

**INFLUENCE OF STRATEGIC HUMAN RESOURCE  
MANAGEMENT PRACTICES ON PERFORMANCE OF  
PUBLIC SERVANTS IN VIHIGA COUNTY, KENYA**

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**Influence Of Strategic Human Resource Management Practices On  
Performance Of Public Servants In Vihiga County, Kenya**

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Management in the Jomo Kenyatta University Of Agriculture and  
Technology**

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## DECLARATION

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

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This research thesis has been submitted for examination with my approval as University Supervisor

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## **DEDICATION**

This work is dedicated to my daughters; Natalie and Joy Natasha, my son Wayne Jimmy, my loving wife Hilder Khabongo Mwandihhi and my brother Douglas for their moral support, patience and encouragement in every step that I make in my studies, I further dedicate it to my late father Meshack M.Mwandihhi and mother Jeddah Mwandihhi for their constant prayers and encouragement while they were alive.

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## **ACRONYMS AND ABBREVIATIONS**

<b>CRA</b>	: Commission for Revenue Allocation
<b>GoK</b>	: Government of Kenya
<b>HCW</b>	: Human Capital Theory
<b>HR</b>	: Human Resource
<b>HRM</b>	: Human Resource Management
<b>KIIG:</b>	Key informants interview Guide
<b>KNBS</b>	: Kenya National Bureau of Statistics
<b>NACOSTI</b>	: National Commission of Science, Technology and Innovation
<b>RBV</b>	: Resource-Based View
<b>SCA</b>	: Strategic Competitive Advantage
<b>SHRM</b>	: Strategic Human Resource Management
<b>SHRMP</b>	: Strategic Human Resource Management Practices
<b>TMT</b>	: Top Management Team

## DEFINITION OF TERMINOLOGIES

**Appraisal:** The systematic assessments of an employee in terms of the performance aptitude and other qualities which are necessary for successfully carrying out the job (Boateng, 2011; Getnet, Jebena, and Tsegaye, 2014).

**Employee Performance:** The outcome of effort applied by employees in an organization (Gavrea, et al, 2011).

**Human Resource:** Refers to effort (intellectual or physical) that is provided by employees (humans) to the organization (Demortier and Delobbe, 2011).

**Human Resource Management:** The activities designed to provide for and coordinate the human resources of an organization (Armstrong, 2010).

**Human Resource Management Practices:** Specific undertakings or steps aimed at enhancing job satisfaction and consequently improved employee performance in an organization (Khan, Khan and Khan, 2011; Tshikovhi, 2012).

**Performance:** The act of doing something successfully and using knowledge as distinguished from merely possessing it. A performance comprises an event in which generally one group of people (the performer or performers) behaves in a particular way for another group of people (Radu, 2012).

**Strategy:** It is a business approach to a set of competitive moves designed to generate a successful outcome (Dermol & Rakowska, 2014).

**Strategic Human Resource Management:** Matching human resource strategies to the strategic and operational needs of the organization and ensuring full utilization of these resources (Nankervis, et al., 2011).

## ABSTRACT

The purpose of this study was to determine the influence of strategic human resource management practices on performance of public servants in Vihiga County, Kenya. The study objectives were; to establish the influence of strategic employee training on performance of public servants in Vihiga County, Kenya; to examine the influence of strategic employee participation on performance of public servants in Vihiga County, Kenya; to determine the influence of strategic result oriented employee appraisal on performance of public servants in Vihiga County, Kenya and to assess the influence of strategic internal career opportunities on performance of public servants in Vihiga County, Kenya. The study adopted descriptive and explanatory survey design. This study targeted 359 heads of sections, 25 ward administrators and eight members of the public service board. To ensure equal representation of individuals in the study stratified Random Sampling which involves dividing the population into two subgroups and then taking a simple random sample in each subgroup was used. To this regard, the study used a sample size of 183 heads of sections and 13 ward administrators. Further, purposive sampling was used to select the eight members of the public service board as key informants for the study, since they were expected to provide in-depth information relevant to the study. After data collection, the filled-in and returned questionnaires were edited for completeness, coded and entries made into Statistical Package for Social Sciences (SPSS version 20). The descriptive analysis involving frequencies, percentage, mean and standard deviations were used as measures of central tendencies and dispersion respectively. A multivariate regression was also used to test the combined effect of all independent variables. The findings were presented in forms of Tables and charts. The study found out that there was a positive and significant relationship between employee training and performance of public servants. In addition, results revealed that there was a positive and significant relationship between employee participation and performance of public servants. Further, results showed that there was a positive and significant relationship between internal career opportunities and performance of public servants. Lastly, results revealed that there was a positive and significant relationship between results oriented employee appraisal and performance of public servants. The study concluded that employee training, employee participation; internal career opportunities and results oriented employee appraisal have a positive and significant effect on performance of public servants. . In order to increase the size of influence that training would have on performance of public servants, it is recommended that training period be lengthened. Additionally, training curricula should be reformed periodically so as to align it with the changing training needs of the employees. The researcher therefore recommends that for purposes of ensuring that employee participation influence performance of public servants to a large extent, team based participation should be embraced in order to provide employee voice alongside the trade union. To further improve employee appraisal and consequently performance of public servants, the study recommends that employees should be involved in the entire appraisal process by allowing them to set their targets in line with organizational strategies as well as stating the resources needed to attain the set goals. To improve on the influence of internal career

opportunities and performance of public servants, the study recommends that the development of the HR manual should involve employees as well as their respective departments.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

The contemporary business landscape has shifted the basis of competitive advantage from tangible and physical resources to intangible and knowledge resources. In this scenario, knowledge has become the major driver of business performance; therefore the process where such valuable assets are managed, developed, leveraged, and applied becomes a core capability to the organization. Unlike tangible assets, knowledge and intellectual resources need to have the right management tools and practices to identify and map them, to link them to organizational routines and processes, to bundle and convert them, and to leverage them into adding value, products and services (Dermol & Rakowska, 2014).

Human resource remains a key ingredient for organizational success, regardless of the particular resource emphasis in an industry. It is people who design, operate and repair the technology, people control the financial resources, and people manage other people in all organisations. Compared with technological or financial resources, human resources are the most unpredictable (because of the complexities embedded in their characteristics) and often the largest ongoing cost factor in any organization, and they may also be regarded as its most valuable assets. It is therefore crucial that they are managed effectively, equitably and ethically, and that their personal and work needs are satisfied, if organizational objectives are to be achieved (Nankervis, Compton, Baird & Coffey, 2011).

The foregoing debate therefore enthuse that Human Resource (HR) practices should be directly linked with organizational objectives, where HR practices are integrated and supports business strategy. Gavrea, Ilieş, and Stegorean (2011) opine that the term strategy has its origin in the military campaigns of the ancient Greece, and it is used by organizations, businesses, governments, and teams to explain both the processes

(like organizational restructuring, rightsizing, multi-skilling, product development) and the outcomes (like market position, profitability, competitiveness) of chosen long-term directions. It can be either a conscious, planned activity or a series of events that lead to a desirable objective. Sani (2012) aver that strategic human resource management is the pattern of planned human resource deployments and activities intended to enable an organization to achieve its set goals. Scholars broadly agree that the central feature of SHRM involves designing and implementing a set of internally consistent policies and practices to ensure that firm human capital contributes to achieving business objectives (Waiganjo & Awino, 2012).

This means developing HR strategies that are integrated with the business strategy and support the achievement of business objectives (vertical integration or fit), and also with the use of an integrated approach to the development of HR practices such as resourcing, employee development, reward, performance management, and employee relations so that they complement and support one another or horizontal integration or fit (Walker, 1992) as cited by (Armstrong, 2010). Although different organizations do have different HR strategies, two basic types of HR strategies can be identified: general strategies such as high-performance management, high commitment management practices, and high involvement management practices, and specific strategies relating to the different aspects of human resource management such as learning and development (Adongo, 2013; Sila, 2014), employee participation (Arasa, Aosa & Machuki, 2011), employee performance management (Nyaoga, Kibet & Magutu, 2010), and employee career development and planning (Yadavand, 2013; Armstrong, 2010).

