findings indicate that direct and interactive contribution of the SHM practices vary with the performance measure. Thus the findings of this study are consistent with the stream of research and theory that support the universalistic perspective.

It is evident that SHRM practices are required by the county government if they have to improve on their performance. The results have shown clearly that there is a positive and significant association between staff resourcing and the performance of the institutions. The results have shown that there is a weak relationship between staff resourcing and performance but the association that the factor on performance is very significant. This means that the County Governments focus on these processes in order to capture the right stock of human talent that will lead to sustained competitive advantage. Study findings also show that strategic human resource

practices had a stronger positive relationship with institution performance. This study therefore concludes that county governments like Narok need to ensure that the staffing as a SHRM practice is essential for improved performance.

The study also noted that training and development as a SHRM practice has a positive correlation with institutional performance. It is further noted that the strength of the relationship is very strong meaning that for the institutions to improve their performance training and development is a major strategic practice that must be put in place. The study established that through training employees are able to equip themselves with appropriate skills that enhance their performance and hence the performance of the institution.

The study also shows that Strategic human resource Management Practices are considered an important function in the County Government but there is need to improve in some area like staff Appraisal and Performance management of employees. The level of interaction between the human resource department and other departments is also taking place to a great extent especially on human resource needs like training and organization strategic development. The human resource manager heads an independent department and him or her reports directly to the County Secretary. Thus the human resource role is gaining importance. The research findings leave no doubt that Institutions that want to develop a competitive advantage over the others need to adopt these strategic human resource management practices and Implement them.

5.4 Recommendations

The County Governments in Kenya are faced with many challenges due to changes in the business environment. Thus, investment in human capital management strategies helps to improve on their performance, quality of service provided, labour cost reduction, high productivity and operating effectiveness. However, what is important knows the best means to make the impact. Thus, an important implication of this study is that;

1. That the County Government should professionally source for employees and place them to the right jobs based on their career lines and experience. This can only be achieved if the county Service Board is independent from any political interference and use of qualified members representing important areas of specialty especially on technical areas is highly recommended. This means that the County Governments need to focus on these processes in order to capture the right stock of human talent that will lead to sustained competitive advantage. It should also be a strategic issue to be included in HR policies, implementation monitored and evaluated to asses the extent of objective achievement.
2. Training of Employees should be made continuous, current and available to all. A skilled workforce is productive to the institution. The current changes in technology calls for advanced learning to enable employees to be competitive in the use of certain equipments at work and Software. Training should start with orientation of individuals to work before applying any other forms. It's advisable that managers and supervisors to encourage for training culture within the work environment. Training needs assessments should be carried out before appointing the trainees as this will reduce wastage of resources and discrimination of staff. Training evaluation is an important activity that should be adopted in order to assess the level of understanding among the trainees.

   This practice should be a strategic goal to all managers and institutions, all policies in organizations should capture this practice, resources allocated and an independent department should be assigned to carry out this activity on daily basis.

3. The Productivity of individual employees and Institution Organs can only be measured with performance management in place. Thus, the County Government to introduce and effectively value the use of Performance Management as a SHRM Practice. Performance Management Office should be introduced and regular performance review meetings held. This helps to

monitor individual and institutions performance rate for competitive advantage, appreciate performers and discipline non-performers. Performance management should also be a management practice at all levels. Individual performance should be monitored, controlled and further evaluated periodically. Institutions should assign a department to implement this activity, allocate resources and include in their management policies.

4. For the County Government to know the individual contribution of staff at work, staff appraisal must be conducted. Therefore, it's of a great importance to emphasize on the importance of this practice as it enables the county to evaluate themselves against others and hence trigger them to sharpen their skills or improve on their failures for competitive advantage. Appraisal should not only be made annually but as a continuous process based on the activity on monthly or quarterly basis. The process should be free and fair to all staff whose performance determines the institution performance. The practice demands the allocation of resources, planning, control, monitoring and evaluation. This practice should be recognized and included in all management policies as a practice. It should also be implemented based on goals achievement of goals that are geared towards the overall vision of the institution.
5. To motivate employees whose performance is outstanding and linked to the good performance of the institution, reward management needs to be practiced. The County Government has the responsibility of ensuring that rewards are offered fairly to all deserving employees and individual efforts are recognized always. Uniformity in rewarding employees; Promotions, Salary increments and incentives, recognition, holyday offers among others makes them to put more efforts at work hence more returns. Discrimination should be avoided as it demoralizes individuals hence less effort at work. There is a need for a significant transformation of rewards practice to reflect the new demands and realities of the public sector. This is geared to accommodate the reward practice as a strategic issue in institutions whose role determines the end results on productivity. Policies should include this

practice and goals set to ensure proper monitoring and evaluation on the implementation of this practice.

In general HRM specialists should be able to play a role of organizational change consultants, strategic partners and the cost-effectiveness evaluation of SHRM interventions to be performed. This helps to reduce change resistance in institutions among the employees, strategies development, policies implementation and evaluation. All this helps to improve the County Performance at a low cost.