Employee training and development aims at developing the skill base of workers so as to enhance their productivity. Malaolu and Ogbuabor (2013) established that training and manpower development enhanced employee efficiency and job productivity in the First Bank of Nigeria. On the other hand, performance management (result oriented performance appraisal), being the systematic evaluation of employees according to their job and potential development, has been established to, among other things,

motivate employees and enhance their performance (Iqbal, Ahmed, Haider, Batool & Qurat-ul-ain, 2013). Similarly, employee participation has been discovered by HR scholars to result into organizational commitment, hence retention and improved employee productivity.

Direct participation schemes in the organization, which include empowerment of individuals through attitude surveys, suggestion schemes and use of various work teams on one hand, and individual as well as group negotiation teams (like through trade unions) on the other hand, have been found to positively relate with employee motivation (and consequently) performance (Kubaison, Gachunga, & Odhiambo, 2014; Arasa, Aosa, & Machuki, 2011). Further, opportunity for internal progression is also an important strategy for retaining skilled and competent work force, and thus employee performance. Patrick and Kumar (2011) found that Career guidance, leadership roles, network building, developing new skills, taking up special assignments and receiving productive feedback from the boss play the most important role in making the career path easier and also aids in the performance and employee growth. Mwanje (2010) also found that low chances of promotion after training seriously cause dissatisfaction among employees of the Bank of Uganda.

It is evident from the aforementioned studies that specific strategic HR practices can influence employee productivity. However, studies pertaining to the influence of these practices on the performance of public servants working in the devolved governments have suffered a dearth of consideration. This notwithstanding, strategic human resource management practices have been found to elicit improved employee (and thus organizational) performance.

Gavrea *et al.* (2011) view performance as set of financial and nonfinancial indicators which offer information on the degree of achievement of organizational objectives and results. Therefore, performance is dynamic, requiring judgment and interpretation. A number of studies across the globe have demonstrated that strategic human resource management result in improved organizational performance; In Canada, Zoghi, Mohr and Meyer (2010) established that strategic HR practices like decentralization,



information-sharing, and incentive pay (and interactions between them) results into high productivity and product innovation; while in Denmark, Foss, Laursen and Pedersen (2011) found a positive link between strategic human resource practices and customer knowledge-based employee innovations and high productivity.

Similarly, Tangthong, Trimetsoontorn and Rojniruntikul (2014) found that HR practices like worker participation in making decisions about his or her work have direct relationship with employee retention and engagement, and consequently firm performance in Thailand FDI's key industrial zone in Rayong province, while Asamu, and Arisukwu, (2015) also established that there is a relationship between management style and worker productivity on one hand, and incentives and worker productivity on the other hand, among workers in Nigeria Machine Tools firms from two states; examining workplace mindfulness and its relations to job performance. Similarly, Itika (2011) linked employee training and development to high performance in Tanzania, and suggested that for organizations to attain competitive advantage in performance, employee training should be accorded higher priority; while in Kenya, Kidombo, K'Obonyo, and Gakuu, (2012) found a significant positive relationships between both the soft HR and hard HR strategic orientations and affective and continuance components of employee commitment and productivity.

The essence of SHRM is to adopt a flexible but strategic perspective that accurately analyses both the internal and external environments of organisations to assure 'fit' between HR strategies and practices, and between these and business strategies (Nankervis, *et al.*, 2011). Strategic HRM assumes the capacity and commitment of senior managers and HR specialists to broad- and long-term perspectives of organizational planning. However, some may lack the appropriate managerial capacity or commitment, and others may not possess the status, self-confidence or business acumen to implement the SHRM agenda, thereby resulting into failure and low productivity (poor performance). The status of strategic HRM practices in the public service of Kenya has not yet been well highlighted through empirical studies, especially in the current dispensation of devolution.

The public service is the administrative government regulated body which occupies an essential position in the political system of nations (Nyameh & Nuhu, 2013). Throughout the world, the contributions of public Service in promoting sustainable and equitable economic growth are receiving increasing attention. Efficient and effective management of the Civil Service are critical to sustainable socio-economic development of a nation. Employees of the public service are arguably the most important resource of the government because of their vast contribution is responsible to the success of service delivery to the public (Anazodo, Okoye & Chukwuemek, 2012). Since independence, Civil Service in Kenya has been entirely under the management of Public Service Commission (GoK, 2010) till the promulgation of the new constitution in 2010. The dawn of the new constitution has witnessed the devolution of the management of most government departments to the county government, including employees working in the affected departments. According to Alande (2013), lack of consistent leadership, demotivated staff kept in the dark on changed systems, lack of capacity to adjust to budgetary allocation changes, stressed out staff working hard just to keep to the pace of the changed system, and lack of initiative to do something new and different remain main hindrances to employee performance.

Different county governments in Kenya have registered varying performances as far as the attainment of service delivery targets are concerned, since taking up the management of regional offices under the new constitutional dispensation. According to the Commission for Revenue Allocation (CRA, 2014), majority of the 47 county governments in the country only spent an average of 40% of the funds disbursed to them for development projects, and most projects either remain uncompleted or are yet to be started owing to procurement difficulties and poor planning. Although performance aimed at achieving targets at the county governments is only achievable through committed workforce, there is no available evidence of a study on strategic human resource management practices in the county governments in Kenya, and how such practices influence performance of public servants in these devolved units.

The Commission for Revenue Allocation (CRA, 2014) assessed all the 47 Counties to establish whether target goals are being met in regard to budgets for which allocation of funds were made. Sectors upon which the County Governments were assessed included education sector, infrastructure, health, water, environment, tourism, agriculture, industrialization, transport, and trade. Performance of Vihiga County was found to be better than most other counties in all the sectors, although, just like other counties, most development projects remain incomplete. Thus, there is likelihood that HR practices in Vihiga County are aligned to its business strategies, as espoused by Armstrong (2010): business objectives are accomplished when human resource practices, procedures and systems are developed and implemented based on organizational needs, that is, when a strategic perspective to human resource management is adopted. However, no study has been done to establish strategic human resource management practices adopted by Vihiga County Government which might have contributed to better performance as compared to other county governments in Kenya.

## **1.2 Statement of the Problem**

Performance is a challenge to many Counties in Kenya. It is hard to achieve desired levels of performance hence the need to use strategic human resource management practices such as motivation, performance appraisal and Employee Development (Alande, 2017). Most counties have employee Development programs in place but despite their presence, the performance of the same counties has never been up to the desired level. According to Henry, Gray & Schor (2018), there is low level of performance due to variation in employee Development. It is universally accepted that devolution brings allocation and management of resources close to the people who in turn are able to implement development projects which suits their unique needs. Despite of this noble intent, county governments, having inherited employees from local authorities and other departments in the civil service, find themselves incapable of achieving set goals and targets through such employees who are unable to adapt to the changed system and work procedure. This situation calls for an analysis of strategic

human resource management practices which are put in place by these county governments to achieve organizational goals meant to enhance service delivery in the new administrative units, since scholars are yet to draw any clear link between strategic HR practices and performance in situations where administrative authority in public sector is devolved.

Approximately 40 out of 47 counties in Kenya failed to complete their planned projects, and around 38 to 40 out of the 47 counties spent less than 40% of funds allocated to them in 2013 /2014 financial year, for various development projects budgeted for (CRA, 2014). Human resource management theorists Armstrong, 2010; Gavrea, *et al.*, 2011; Sani, 2012; Waiganjo & Awino, 2012; and Dermol & Rakowska, 2014 have largely linked organizational performance to strategic human resource management practices, this link is yet to be established in the new devolved systems owing to labour law requirements regulating downsizing, recruitment and selection, amongst others. Despite of this reality, county governments'are still expected to develop strategic HR practices capable of attaining better performance to satisfy the needs of the local population.

Although several studies have linked strategic training, strategic employee participation, strategic result oriented employee appraisal, and strategic internal career opportunities with employee performance; Makhamara (2017) by using cross-sectional survey research design investigated the influence of Strategic Human Resource Management Practices on employee performance in the health sector in Kenya and found that strategic recruitment and selection, strategic training, strategic employee welfare services, strategic employee voice, strategic reward and compensation system influenced employee performance in the health sector in Kenya. The study presents both contextual and methodological gaps. Similarly, Sagwa, K'Obonyo and Ogutu (2015) by adopting cross sectional descriptive survey design examined Human Resource Management Practices and Performance of Firms Listed on the Nairobi Securities Exchange and found that there was a statistically significant

relationship between HRMP and performance of firms listed on the NSE. The study presents conceptual, contextual and methodological gaps.