5.6 Suggestion for further study

Research on strategic human resource management practices and institutional performance merits further study. The study recommends that future researchers to carry out research on other County Governments to establish the extent to which the strategic human management resource practices influence their performance. This is because this study focused on establishing the relationship between strategic human resource management practices and institutional performance and not the extent to which the strategic human resource management practices influence performance.

REFERENCES

Abowd, J. M. (1990). Does performance-based managerial compensation affect corporate performance? *Industrial and Labor Relations Review, 43*, 52-73.

Adamolekun, L. (ed.) (1999) *Public Administration in Africa: Main Issues and Selected Country Studies*. Colorado: Westview Press.

Adekunle, A. R. (2010). Correlation between Open Reporting System of Performance Evaluation and Teachers Perceived Productivity In Lagos State. *An international journal of Agriculture Sciences, Sciences, Environment and Technology*, 5 (2).

Ahmad, O., & Schroeder, R.G. (2003). The impact of human resource management practices on operational performance: Recognizing country and industry differences. Journal *of Operations Management, 21*(1), 19-43.

Armstrong, M. & Baron, A. (2004). *Managing performance: Performance Management in Action.* London: CIPD.

Armstrong, M. & Baron, A. (2009). *Armstrong Handbook of performance*. *An Evidence based guide to delivering high performance*. 4th Edition. London: Kogan Page.

Armstrong, M. (2003) *A Handbook of Human Resource Management Practice*. 9th ed. London: Kogan Page.

Armstrong, M. (2006). *Human Resource Management Practice*. (10th Ed.). London: Kogan Page.

Armstrong, M. (2008) *A Handbook of Srategic Human Resource Management Practice*. 5th ed. Kogan Page Amazon Publishers, Pp308

Armstrong, M. (2010). *Strategic Human Resource Management*. (1st Ed.). London: Kogan Page

Armstrong, M., Baron, A. (1998) *Performance management: the new realities.* London: Institute of Personnel and Development.Kogan Page.

Azman, N. A. (2011). An Empirical Study of the Relationship between Performance Appraisal Politics and Job Satisfaction. *Acta Universitatis Danubius. OEconomica*, *7*(1).

Bach, S. (2005). New directions in performance management", in Bach, S. (Eds),

Managing Human Resources: Personnel Management in Transition, Oxford: Blackwell.

Bacharach, S. (1989). Organizational theories: Some criteria for evaluation. *Academy of Management Review Journal, 14*, 496-515.

Bae, J., & Lawler, J.J. (2000). Organizational Performance and HRM strategies in Korea: Impact on Firm Performance in an Emerging Economy. *Academy of Management Journal, 43*(3), 502–517.

Barnard, A.H., Pegau, W.S & Zaneveld, J.R.V. (1998). Global relationships in the inherent optical properties of the oceans. *J. Geophys. Res., 103*(24), 955–24,968.

Barnard, A.H., Pegau, W.S & Zaneveld, J.R.V. (1998). Sea WiFS ocean color in the Gulf of California: Validation. Ocean Optics XIV Conference Papers, Volume 2, Kailua-Kona, HI, November 10–13.

Batt, R. (2002). Managing customer services: Human resource practices, quit rates, and sales Growth. *Academy of Management Journal, 45*, 587–597.

Becker, B.E., Huselid, M.A., & Ulrich, D. 2001. *The HR scorecard: Linking people, strategy, and performance.* Boston, MA: Harvard Business School Press.

Brewster, C., & Stavro, U (2005) "Exploring International Human Resource Management from a Multinational Company Perspective" foreword in Tayeb, M. International Human Resource Management: A Multinational Company Perspective. Business Review, *49*(1), 1-35.

Caneron, J., & Pierce, W. (1977). The debate about rewards and itrinsic motivation: Protests and accusations do not alter the results. *Review of Educational Research, 66,* 39-52.

Cooper, D. R., & Schindler P. S. (2006). *Marketing Research*. New York: McGraw–Hill.

Constitution of Kenya, Kenya Law Reports,(2010). Retrieved from http://www.kenyalaw.org

County Government Act (No. 17 of 2012).Kenya Law Reports. Retrieved from http://www.kenyalaw.org

Demmke, C. & Meyer, S. (2006). *Decentralisation and Accountability as Focus of*

Public Administration Modernisation. Austrian: Published by the Austrian Federal Chancellery Directorate General III – Civil Service and Administrative Reform.

Demmke, C. & Meyer, S. (2006). Europäisierung der Personalpolitiken in Europa. Die öffentlichen Dienste zwischen Tradition, Modernisierung und Vielfalt, in: Politische Vierteljahresschrift

Dessler, G. (2005). *Human Resource Management.* (10th ed.). London: Pearson/Prentice Hall

Dyer, L. (1985). *Strategic human resources management and planning.* In K. Rowland & G. Ferris (Eds.), Greenwich, CT: JAI Press.

Failte, I. (2013), *Recruitment and Selection*. Ireland pp 3-4.

Framework Established by Constitution of Kenya, Institute of Economic Affairs. Pp 30,33 Retrieved from http://www.kenyalaw.org

Gardner, T.M., Moynihan, L.M., & Wright, P.M. (2003). The role of organizational citizenship behaviors in mediating the relationship between HR practices and organizational outcomes. Paper presented at the annual Academy of Management meeting, Toronto.