Further, Kiiru, (2015) by adopting both descriptive and explanatory research designs examined the extent to which strategic human resource management practices influence performance of parastatals in Kenya and discovered that there is a significant positive relationship between training and parastatals' performance in Kenya, performance management had a significant positive relationship with performance of parastatals while compensation had a significant positive relationship with Parastatals performance in Kenya. Human resource capabilities partially mediated the relationship between strategic human resource management practices and parastatals' performance in Kenya, public sector culture was found to be an explanatory variable in explaining the relationship between organizational performance and strategic human resource management practices. From the study, contextual and conceptual gaps were established. Based on the studies, there has been no study to establish this relationship in any county government in Kenya. This study therefore sought to address these gaps by determining the influence of strategic human resource management practices on performance of public servants in Vihiga County, Kenya.

### **1.3 Objectives of the study**

This section presents the general objective as well as specific objectives that the study achieved.

#### **1.3.1 General objective of the study**

To determine the influence of strategic human resource management practices on performance of public servants in Vihiga County, Kenya.

#### **1.3.2 Specific objectives of the study**

The specific objectives of the study were to;

1. To establish the influence of strategic employee training on performance of public servants in Vihiga County, Kenya.
2. To examine the influence of strategic employee participation on performance of public servants in Vihiga County, Kenya.
3. To determine the influence of strategic result oriented employee appraisal on performance of public servants in Vihiga County, Kenya.
4. To assess the influence of strategic internal career opportunities on performance of public servants in Vihiga County, Kenya.

#### **1.4 Research Hypotheses**

The following null hypotheses guided this study;

**H<sub>01</sub>:** There is no significant influence of strategic employee training on performance of public servants in Vihiga County, Kenya.

**H<sub>02</sub>:** There is no significant influence of strategic employee participation on performance of public servants in Vihiga County, Kenya.

**H<sub>03</sub>:** There is no significant influence of strategic result oriented employee appraisal on performance of public servants in Vihiga County, Kenya.

**H<sub>04</sub>:** There is no significant influence of strategic internal career opportunities on performance of public servants in Vihiga County, Kenya.

#### **1.5 Significance of the Study**

The major significance of this study was its potential to shed light on the workable strategic human resource management practices in county governments of Kenya, HR practices that would enable County governments realize their business objectives through employees. County governments, being an important vehicle for service delivery to the grassroots level, would greatly gain from these workable practices in enhancing performance. Further, the findings of this study would highlight policy gaps

in strategic HRM practices bedeviling county governments in Kenya, thus raising an alarm for formulation of HR policies which go hand in hand with the administration of newly devolved structures in Kenya. Finally, owing that devolution is still a new phenomenon and strategic HRM practices are yet to be aligned to devolution requirements, the findings of this study would add to the body of knowledge in an area where more research remains necessary.

### **1.6 Limitations of the study**

This study was limited by a number of challenges; first of them all was time, owing to the fact that devolution is a new phenomenon in Kenya; most of the people including the public servants who work in the county governments do not understand fully the devolved functions. The researcher collected both quantitative and qualitative data in person so as to get correct data from the targeted population, a challenge that led to increased time for data collection. Additionally, the study took longer time on data collection than it had been planned because the target population was not centralized; the respondents were spread across the county in different sections and wards yet the person to collect data from them was only one (the researcher). The the study mitigated the challenge by hiring a motor bike to facilitate movement from one respondent to the other so as to save on time spent connecting between respondents.

The third challenge was financial constraints, the fact that the five (5) research assistants were later not used for the data collection assignment did not give the researcher an excuse not pay them. Since the contract had been signed and some down payment made, the five research assistants demanded for the payment of the wages that had remained, that failure to do so would have resulted to a breach of contract. This in itself had to raise the budget that had been set aside for data collection, because after paying all the said assistants, the researcher had to look for more funds to collect data in person.

In addition to this, during data collection the researcher discovered that most public servants in the county government spend most of their working hours in trainings and

field. This made it difficult for the researcher to distribute and collect study questionnaires from the respondents within the scheduled time. As a result, more time and financial resources were used to collect data from the study respondents in piece meal. This challenge was mitigated by dropping the questionnaires and collecting the following day to give the respondents ample time to fill them.

### **1.7 Geographical Scope of the study**

The study was carried out in Vihiga County, Kenya. The target population consisted of heads of sections, ward administrators and members of the public service board. This is in response to prior literature that has largely linked organizational performance to strategic human resource management practices.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviewed theories upon which this study is based, thereafter an elaborate empirical review of relevant studies based on and in the sequence of the study objectives followed. Critique of the literature relevant to the study, research gap and summary of literature review was also looked at.

#### **2.2 Theoretical Review**

This study was based on Best Fit Theory, resource-based view theory, Human Capital and Stacey Adam's Equity Theory. The Best Fit Theory was relevant to this study because it emphasizes that HR strategies should be congruent with the context and circumstances of the organization. 'Best fit' can be perceived in terms of vertical integration or alignment between the organization's business and HR strategies. The resource-based view was relevant to this study because in line with human capital theory, it emphasizes that sustainable competitive advantage is attained when the firm has a human resource pool that cannot be imitated or substituted by its rivals. Human Capital theory was deemed suitable for this study given that competitive advantage is basically dependent upon both superior human capital (skilled and competent employees) as well as unique resources. The study was further based on Stacey Adam's Equity Theory because employees tend to view themselves as under rewarded and would therefore attempt to correct the inequity.

##### **2.2.1 Best Fit Theory**

The theory was put forward by Schuler and Jackson (1987). It states that, to achieve the maximum effect it is necessary to match the role characteristics of people in an organization with the preferred strategy. The best-fit theory is considered as a variant from precedent models of Harvard, Michigan and York and is called matching model

for HRM (Sparrow & Hiltrop, 1994). It is based on developing HRM policies according to business strategy. Strategy involves planning future activities, performances objectives, and policies towards reaching the corporate aims. HRM strategy should be designed and applied to support the given corporate strategy (Lawler, 1995). The best-fit approach questions the universality assumption of the best-practice perspective. It emphasizes contingency fit between HR activities and the organization's stage of development, an organization's internal structures and its external environment like clients, suppliers, competition and labour markets (Redman & Wilkinson, 2009). HR policy should be minted by the appropriate context of individual employees and therefore support the overall competitive strategy. Aligning HRM practices to strategies can enable companies to create potential competitive advantages (Schuler & Jackson, 1987 in Redman & Wilkinson 2009).

Best fit HRM theories which are also known as universalistic theories postulates that HRM practices are universal in the sense that they are best in any situation and that adopting them will lead to superior organizational performance. Universalistic scholars (Waiganjo & Awino, 2012) argue that there is a set of superior HRM practices which if adopted by a firm, would lead to enhanced firm performance. A crucial aspect concerning SHRM is the concepts of fit and flexibility. The degree of fit determines the human resource system's integration with organization strategy. Fit includes the utilization of human resources to help with the achievement of organizational objectives. In this context, organizational behavior, organization theory, and strategy researchers have long assumed that "fit" among organizational subcomponents results in organizational effectiveness, but often they have been frustrated by difficulties in both conceptualizing and operationalizing the concept. Similarly, a dominant theme of the SHRM literature is the need to fit human resources strategy to the larger organizational context (Milliman *et al.*, 1991).

According to Lengnick-Hall and Lengnick-Hall (1988), managers should be fitted or matched to the nature of strategic business planning, the firm's expansion strategy, product life cycle, and future strategic needs and choices. In addition to the concept of

fit, another theme in the SHRM literature is the need for flexibility in adapting human resources strategy to its larger organizational context (Lengnick-Hall and Lengnick-Hall, 1988). According to the best fit theory, a firm that follows a cost-leadership strategy designs narrow jobs and provides little job-security, whereas a company pursuing a differentiation strategy emphasizes training and development. This approach is a counterpart to the “one strategy fits all” seen in Pfeffer’s seven best practices. The best fit school, therefore, argues that all SHRM activities must be consistent with each other and linked to the strategic needs of the business (Schuler, 1992).