Gerhart, B & Fang, M. (2005). National Culture and Human Resource Management; Assumptions and Evidence. *International Journal of Human Resource Management, 16*, 950-90.

Gerhart, B. (2005). Human resources and business performance: Findings, unanswered questions, and an alternative approach. *Management Review, 16*(2), 174-185.

GOK (2010). *Review of performance contracting in the public sector*. Nairobi: Government Printer.

GOK, (2010). *Evaluation of the Results for Kenyans Programme: Final Report.* Institute of Public Administration of Canada and the African Development Professional Group, Nairobi, Kenya: UNDP.

GOK, (2010). *Performance Contracting Department report on evaluation of the performance of public agencies for the financial year 2008/2009.* Office of the Prime Minister. Nairobi: Government Printer.

GOK, (2010). *Sector Performance Standards (SPS) 2009-2030: Final Report*. Nairobi, Kenya: Government Press.

Gooderham, P.N., Minbaeva, D.B. & Pedersen, T. (2011). Governance Mechanisms for the Promotion of Social Capital for Knowledge Transfer in Multinational Corporations. *Journal of Management Studies*. *48*(1)123-150.

Guthrie, J. T., Van Meter, P., McCann, A., Wigfield, A., Bennett, L., Poundstone, C., … & Mitchell, A. (2001). Growth of literacy engagement: Changes in motivations and strategies during concept-oriented reading instruction. *Journal of Management Studies*. Reading Research Quarterly, 31, 306–333.

Gyurcsik, N.C., & Brawley, L.R. (2000). Mindful deliberation about exercise: Influence of acute positive and negative thinking. *Journal of Applied Social Psychology, 30,* 2513-2533.

Harvey, M. (1997). Focusing the international personnel performance appraisal process. *Human Resource Development Quarterly, 8* (1), 41-62.

Holbeche, L. (2004). How to make work more meaningful. *Personnel Today*, 26.

Holbeche, L., &Springett, N. (2004). In search of meaning in the workplace. (UK: Roffey Park Institute).

Huselid, M.A. (1995). The effects of strategic human resource management and human resource planning on firm performance. In Miner, J.B & Crane, D.P. (Eds.) *Advances in the Practice, Theory, and Research of Strategic Human Resource Management,* 108- 125.New York: HarperCollins.

Huselid, M.A. (2007). Keynote Speaker. The Workforce Scorecard: Managing Human Capital to Execute Strategy. *Alpharma HR Leader Conference. Bridgewater, NJ*. November 7.

IEA, (2010). World Energy Outlook 2010, OECD/IEA, *Industrial Engineering and Management*. *01*(02), 119-142.

Jaisheela, B. (2010). Employee Performance Appraisal System in South Central Railway. *Journal of Commerce & Management Thought, 1*(4), 363-372.

Katou, A.A., & Budhwar, P.S. (2007). The effect of human resource management policies on Research in personnel and human resource management. *Journal*

of Business. 3, 1-30. Greenwich, CT: JAI Press.

Katou, A.A., (2008). Measuring the impact of HRM on organizational performance. Journal of *Journal of Business. 3,* 1-30.

Khan1, S. A. (2011). Managing Performance: The Case of an Omani Oil Company. *Journal of Business, 14*(4), 285-293.

Koisaba, B. (2015), Entrenched corruption and impunity in Kenya; Two people killed, four government officials arrested as Maasai protest mismanagement of resources in narok county, kenya. Retrieved From https://intercontinentalcry.org

Kothari, C.R., (2004). *Research Methodology: Methods and Techniques,* (2nd Ed.). New Dehli: New Age International Publishers Ltd.

Kumbhar, P.S. (2011). Impact of performance appraisal on corporate profitability. *Indian system research journal, 1*(4).

Lachance, J.R. (2000). International Symposium of the International Personnel Management Association, *Public Personnel Management, 293,* 305-13.

Larsen, H., & Mayrhofer, W. (2006), *'European HRM: On the Road Again', in Managing Human Resources In Europe*, London: London press Publication.

Lawler, E. E., Mohrman, S. A., & Ledford, G. E. (1992). *Employee involvement and total quality management.* San Francisco: Jossey-Bass.

Legge, K. (1995). Human resource management rhetorics and realities.*Journal of Management Studies, 46*(1), 133–144.

Leonard, J. S. 1990. Executive pay and firm performance. Industrial and Labor Relations. Review, 43, 13-29.

Lubale, G. (2012). Performance Management Framework in Public Service. Retrieved from http://www.gabriellubale.com.

MacDuffie, J.P (2005). Symposium: New Directions in the study of coordination between and within firms. *paper presented at the Academy of Management meeting,* Honolulu.

Marchington, M. & Wilkinson, A. (2008). *Human Resource Management at Work; People Management and Development*. 4th (Ed). Harlow: Pearson Education.

Maund, L. (2001). *An Introduction to Human Resource Management Theory and*

Practice. Palgrave: Macmillan Publication.