According to the best fit school, human resources strategy will be more effective when it is appropriately integrated with its specific organizational and environmental context (Boxall & Purcell, 2000). It has been argued that human resources management practices that are not aligned and consistent with organizational strategy and which conflict with other human resources practices can restrain both individual and organizational performance. Based on contingency or fit perspective, SHRM can be defined as the integration of human resources practices and policies to the overall organizational objectives with the aim of improving performance. The contingency perspective of SHRM gives particular importance to human resources planning and argues that a firm can be effective if its human resources practices and strategy aligned with other aspects and strategies of the firm.

There are two forms of fit alignment- vertical and horizontal. Vertical or external fit refers to the alignment of human resources practices with the specific organizational context and horizontal or internal fit refers to the alignment of human resources practices into a coherent system of practices that support one another (Delery, 1998). In general, vertical fit is viewed as a critical step toward attaining the organizational goals through initiating some human resources activities that are aligned with firm objectives, while horizontal fit is essential when making good use of these resources (Wei, 2006). This type of fit shifts the focus from individual human resources practices to the entire human resources management system. If all of the practices fit into a

coherent system, the effect of that system on performance should be greater than the sum of the individual effects from each practice alone (Ichniowski *et al.*, 1997). This theory is relevant to the study in that; it informs the variable on strategic employee training.

### **2.2.2 Resource-Based View theory**

Strategic management theories mainly emanates from systems approach, contingency approach and information technology approach. The profit maximizing and competition-based theory, the survival-based theory, the resource-based theory, the agency theory, the contingency theory and the human resource-based theory are the main applicable strategic management theories observed in management literature (Ologbo, Oluwatosin & Okyere-Kwakye, 2012). This study was anchored on resource-based theory as a perceptive option for competitive advantage.

A firm's resources can be divided into tangible (financial, technological, physical and human) and intangible (brand-name, reputation, skills and know-how) resources. To attain the status of a distinctive competency, an organization's resources must be valuable and unique, and not easily imitated. By capabilities, we simply refer to the collective skills possessed by the individual employees who effectively coordinate the organizational resources to achieve set goals (Ologbo, et al., 2012).

Strategic HRM is an approach that defines how the organization's goals will be achieved through people by means of HR strategies and integrated HR policies and practices. Strategic HRM provides the foundation for strategic reviews in which analyses of the organizational context and existing HR practices lead to choices on strategic plans for the development of overall or specific HR strategies. Strategic HRM involves the exercise of strategic choice (which is always there) and the establishment of strategic priorities. It is essentially about the integration of business and HR strategies so that the latter contribute to the achievement of the former (Armstrong, 2010).

Strategic HRM is based on two key concepts: the resource-based view and strategic fit.

To a very large extent, the philosophy and approaches to strategic HRM are underpinned by the resource-based view. This states that it is the range of resources in an organization, including its human resources, that produces its unique character and creates competitive advantage. It is based originally on the ideas of Penrose (1959), as cited by Armstrong, (2010) who wrote that the firm is ‘an administrative organization and a collection of productive resources’. It was expanded by Wernerfelt (1984), as cited by Armstrong, (2010) who coined the phrase and explained that strategy ‘is a balance between the exploitation of existing resources and the development of new ones’.

Resource-based strategy theorists such as Barney (1991, 1995), as cited by Armstrong, (2010) argued that sustained competitive advantage stemmed from the acquisition and effective use of bundles of distinctive resources that competitors cannot imitate. Distinctive resources have four attributes: they must be valuable, rare, imperfectly imitable and non-substitutable. These resources include all the experience, knowledge, judgement, risk-taking propensity and wisdom of individuals associated with a firm.

Resource-based strategic HRM can produce what Boxall and Purcell (2003), as cited by Armstrong, (2010) referred to as human resource advantage. The aim is to develop strategic capability. This means strategic fit between resources and opportunities, obtaining added value from the effective deployment of resources, and developing managers who can think and plan strategically in the sense that they understand the key strategic issues and ensure that what they do enables the strategic goals of the business to be achieved. In line with human capital theory, the resource-based view emphasizes that investment in people increases their value to the firm. It proposes that sustainable competitive advantage is attained when the firm has a human resource pool that cannot be imitated or substituted by its rivals. Boxall (1996, 1999), as cited by Armstrong, (2010) noted that human resource advantage is achieved by a combination of ‘human capital advantage’, which results from employing people with

competitively valuable knowledge and skills, and ‘human process advantage’, which follows from the establishment of ‘difficult to imitate, highly evolved processes within the firm, such as cross-departmental cooperation and executive development’. Accordingly, ‘human resource advantage’, the superiority of one firm’s labour management over another’s, can be thought of as the product of its human capital and human process advantages.

According to Boxall, (1996), as cited by Armstrong (2010), strategic goal emerging from the resource-based view will be to ‘create firms which are more intelligent and flexible than their competitors’ by hiring and developing more talented staff and by extending their skills base. Resource-based strategy is therefore concerned with the enhancement of the human or intellectual capital of the firm. The resource-based view (RBV) of the firm has long provided a core theoretical rationale for HR’s potential role as a strategic asset in the firm (Wright & McMahan, 1992, cited in Ologbo, et al., 2012). The notion that organizations can build competitive advantage, and as a result above-average financial performance, based on valuable and inimitable internal resources, offers an appealing rationale for HR’s strategic importance. This integration tends to focus on employee-level attributes, and the RBV’s emphasizes recognizing existing strategic resources rather than the development of those strategic assets.

For instance, the theory suggests that one firm (e.g. firm A) is considered more successful than the other firm (e.g. firm B) if A controls more effective and/or efficient resources than B. More often than not, external elements are normally beyond the control of organizations, and managers therefore remain with the option of maneuvering internal resources to gain competitive advantage. Ismail, Omar, and Bidmeshgipour (2010) opine that strategists who embrace RBV point out that competitive advantage (via core competence) comes from aligning skills, motives, etc. with organizational systems, structures, and processes (p 398). Further, Barney (1991), as cited by Ismail, et al. (2010) proposed that advantage-creating resources must meet four conditions, namely, value, rareness, inimitability and non-substitutability. Still, Grant (1991) in Ismail, et al. (2010), argues that levels of durability, transparency,

transferability and replicability are important determinants. It therefore goes that when firms have bundles of intangible or tangible resources that are valuable, rare, inimitable, and non-substitutable, they can implement value creating strategies not easily duplicated by competing firms (Odero, 2013).

However, critics of RBV assert that the presence of superior and unique resources alone cannot guarantee SCA in the absence of astute managerial acumen and prudent human resource practices. For instance, Priem and Butler (2001; cited in Rose, *et al.*, 2010) resources and competitive advantage should further be conceptualized in terms of capital, assets, brand names, technology, skilled personnel, machinery, efficient procedures, knowledge and value (494). Similarly, Odero (2013) postulates that resources can only be of strategic importance if they are able to produce value which is only possible when they (resources) are market oriented. The foregoing criticism notwithstanding, RBV reserves accolades for restoring the balance between internal and external analysis in strategic management theory in terms of advances (Collis, 1991; cited in Odero, 2013), and the only basic requirement for the attainment of SCA is strategic resource management (e.g. strategic human resource management) by firms.

Resource based theory befits this study since the differences in performance between organisations in the same industry (as in different county governments in Kenya) can possibly be due to possession of unique and non imitable resources by one organization as compared to the other. This study is capable of highlighting such unique resources that Vihiga County Government possesses which enables it to sustain competitive advantage.

### **2.2.3 The Human Capital Theory**

Bearing its roots in the works of classical authors such as Adams Smith (1776) and Alfred Marshall (1890), as cited by Mulongo (2012), Human Capital Theory (HCT) view employees as assets just like machines. Mulongo (2012) quotes Smith (1776) as suggesting that a man educated at the expense of much labour and time may be

compared to one of those expensive machines, and the work he learns to perform should replace to him the whole expense of his education. Similarly, he (Mulongo, 2012) quotes Marshall (1890) as referring to industrial training as a national investment. Time and money spent on education builds human capital hence one should be able to estimate the rate of return (RoR) on such investment, in a way similar to investment in physical capital. In short, the HCT states that a person's education is an investment (involves costs, in terms of direct spending on education and the opportunity costs of student time) in her/his human capital (akin to investment by a firm in physical capital), which makes the individual more productive and accrue him/her a future stream of benefits (superior productivity, higher wages and other non-monetary benefits to the individual and the society).