McPheat, S. (2010). *Performance Management.* UK: MTD Training and Ventus Publishing.

Mugenda, A., & Mugenda, O. (2012). *Research Methods; Quantitative and Qualitative Approaches.* (5th Ed.). Nairobi: Acts Press Publishers.

Mulwa, Benard and Wekhuyi (2010). Devolution and Nation Building in Kenya, Strathmore University Kenya. Retrieved from http://www.strathmore.edu/ethics/pdf.

Mwenda, A. K. (2010). *Devolution in Kenya Prospects, Challenges and Future*. Issue 24 of IEA research paper series. Institute of Economic Affairs Kenya.

Mwenda, A. K. (2010). Economic and Administrative Implications of the Devolution Framework Established by Constitution of Kenya. *Institute of Economic Affairs*. *30*, 33.

Mwenda, A.K. (2010a), *Economic and Administrative Implications of the Devolution Approaches*. (5th Ed.). Nairobi: Acts Press Publishers.

Mwenda, A.K. (2010b), *Devolution in Kenya Prospects, Challenges and Future, Institute of Economic Affairs Kenya*. Nairobi: Acts Press Publishers.

Myrna, G. (2008). *Recruitment and Selection, Hiring the right perso.* SHRM, USA: New Age International Publishers Ltd.

Myrna, L. G. (2008). MBA, SPHR 10 Changes That Rocked HR. The Evolution of Human Resource management. *Society for Human Resource Management HR Magazine*. 13, 50.

Nyaoga, B. R., Mbeche, I.M., Magutu, P. O., Nyamwange, S.0 & Ombati, O.T (2010). Quality Management Practices in Kenyan Educational Institutions: The Case of the University of Nairobi, *Journal of Business and Management*; 1, 14-28.

Olowu, B. (1999). Redesigning African Civil Service Reforms. *Journal of Modern African Studies, 37*(1), 1-23.

Omboi, B., & Messah, S. M. (2011). The Effect of Performance Appraisal Systems on Employees in Kenya Tea Development Agency: A Survey of Selected Tea Factories in Meru County-Kenya. *Research Journal of Finance and*

Accounting, *2*(3).

Pfeffer, J. (2001). *Fighting the war for Talent is Hazardous for your Organization*. Stanford: performance. Cincinnati: South-Western Pearson Education.

Pfeffer, J. 1994. *Competitive advantage through people: Unleashing the power of the workforce*. Boston: Harvard Business School Press.

Prendergast, C., Topel, R.H. (1996) Favoritism in organizations", *Journal of Political Economy,* Vol.104 No.5, pp.958-78.

Purkayastha, D., & Chaudhari, A. (2011). Perfromance Management and Reward Systems. A case study of Scottrade Inc. IBS Center for management Research.

Rakesh Kumar, P. (2011). Employee performance appraisal in health care. *International Journal of Management and Strategy, 11*(3).

Randell, G.A. (1994). Employee appraisal, in Sisson, K. (Eds), *Personnel Management: A Comprehensive Guide to Theory and Practice in Britain*. Oxford: Blackwell Publishers Ltd.

Schuler, R. S. (1992). Strategic Human Resource Management: Linking People with the Needs of the Business, *Organizational Dynamics***,** *21*, 18–32.

Schuler, R.S., Jackson, S.E. & Storey, J. (2001). HRM and its Link with strategic Management', Productivity and corporate financial performance. *Academy of Management Journal*, *38.*

Sharma, R. (2011). WTO Provisions in the Context of Responding to Soaring Food Prices, *FAO Commodity and Trade Policy Research Working Paper* No. 25. FAO, Rome.

Shu-qing, L. (2008). Research on Performance Appraisal Model for Cooperative Manufacturing Project in Virtual Enterprise and its Application. IEEE Xplore, *2*, 195 – 204.

Sripirabaa, B. (2009). Human Resource Capacity Score GRID – A Tool for Human Resource Management Function Excellence, *International Journal of Indian Culture and Business Management*, *2*(2), 14.

Sripirabaa, B. (2009). Impact of Partnering and Financial Support on Performance Management System Function and Alignment, *Management Research*

News, *32*(9).

Strebler, M., Robinson, D. & Bevan, S. (2001). *Performance Review: balancing objectives and content*, Report 370, Institute of Employment Studies.

Sutheparaks, U. P. (2011*). Defining global schema for ETL of human resource performance appraisal system using REA ontology*. IEEE XPlore, 275 - 280.

Thompson, C., & Rampton, L. (2003). *Human Resource Management.* New York: Melbourne Press.

Torrington, D., Hall, L., & Stephen, T. (2006). *Human Resource Management* (7th ed.). Edinburg: Pearson Education Limited.

Ulrich, D. (1997). *Human resource champions: The next agenda for adding value and delivering results,* Boston: Harvard Business School Press.

Ulrich, D. (1997). *Judgement more by my future than my past. Human Resource Management*, Harvard Business School Press.

UNDP 2001a. *Correspondence on gross enrolment ratios*. 21 March. Paris.

UNDP 2001b. *Correspondence on net enrolment ratios*. March. Paris.

Wilkinson, A. (2002). *International Encyclopaedia of Business and Management*. (2nd ed). London: International Thomson Learning.

Wilson, B. T. (2003). *Innovative Reward Systems for the Changing Work Place*. New York: McGraw Hill.

APPENDICES

Appendix A: Introduction Letter

Daniel Munke N. Naikunni

P.O Box 1088

Narok.

Dear Sir/Madam,

RE: ACADEMIC DATA COLLECTION

The above subject refers.

My name is Daniel MunkeNaikuni, a Ph.D Candidate in Human Resource Management at Jomo Kenyatta University of Agriculture and Technology (JKUAT). I am collecting data regarding to topical issues on **"Contribution of Strategic Human Resource Management Practices in Achieving Institutional Performance in Kenya: Narok County Government Perspective''.** The data collected will help to develop a research thesis that contributes to a better understanding of the SHRM practices and their contribution to Institutional performance. Your support in answering this questionnaire will enable me collect relevant data for the study.

The result of this survey will be treated with utmost confidentiality. The findings will strictly be used for academic purposes by the researcher and further benefit the County Management on execution of strategic HRM Practices.

Thanks in Advance.

Yours Faithfully,

Daniel M.N Naikuni.

Appendix B: Questionnaire

SECTION A: INTRODUCTION

Instructions:

You are not required to write your name on this questionnaire. Please answer question by tick mark.

1. Are you

Female ☐ **Male** ☐

2. What is your engagement level at the County Government?

EXECUTIVES	**CHIEF OFFICERS**	**DIRECTORS**	**MANAGER**	**EMPLOYEE**
1	**2**	**3**	**4**	**5**

3. Which department do you belong to in the county Government?

_____

3. For how many years have you been working in the Public Sector/Service? (Circle)

a) 1-5 b) 6-10 c) 11-15 d) 16-20 e) 21-25 f) > 26

SECTION B: CONTRIBUTION OF STAFF RESOURING PROCEDURES ON INSTITUTIONAL PERFORMANCE.

Note: Below, follow a number of general statements and please indicate your agreement or disagreement (Strongly agree= 5, agree= 4, Neutral= 3, disagree= 2, strongly disagree= 1).

Statement		**5**	**4**	**3**	**2**	**1**
i	Recruitment and selection process is carried out professionally and staff appointed based on merits at all levels					
ii	The Public Service Board is Competent in delivering their services hence their input has increased the County Performance					
iii	Recruitment and selection of Employees is not affected by political, ethnicity and nepotism					
iv	The County government acquired competent and high skilled employees based on merits and this improved County Performance					
v	Placement, Transfers and Promotion is carried out professionally and in line to laid HR standards					
vi	Appointment to positions is based on individual Career (specialty) and job Experience and this has improved the County Performance.					
vii.	The performance of the County Government has improved because the County PSB Matches job with skills available, finding gaps and sourcing for right skills to fill the gaps.					
viii	The County Public Service Board need to outsource for technical skills to improve on performance of the County					
ix	There are Proper strategies to retain high skilled staff and motivate them to perform better (HR Planning) hence high county performance					

SECTION C: CONTRIBUTION OF TRAINING AND DEVELOPMENT OF STAFF ON INSTITUTIONAL PERFORMANCE.

	Note: Strongly agree= 5, agree= 4, Neutral= 3, disagree= 2 strongly disagree= 1					
Statement		**5**	**4**	**3**	**2**	**1**
i	I am aware of existing policies on Training and Development of staff in the County Government					
ii	There is an existing Training and Development Officer in the County Government					
	I have attended trainings on current job skills sponsored by the county and it has improved my performance rate at work					
ii	Training and Development of staff is continuously Practiced based on Individual or departmental needs hence improved County performance					
iii	Training and Development Process is not bias among the staff of the county hence a motivated workforce					
iv	Employees Performance has highly improved due to Training and Development of Staff					
v	There is a continuous Training need assessment at the department and county level.					
vi	The County Government has a budget allocation for Staff training and Development					
vii	I support the introduction of a Training and Development Section at the HR Department					

SECTION D: CONTRIBUTION OF PERFORMANCE MANAGEMENT ON INSTITUTIONAL PERFORMANCE.

	Note: Strongly agree= 5, agree= 4, Neutral= 3, disagree= 2 strongly disagree= 1					
Statement		**5**	**4**	**3**	**2**	**1**
i	Performance Management Practices are included in the County HR Policies					
ii	I have participated in the performance evaluation process last financial year and received feedback on my job performance.					
iii	Performance Review meetings are held annually at the department level and am a comfortable with the way its carried out					
iv	Performance Management is a continuous process within the county government and has improved organization performance.					
v	The process is conducted professionally without any biasness and this motivates employees' hence high performance.					
vi	The implementation of other strategies; Acquisition, Training and Development, Appraisal and Reward has been effective because of Performance management.					
v	The County Overall performance has improved due to continuous performance management Strategy.					
vi	The County Performance rate compared to other counties and regions is encouraging.					
vii	There is need to benchmark the individual departments performance at the county level to increase performance					

SECTION E: CONTRIBUTION OF STAFF APPRAISAL ON ACHIEVEMENT OF INSTITUTIONAL PERFORMANCE.