Becker (1964), as cited by Wright and McMahan (2011), defined human capital as the knowledge, information, ideas, skills, and health of individuals. Comparing human capital to financial or physical capital, he (Becker, 1964, in Wright and McMahan, 2011) noted that all are forms of capital in the sense that they are assets that yield income and other useful outputs over long periods of time. On the other hand, the uniqueness of human capital stems from the fact that people cannot be separated from their knowledge, skills, health or values in the way they can be separated from their financial and physical assets.

The significance of education and human capital has been brought out in many studies and arguments of economic growth and development. Almeida and Fernando (2014) suggest that human capital may be acquired formally in school and other learning institutions, or, informally, through on-the-job training, and is a dominant paradigm in the process of wage determination., being helpful in explaining how those investing in human capital are rewarded with higher life-time earnings. Mulongo (2012) avers that other benefits of education may be realized in terms of greater productivity and less need to incur costs. An example of educational benefit that improves production possibilities is the greater labour market productivity of those with additional



schooling. And the lesser dependency on subsidies in educated communities is an example of benefit that reduces costs for tax-payers (p 2).

Organizations therefore accrue the positive results when human capital is effectively used, and an increase in aggregate human capital has an effect on aggregate productivity which is as a result of an increase in an individual's education on productivity. This further distinguishes general skills from specific skills, the former being that training increases an individual's productivity in an organization, while the latter intimate that specific training mostly increases an individual's productivity within the organization in which one is employed (Almeida & Fernando, 2014).

However, Human Capital Theory has come across significant criticisms. Teixeira (2014) states that education and other types of human capital overlook the impact of very important differences in terms of personal traits, such as ability and socio-economic factors. The returns ascribed to schooling could in fact be the result of problems of limited information in the labour market or the scarcity of certain types of skills rather than a return to a more productive worker due to better qualifications. Similarly, Almeida, Fernando & Hannif (2014) feel that while Human Capital theorists insist on the importance of investment in education and the imparting of value to the future worker, they do not directly address the fact that this value must be harnessed in the labour market by employers for the human capital investment to be realized.

Human Capital Theory was deemed relevant to this study since knowledge and skills accumulated by employees in an organization is capable of attaining high productivity and lower costs. Therefore, superior performance by the County Government of Vihiga could be attributed to the accumulation of knowledge and skills by employees of the county, and it is upon human resource managers to align the human capital and other resources so as to enhance performance.

#### **2.2.4 Stacey Adam's Equity Theory**

The theory was first developed by Adams (1963). The theory states that, employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs. Stacey Adam's Equity theory is based on the premise that people want to be treated fairly at work. It presumes that employees do not work in a vacuum and asserts that employees weigh what they put into an employee situation (input) against what they get out of it (outcome) and then compare their inputoutcome ratio with the input-outcome ratio of relevant others with whom they compare themselves. If ratios are equal, a state of equity is said to exist; they feel their situation is fair and that justice prevails. If the ratio is unequal, inequity exists. That is employees tend to view themselves as under rewarded and would therefore attempt to correct the inequity.

Thus the theory asserts that employees' level of motivation is dependent on the perception of whether they are being fairly treated for tasks related efforts, when compared with other employees (Wilton, 2011). According to the theory an individual's motivation level is correlated to his or her perception of equity, fairness and justice as practiced by the management. Robbins and Decenzo (2012) and Gupta (2011) assert that equity exists if the employee's input output ratio is comparable to that of other peers in the professional network. However, if their ratios are lower than others, inequity is perceived; the employees become dissatisfied and would be motivated to seek ways to attain equity. Inequity brings a state of disequilibrium that makes employees perceive the existing work environment and culture as hopeless and might choose to quit the current employer in pursuit of a better and more equitable work environment (Wilton, 2011).

According to Adams (1963), in order to maximize individuals' rewards, we tend to create systems where resources can be fairly divided amongst members of a group. Inequalities in relationships will cause those within it to be unhappy to a degree proportional to the amount of inequality. The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the

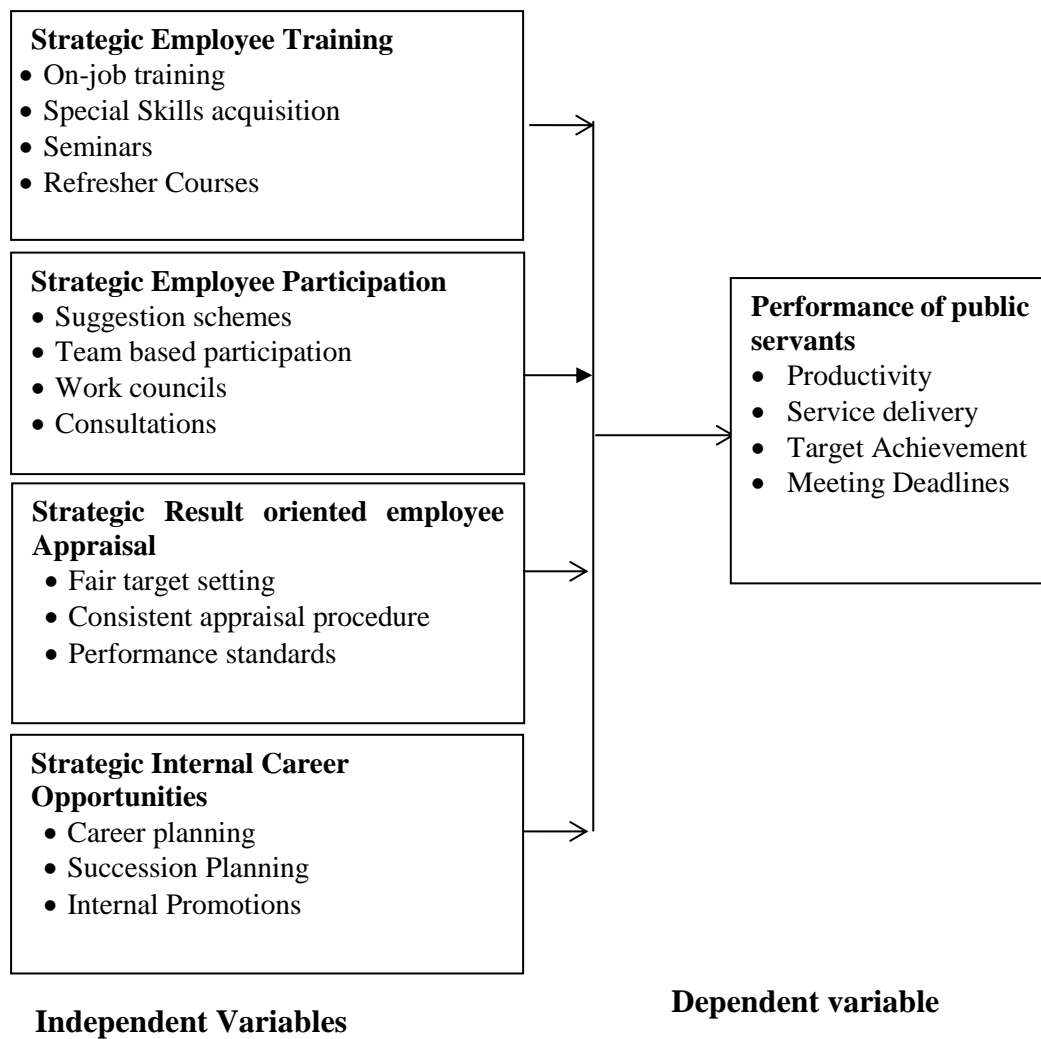
relationships of their co-workers and the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization.

The theory thus guides in understanding what may influence an employee to leave or stay, in that they keep comparing what employees earn in other comparable organization in order to realize a balanced state of the input-outcome ratios. This in turn contributes to labour mobility inside and outside the organization. This theory was used in explaining how strategic employee appraisal management practices affected the performance of public servants in Vihiga County, Kenya.