	Note: Strongly agree= 5, agree= 4, Neutral= 3, disagree= 2 strongly disagree= 1					
Statement		**5**	**4**	**3**	**2**	**1**
i	I am aware of Employees performance measures in my Department					
ii	Performance Appraisal Policies are in place and are Implemented by the County Government					
iii	I have always gone through performance Appraisal conducted by the County government					
iv	I am Happy on the way the performance Appraisal process is normally conducted					
v.	Performance Appraisal has motivated employees Performance for better reward					
vi.	Feedbacks are always communicated after performance evaluations to all staff and department hence rewarded					

SECTION F: CONTRIBUTION OF STAFF PERFORMANCE REWARD ON INSTITUTIONAL PERFORMANCE.

	Note: Strongly agree= 5, agree= 4, Neutral= 3, disagree= 2 strongly disagree= 1					
Performance Reward Strategy statements		**5**	**4**	**3**	**2**	**1**
i	There are Reward strategies in place and documented in the HR Policies and I am aware about them					
ii	The County rewards the best performing employees and this has motivated staff hence high performance.					
ii	Reward is based on Merits and not Political, Nepotism or Tribal. This has improved institution performance rate					
iii	Rewards based on promotion is highly appreciated by staff than monitory Rewards hence high performance					
iv	There is need for change in the strategy used to reward employees after performance Appraisal					
v	Reward is based on performance Appraisal results and not any other factors					

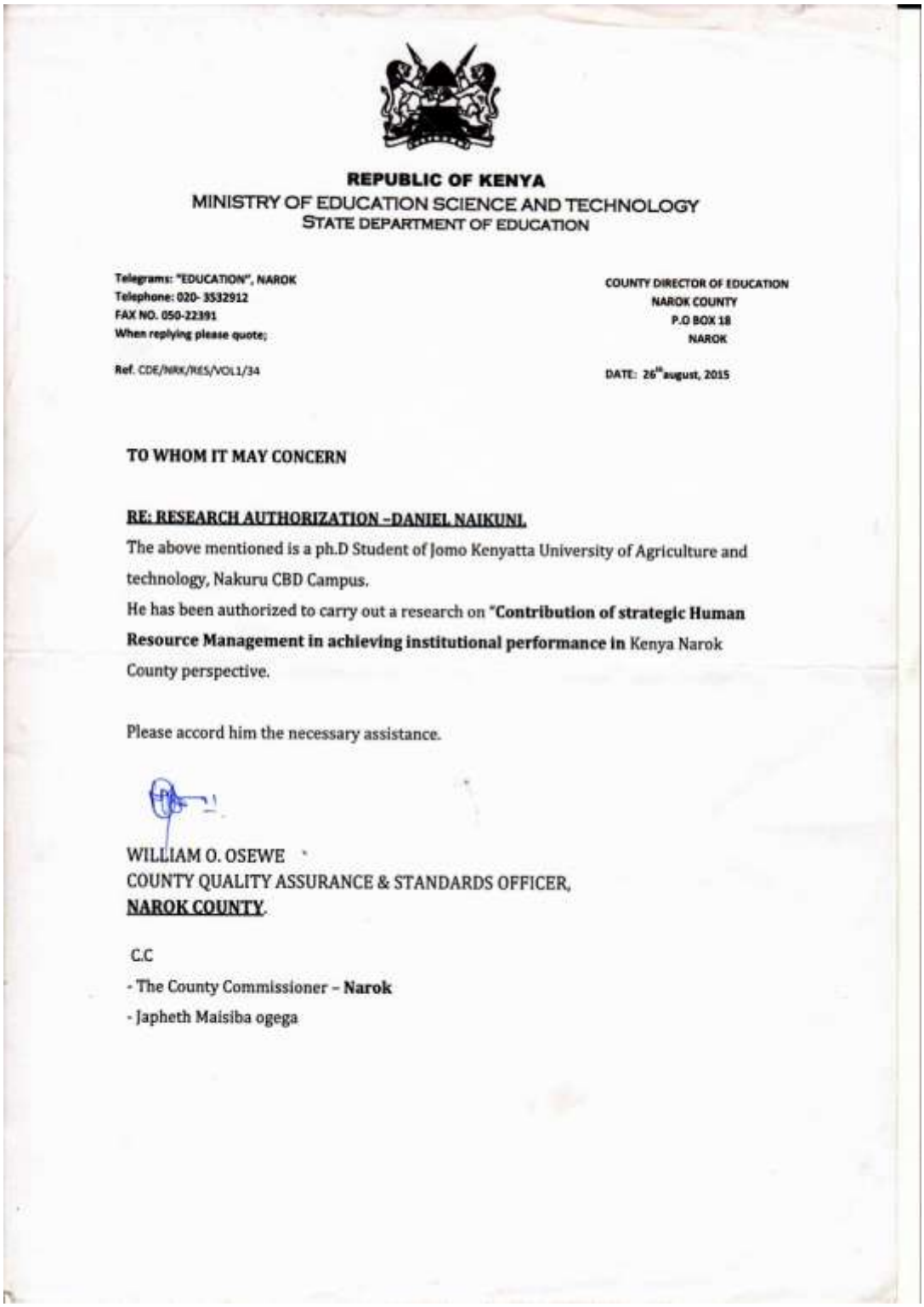
SECTION G: INSTITUTIONAL PERFORMANCE INDICATORS.