### **2.3 Conceptual Framework**

As viewed by Wright and McMahan (2011), capability of an organization to perform better than competitors in the same industry depend on the performance of its employees, who need to own unique and innovative skills incomparable with other skills possessed in the industry. These competencies need to be aligned with the business strategy, and then be harnessed through strategic approaches suitable for motivating employees to improve their performance, consequently improving organizational performance. These approaches comprise training (to equip employees with the requisite skills), involving employees in work planning (employee participation), result oriented employee appraisal, and providing internal career development opportunities to every employee. This study conceptualizes the aforementioned HR practices as independent variables.

The dependent variable (performance of civil servants) will be pegged on the level of production achieved by a group of employees (or department), Service delivery (the quality and quantity of services delivered) to the public, the level of job satisfaction exhibited by employees, and the time of completion of projects or assignments. Thus, strategic HRM practices (independent variable) are conceived as influencing civil servants performance (dependent variable).Figure 2.1 illustrates this relationship.



**Figure 2.1: Conceptual Framework**

**Source:** *Researcher (2019)*

### **2.3.1 Strategic Employee training**

Training is important to enhance the capabilities of employees. The employees who have more on-the-job experience have better performance because there is an increase in both skills & competencies because of more on-the-job experience. A few studies attest to this. Khan, Khan and Khan (2011) used a sample of 100 employees of different organizations of Islamabad to examine the impacts of training and

development on organizational performance. Questionnaire consisting of 15 questions were used to collect data. Results revealed that training and development, on-the-job training, training design and delivery style all have significant effect on employee performance and all can positively affect the organizational performance. This study drew its sample size from different organizations from across the entire Islamabad. Homogeneity of population is often important for the purpose of obtaining opinions from respondents who have experienced same treatment. This is what this study (Khan, et al., 2011) has lacked.

Saravani and Abbasi (2013) examined the effects of job rotation patterns on the performance of employees in Keshavarzi Banks of Gilan of Iran. Study population consisted of 218 employees from 30 branches in three south, centre, east and west districts. The sample size was 137 estimated by Cochran formula. Statistical analysis was used to test the relationship between job rotation and performance by mediating the role of skill variation and job satisfaction. The results showed that job performance was not directly influenced by job rotation. Job rotation positively influences job performance mediated by job satisfaction and skill variation.

Further still, Tshikovhi (2012) study sought to determine the impact of a training and development (T&D) programme on the perceived performance of human resource assistants at a platinum mine in South Africa according to the following four performance dimensions: One, personal; two, customer; three, internal business; and four, learning and growth. A non-experimental design was used for this study, which was predominately quantitative in nature. Data was collected using a structured, self-administered questionnaire, which consisted of closed-ended questions. The study revealed that the T&D programme contributed significantly to an increase in the performance of employees. Apart from using questionnaires for data collection, the use of interviews often helps in corroborating quantitative information. Yet this study used only questionnaires for data collection.

Malaolu and Ogbuabor (2013) investigated the effects of training and manpower development on employees' productivity and organizational performance in Nigeria,

using First Bank of Nigeria Plc as a case study. The study applied structured questionnaires to a sample size of 75 respondents drawn by simple random sampling. The data generated was analyzed using descriptive statistics. The findings of the study show that majority (70%) of the respondents agreed that training and manpower development has enhanced their efficiency and job productivity. Secondly, majority (80%) of the respondents overwhelmingly agreed that training and manpower development enhanced organizational performance. Still, there is often need to use more than one instrument for collecting data, since this enhances corroboration.

Sila (2014) assessed the relationship between training and performance in Kenya Women Finance Trust (a MFI). The specific objectives were to investigate whether attitude, job satisfaction and service delivery affects the performance of the employees. Questionnaires were used by the researcher in data collection, and analysis done through thematic analysis and descriptive statistics. The study found out that the three variables of training investigated were key in determining employee performance especially in service firms under which MFIs fall. However, this study failed to specifically pin point key performance areas enhanced by employee training.

Adongo (2013) examined the effects of job training on employee performance in Mobile Telephone Industry Nakuru, Kenya as a case. Those included in the study were the top level management, middle level employees and the junior employees of Telkom Orange who were randomly selected. The target population was 419 comprising of 44 top level management, 165 middle level employees and 210 junior employees from all the entire department of Mass market and Customer care, Information Technology, finance and account and human resource. Stratified sampling technique was used to select the respondents. It was revealed that training improved productivity and job satisfaction for organizations because employees knew what is expected of them as they were also equipped with the information and tools to perform their jobs effectively. It was also found that many of the employees feel motivated by the training offered, and feel that training has offered them opportunity to identify their potentials for development. Similarly, the study revealed that majority of employees

do believe that training had helped them improve on their performance and further indicted that training indeed had also improved their job skills. What remained lacking is the views of other stakeholders who are not employees.

Jepkoech (2013) examined the effect of training and development on staff performance by extension taking Postal Corporation of Kenya as a case study. The study adopted a case study approach where data was collected across a population through sampling. Nine departments were used in which target population was 350 employees who included management level, supervisory level and operations and support level. Questionnaires and document reviews were used for data collection. Responses were analyzed using both descriptive techniques and regression model. It was observed that training methods and training policy and procedures have a positive effect on staff performance, while training evaluation has a negative effect on staff performance, where a unit increase in training evaluation affects staff performance negatively. This study, however, involved employees from all levels with differing views concerning the importance of training to employees, although it is important to seek such views from the departmental heads who are core front line managers.

Tukunimulongo (2016) sought to establish the effect of on-the-job-training on employee performance in Mumias Sugar Company; Kakamega County based on the study objectives. This study adopted a descriptive research design. The target population for the study was 115 employees where a sample size of 90 was selected using Krejcie and Morgan table. Data was analyzed using the chi-square and presented using frequency tables. The study findings showed that on-the-job-training programmes were more likely to enhance employee capability than without. There was a significant direct relationship between on-the-job-training maintained by the firm and employee task requirements. This study (Tukunimulongo, 2016) however, did not involve employees working in devolved units like public servants in county governments. The present study involved heads of various departments in Vihiga County to investigate the influence of training on performance of the public servants.

### **2.3.2 Strategic Employee Participation**

Having reviewed studies touching on the influence of employee training on performance, a review of studies on how employee participation influence employee performance therefore ensues. From the business perspective, involving employees in every part of work planning up to performance seems to be a key factor for organizations' success in the long run (Tat and Hase, 2007; cited by Zaim, Yaşar, and Ünal, 2013). Employee participation has a number of faces. One of these is employee participation in decision making which covers collective bargaining, consultation and various kinds of communication. Another is financial participation, which covers share option schemes and profit sharing schemes. Several studies have focused on employee participation as an important HR practice.

Van den Berg, van Witteloostuijn, Boone, and Van der Brempt (2011) used international comparative research to examine the distinctive features of four neighbouring countries with respect to their industrial relations systems. It was found that Belgium, Germany, the Netherlands and the United Kingdom, despite the implementation of the EU Directive on Information and Consultation rights, display a large variation in their institutional setting, resulting in very different characteristics regarding worker involvement at establishment level. Depending on the country at issue, workers councils or joint consultative committees exert influence in very different degrees, and also the power of trade unions differs substantially. The existing theoretical framework that dominates empirical work does not take these differences sufficiently into account. Moreover, existing empirical work primarily focuses on the effects of the mere presence of a worker representation body on organizational outcomes, not taking into account differences in the actual functioning of these worker bodies. The underlying study demonstrates that variances in (formal and informal) rights and in group dynamics will greatly impact the effectiveness of any form of employee representation.

However, the above study (Van den Berg, et al., 2011) focused on employee participation among organization found in developed countries. There was need to



focus on types of employee participation among the civil servants in the developing countries like Kenya.

Kim, MacDuffie, and Pil, (2010) examined team voice in terms of team influence on key work-related issues and representative voice via the degree of worker representatives' influence on multiple collective voice issues using data collected through the International Automotive Assembly Plant Study . The study was built on the European tradition of examining both direct and indirect voice and their implications for valued organizational outcomes. It was found that neither type of voice bears a significant relationship to labor productivity when examined solely but that team voice significantly contributes to enhance worker efficiency when considered in conjunction with representative voice. Critical to note, however, is that employee voice is just one type of employee participation. Therefore, it ought to be looked at in conjunction with other types of employee participation so that the predominating type of participation can be revealed.

Poutsma, Brewster, and Ligthart (2011) used a large cross-national database covering 32 countries to test the relationship between three different forms of employee participation: direct and representative participation, and financial participation (profit sharing and employee share ownership) and six performance measures. Direct participation is related to operational performance and profit sharing is related to all performance measures, more specific operational and profitability. Representative participation has slight negative relationships with the performance measures while employee share ownership shows no relationship with (financial) performance. Theoretically we explored the diverse voice mechanisms in the context of types of market economies suggesting that there are differences in the configuration in voice mechanisms and its relationship to specified performance indicators.

However, the results suggest that there is a unique universal contribution of voice to performance. Practically, the results indicate that it may be relevant to explore the possibilities of profit sharing in combination with direct participation in order to improve performance.

Quagraine (2010) sought to determine the impact of employee involvement as a management tool in decision-making. This was an exploratory research design using secondary information such as reviewing available literature and primary data. The study population comprised 400 employees of Merchant Bank Limited (Ghana), where a sample of one hundred (100) managers, officers and clerks randomly selected across from four branches. The research findings suggested that employee involvement in decision-making contributes to effective decision implementation and also creates an enabling environment for creativity. It was also revealed from the research that when employees see themselves as not being part of the decision-making process, they become discontented and apathetic which is likely to adversely affect organizational performance. However, it is critical to note that Quagraine (2010) only involved employees from one commercial bank as opposed to public servants working in a devolved authority, which might have different work environment altogether. The current study involved public servants in Vihiga County, Kenya to establish the influence of participation on employee performance.

Still in Ghana, Boakye (2015) sought to identify the impact of teamwork on organizational performance of the employees of Komfo Anokye Teaching Hospital and Ejisu Government Hospital. A self-structured questionnaire was used in the data collection. The research study used correlation techniques in order to analyze the relationship between two variables that was teamwork and organization performance. There was clear evidence that teamwork and other measures of team performance are positively related with organization performance. The result of the study shows that there was a significant positive impact of teamwork on organizational performance. But the need to establish the same among public servants instigated this study that was carried out in Vihiga County, Kenya.

Gichaba (2013) sought to establish the perceived influence of trade unions on terms and conditions of service and job security of employees at Kisii University. The researcher used a descriptive research design basing on the use of qualitative and quantitative approaches for stated objectives that were adopted. The study was

conducted at Kisii University located in Kisii town. The target population for this study was academic and non academic staffs in Kisii University under KUSU, KUDHEIA and UASU, a total sample of 809 employees who are in different departments were used. Questionnaires were used for data collection, and Content Valid Index (CVI) was used for checking instrument. The data was analyzed using descriptive statistics especially the mean scores, frequency tables and percentages. It was revealed that unions were rated to score highly on their influence on the improvement of salaries and allowances of members and their contribution to safeguarding the right of employees to fair hearing during appeals after unfair dismissal. Generally the unions were rated above average in the aspects that were assessed. The focus of this study has been on trade unions and their contribution in safeguarding the rights of their members. However, there was need to establish whether the performance of employees (trade union members) improves given that their rights have been safe guarded by the trade unions.

Arasa, Aosa, and Machuki (2011) examined the influence of employee participation on the expected relationship between strategic planning and strategic planning outcomes. The study was carried out in Kenya, within the insurance sector. A structured questionnaire was used to gather the required data from 31 firms. Study findings reveal that employee participation does influence the strength of the relationship between strategic planning and strategic planning outcomes and this influence is statistically significant. Critically, this study failed to offer how employee participation improves employee performance and consequently organizational performance.

Kubaison, Gachunga, and Odhiambo (2014) explored the degree to which direct employee participation practices in the organization contribute to organizational performance. Direct participation schemes in the organization examined include empowerment of individuals through attitude surveys, suggestion schemes and use of various work teams. The study was a descriptive survey design and utilized a correlation studies strategy to establish the relationship between independent and

dependent variables. Multi stage sampling procedure was used to select a sample of 378 respondents from a list of 178 state corporations that participated in performance contract in 2010/2011. Questionnaire was used for data collection. Descriptive and inferential statistics were utilized. Correlation was analyzed using Pearson's correlation method and with the help of SPSS tool to determine relationships between variables. Hypotheses were tested to establish whether various participation schemes had significant influence on the performance of state corporations in Kenya. Findings indicated a strong relationship between direct participation and performance of state corporations in Kenya. Direct team based participation was the more preferred mode of participation, compared with direct individual-based participation.

Having used data collected by the use of questionnaires, there was need to corroborate this by data obtained through interviews so as to provide it with depth of information on how and why team based participation is most preferred.

### **2.3.3 Strategic Result Oriented Appraisal**

Performance appraisal is an important human resources function, which provides management with a systematic basis for effectively recognizing and evaluating the present and potential capabilities of human resource. Yadav and Dabhade (2013) sought to figure out the key variables that are having strong influence on performance management in two companies in India. Data was collected from 250 using structured questionnaires, and analysed using Chi square test method. It was found that most employees are well aware about the Performance Management system of the company, and have complete idea about the various aspects of Performance except those elements which are kept confidential. Similarly, the study revealed that employees are of the opinion that their evaluation should be done by seniors as well as by self, and they were not happy with the non-transparency of the Performance Appraisal System: they had a common thinking that the ratings given should be revealed to the respective employee. They decried a lack of evidence regarding their usefulness; hence it is still not clear to what extent performance measures help agencies to achieve the goals.

Despite this study seeking to unearth the influence of performance appraisal on organizations, its sample size was drawn from two different populations. This might have exposed it to lack of homogeneity.

In Africa, Boateng (2011) used a population of the entire staff of Manhyia District Hospital in Ghana totaling 221 to assess the effects of performance appraisal on the achievement of organizational objectives, using eleven-sectioned self-completed questionnaire and interviews. Data presentation and discussions were supported with bar and line graphs, pie chart and tables to make the whole work easy to read and understand by all and sundry. The study revealed that the Staff Performance Appraisal exercise was not given the seriousness it deserves. Again, majority of the staff have knowledge of the performance appraisal system in the hospital and agreed that the system establishes key objectives. The only important aspect of performance appraisal that this study lacks is how it (performance appraisal) influence employee performance.

Similarly, Chaponda (2014) sought to determine the effect of performance appraisal on employee motivation using a survey of slum-based Non-Governmental Organizations in Nairobi. The study adopted a descriptive research design with a population consisting of all 300 employees of slum-based NGOs. A sample size of 171 was selected using stratified sampling method. Data was collected using structured questionnaires and analyzed using the Statistical Package for Social Sciences (SPSS) into frequency distribution, percentages and Pearson correlations. It was found that performance appraisal process is important for employee motivation; also help improve job performance at work. The regular assessment of performance leads to employee motivation, and performance standards quantified and pegged against an individual evaluation is essential for employee motivation. Although this study focused on how performance appraisal influences employee motivation, the sample was drawn from employees of a nongovernmental organisation. Focus should also be made on civil servants working under county governments.

Nyaoga, Kibet, and Magutu (2010) evaluated the effectiveness of performance appraisal system in private universities in Kenya, focusing on employees at Kabarak University. The study evaluated the purpose of performance appraisal using a cross-sectional survey design on all the employees of Kabarak University. A structured questionnaire was used to collect the data and analysis done by help of SPSS and presented using of descriptive statistics, frequency tables, percentages and pie charts. The findings revealed that performance appraisal system is the only tangible metric way by which an organization can know the level of performance of its diverse employees. Although most employees are aware of the type of performance appraisal system used in the private universities, such systems are not based on any serious formal purpose for which they were designed. The effectiveness of performance appraisal systems in the private universities are only based on training of the employees involved in the rating/appraising process and are multi-rating systems. Still not covered by this study is how performance appraisal influences employee performance in organizations (private universities included).

Gichuhi, Abaja, and Ochieng (Undated) sought to establish the impact of performance appraisal criteria, feedback, reward and frequency of appraisals on employee productivity in Kenya. This study employed a cross-sectional survey design. The population of the study was 1560 employees distributed among the 7 main supermarkets operating in Nakuru Town. A sample of 308 respondents was selected using multi-stage sampling technique, whereby 178 filled questionnaires were returned. Multiple regression models were used to analyze the data collected. The study found that performance criteria, feedback and frequency significantly influenced employee productivity. However, the direction of influence might have richly been covered if this study used interview method to support data obtained by questionnaires.