	Note: Excellent= 5, Very Good= 4, Good= 3, Fair= 2, Poor = 1					
		5	**4**	**3**	**2**	**1**
i.	your level of participation in development of HR egies such as Resourcing of staff, Training, raisal, Reward and Performance Management.					
ii.	Rate the County Management Competencies to initiate, implement and Changing of HR Strategies.					
iii.	Rate the attention paid in developing new HR strategies by Top management					
iv.	Rate the attention paid in adjusting to new HR strategies by Top management					
v.	Rate the commitment to HR strategic Management as a choice for your organization by Top management					
vi.	Rate the relevance and suitability of strategic Human resource Management to your organization					
vii.	Rate your organization success at identifying corrective actions on HR strategies					
viii.	Rate the commitment of the Top management in providing financial resources to support implementation of Human resource Strategies					
ix.	Rate your organization success at identifying corrective actions on HR strategies					
x.	Rate your organization effectiveness at evaluating Impact of change in initiating HR strategies					

Thank you so much for your time and Information.

END

Appendix C: Approval Letter



REPUBLIC OF KENYA
MINISTRY OF EDUCATION SCIENCE AND TECHNOLOGY
STATE DEPARTMENT OF EDUCATION

Telegrams: "EDUCATION", NAROK
Telephone: 020- 3532912
FAX NO. 050-22391
When replying please quote;

Ref. CDE/NRK/RES/VOL1/34

COUNTY DIRECTOR OF EDUCATION
NAROK COUNTY
P.O BOX 18
NAROK

DATE: 26th august, 2015

TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATION –DANIEL NAIKUNI.

The above mentioned is a ph.D Student of Jomo Kenyatta University of Agriculture and technology, Nakuru CBD Campus.

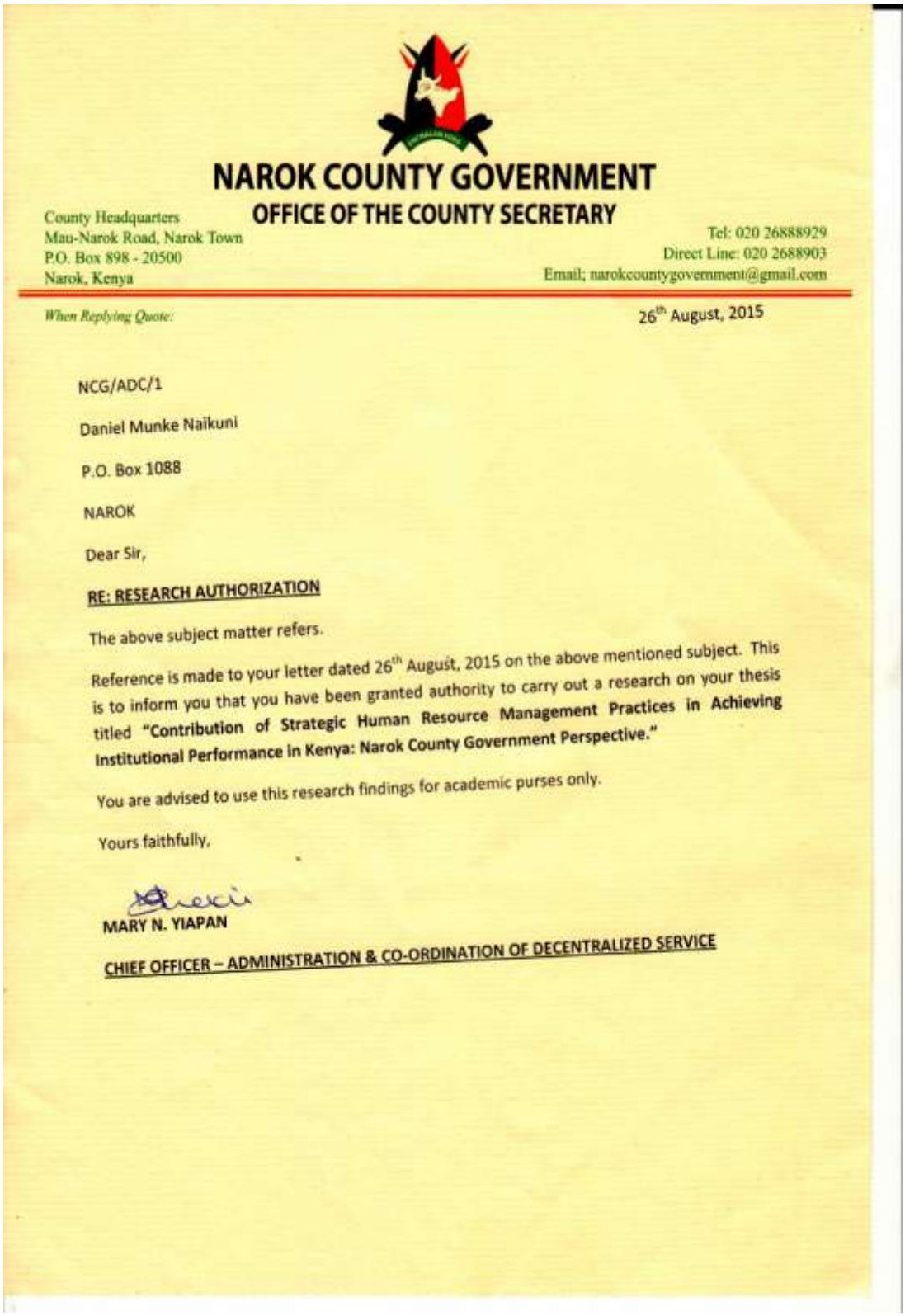
He has been authorized to carry out a research on "**Contribution of strategic Human Resource Management in achieving institutional performance in** Kenya Narok County perspective.

Please accord him the necessary assistance.

WILLIAM O. OSEWE
COUNTY QUALITY ASSURANCE & STANDARDS OFFICER,
NAROK COUNTY.

C.C
- The County Commissioner – **Narok**
- Japheth Maisiba ogega

Appendix D: Approval Letter from the County



NAROK COUNTY GOVERNMENT

OFFICE OF THE COUNTY SECRETARY

County Headquarters
Mau-Narok Road, Narok Town
P.O. Box 898 - 20500
Narok, Kenya

Tel: 020 26888929
Direct Line: 020 2688903
Email; narokcountygovernment@gmail.com

When Replying Quote:

26th August, 2015

NCG/ADC/1

Daniel Munke Naikuni

P.O. Box 1088

NAROK

Dear Sir,

RE: RESEARCH AUTHORIZATION

The above subject matter refers.

Reference is made to your letter dated 26th August, 2015 on the above mentioned subject. This is to inform you that you have been granted authority to carry out a research on your thesis titled **"Contribution of Strategic Human Resource Management Practices in Achieving Institutional Performance in Kenya: Narok County Government Perspective."**

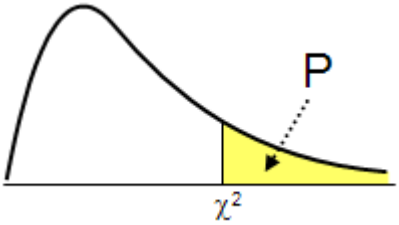
You are advised to use this research findings for academic purses only.

Yours faithfully,

MARY N. YIAPAN

CHIEF OFFICER – ADMINISTRATION & CO-ORDINATION OF DECENTRALIZED SERVICE

Appendix E: Chi-Squared Distribution Table



	P										
DF	**0.995**	**0.975**	**0.20**	**0.10**	**0.05**	**0.025**	**0.02**	**0.01**	**0.005**	**0.002**	**0.001**
249	195.276	207.186	267.561	277.993	286.808	294.601	296.947	303.835	310.231	318.098	323.694
250	196.161	208.098	268.599	279.050	287.882	295.689	298.039	304.940	311.346	319.227	324.832
300	240.663	253.912	320.397	331.789	341.395	349.874	352.425	359.906	366.844	375.369	381.425
350	285.608	300.064	372.051	384.306	394.626	403.723	406.457	414.474	421.900	431.017	437.488
400	330.903	346.482	423.590	436.649	447.632	457.305	460.211	468.724	476.606	486.274	493.132
450	376.483	393.118	475.035	488.849	500.456	510.670	513.736	522.717	531.026	541.212	548.432
500	422.303	439.936	526.401	540.930	553.127	563.852	567.070	576.493	585.207	595.882	603.446
550	468.328	486.910	577.701	592.909	605.667	616.878	620.241	630.084	639.183	650.324	658.215
600	514.529	534.019	628.943	644.800	658.094	669.769	673.270	683.516	692.982	704.568	712.771
650	560.885	581.245	680.134	696.614	710.421	722.542	726.176	736.807	746.625	758.639	767.141
700	607.380	628.577	731.280	748.359	762.661	775.211	778.972	789.974	800.131	812.556	821.347
750	653.997	676.003	782.386	800.043	814.822	827.785	831.670	843.029	853.514	866.336	875.404
800	700.725	723.513	833.456	851.671	866.911	880.275	884.279	895.984	906.786	919.991	929.329
850	747.554	771.099	884.492	903.249	918.937	932.689	936.808	948.848	959.957	973.534	983.133
900	794.475	818.756	935.499	954.782	970.904	985.032	989.263	1001.630	1013.036	1026.974	1036.826
950	841.480	866.477	986.478	1006.272	1022.816	1037.311	1041.651	1054.334	1066.031	1080.320	1090.418
1000	888.564	914.257	1037.431	1057.724	1074.679	1089.531	1093.977	1106.969	1118.948	1133.579	1143.917