Iqbal, Ahmed, Haider, Batool, and Qurat-ul-ain (2013) focused on finding out the impact of performance appraisal on employee's performance and how motivation affects the relationship between performance appraisal and employee's performance in Pakistan. Two hypotheses were analyzed by using sampling techniques; 150

numbers of employees were selected through simple random sampling from among the banks of Dera Ghazi Khan. Primary data were collect through standard questionnaire. For analyzing data, correlation Coefficient was used through IBM SPSS and Amos Software. It was revealed that there is positive relationship between performance appraisal and employee's performance. Motivation as a moderator positively affected the relationship between performance appraisal and employee's performance. Using employees from three different organizations (3 different banks) means that data used in this study was heterogeneous: there is need to compare the relationship between performance appraisal and employee performance using a homogenous population.

#### **2.3.4 Strategic Internal career Opportunities**

Many companies are redirecting their performance and career management systems to develop and retain their talent pool of human resource (Brundage & Koziel 2010). These systems are recognized as key managerial mechanisms in building positive relations with, and desired organizational citizenship behaviours in, valuable employees.

Chartered Institute of Personnel and Development (CIPD, 2011) used an on line poll and telephone interviews carried out using a structured questionnaire on 1,178 individuals to explore what support is being offered to individuals to manage their own careers and how career management is being used within organisations to drive capability and agility – both identified by CIPD research (CIPD, 2011) as key drivers of sustainable business performance. It was found that effective career management is broad-based and reflects the future skills and capability requirements of the employer and the desire of the individual for career opportunity, and that new attitudes and a new work landscape are creating new and diverse career paths. However, the use of on line poll and interviews may render such a study unworkable in the developing world where internet services are scarce.

Chew and Girardi (2008) explored findings from an Australian survey to examine the relationship between human resource management practices and the retention of vital employees working in nine organizations. Although past research has pointed to career management as a retention strategy tool, this research specifically points out that selection practices, remuneration and recognition are key factors which influence employee commitment and thereby retention. Still, this study failed to explore how internal career opportunity influences employee performance.

Patrick and Kumar (2011) investigated the relationship between career planning, performance and employee growth, and explored the alignment between individual and organization's career planning using 100 employees from five Indian IT companies. Questionnaires and interview schedules were used for data collection. It was found that career guidance, leadership roles, network building, developing new skills, taking up special assignments and receiving productive feedback from the boss play the most important role in making the career path easier and also aids in the performance and employee growth. Will to seek information, introspecting past experience, experimenting new work roles, and discussing career interest with superiors and colleagues play a moderate role in career planning and performance of the employees. Despite this study comparing the relationship between career planning and performance, there is also need to establish how internal career opportunities influences employee performance.

Coetzee and Potgieter (2014) examined the mediating effect of general self esteem on the link between the career self-management and career resilience of a non-probability sample of 304 early-career employees in the business management field in South Africa. A cross-sectional quantitative survey design was followed, and questionnaires were used for collecting primary data. Data analyses consisted of an analysis of between the career self-management and career resilience of a non-probability sample of 304 early-career employees in the business management field. The results revealed significant direct and indirect effects between the variables. General self-esteem partially mediated the relationship between career self-management and career



resilience. Notably not covered in this study was how internal career opportunities influences employee performance.

Mwanje (2010) used a case study of Bank of Uganda to examine how career development affects staff motivation. Respondents for the self administered questionnaires were picked through stratified sampling. From each stratum or group, a random sample was selected. Purposive sampling was employed for key informants who were subjected to face-to-face interviews. Data analysis was done using percentages. The study revealed that among other things, low chances of promotion after training seem to point to the irrelevance of training to promotion. A marked lack of opportunities regarding career paths was revealed. The study revealed that although Bank of Uganda recognized skills and accomplishments after training, staff at all levels do not benefit from career advancement after training. It was revealed, through the study, that the inflexible organizational structure, poor policies on promotion, favoritism and irrelevant training were responsible for lack of career advancement after training. The study also revealed that career advancement had a highly significant effect on motivation. This study, however, failed to show how internal career opportunities influences employee performance.

It is evident from the foregoing studies that research on the link between career development and employee performance has not yet been clearly highlighted. There is need to establish how employees perceive career development opportunities and its related consequences on their performance.

### **2.3.5 Employee Performance**

Employee work performance is an issue that has not only grasped companies all over the world but also fueled a great deal of research in fields of management, occupational health, and work and organizational psychology. In Netherlands, Koopmans, *et al.* (2011) sought to identify conceptual frameworks of individual work performance and integrate these to reach a heuristic conceptual framework. A systematic review was conducted in medical, psychological, and management databases. Studies were

selected independently by two researchers and included when they presented a conceptual framework of individual work performance. A total of 17 generic frameworks (applying across occupations) and 18 job-specific frameworks (applying to specific occupations) were identified. Revealed is that dimensions frequently used to describe individual work performance were task performance, contextual performance, counterproductive work behavior, and adaptive performance.

In Romania, Radu (2012) explored the indicators of sustainable performance through the sustainability balanced scorecard and its effect of strategic organizational change in 116 countries. This was a comparative analysis using a statistical-econometric methodology. Parameters statistics that measure the symmetry, the normality of the distribution, the correlation between different statistical data were obtained by regression function. Processing data for the analyzed indicators were calculated by running E-views software. The study revealed that among key performance indicators, Gross Domestic Product per capita, respective, and Environmental Performance Index in correlation with the social indicator (Global Competitive Index), the implementation of green strategies by companies leads to sustainable economic growth. However, this study used data gathered from across several countries whose population might not have been homogenous. This might have resulted in the treatment of performance indicators differently in each country.

Santos and Brito (2012) proposed and tested a measurement model for firm performance, based on subjective indicators, in Brazil. The model is grounded in stakeholder theory and a review of empirical articles. Confirmatory Factor Analyses, using data from 116 Brazilian senior managers, were used to test its fit and psychometric properties. The final model had six first-order dimensions: profitability, growth, customer satisfaction, employee satisfaction, social performance, and environmental performance. A second-order financial performance construct, influencing growth and profitability, correlated with the first-order inter correlated, non-financial dimensions. Results suggest dimensions cannot be used interchangeably, since they represent different aspects of firm performance, and corroborate the idea

that stakeholders have different demands that need to be managed independently. Critical to note is that this study used a sample frame obtained from senior managers as opposed to front line managers (departmental heads) who are in charge of employees serving offering services directly to customers.

Kairu, Wafula, Okaka, Odera, and Akerele (2013) sought to establish the effects of the Balanced Scorecard (BSC) on performance in Kakamega Municipality, Kenya, using a survey research design involving 200 service providing firms. Stratified random sampling procedure was adopted with the strata organized based on the nature of services offered. Semi-structured questionnaires were employed to collect primary data which was analyzed through descriptive statistics. The study revealed that non-financial criteria are as important as financial criteria in measurement systems and when both measures are integrated in the system, they lead to superior results. This study, however, lacked qualitative data (from interviews) which would have provided depth in magnitude concerning how non financial performance measurements can provide superior results.

In the discussion of employee performance among scholars, job satisfaction and motivation features a lot (Armstrong, 2010). However, there seem to be limited studies focusing the same among public servants in devolved governments. Nyagaya (2015) investigated the factors influencing teachers' level of job satisfaction in public primary schools in Kayole Division, Nairobi County. The target population of the study was all the 20 public primary schools in Kayole and all the teachers therein. The sample size was 196 teachers. Further findings showed that 27 percent of the teachers expressed dissatisfaction since they teach between 31-40 lessons per week. 65 percent of the teachers were not satisfied that their salary meets their expenses, while only 10 percent were satisfied with fringe benefits. From the findings of this study, it was noted that 32 percent of the teachers were not satisfied with their job due to heavy work load in terms of number of lessons taught per week. On the other hand 59 out of the 196 respondents were not satisfied with the conditions of the classrooms. Nonetheless, the

study drew its sample size from teachers who are not employees of county government as opposed to heads of sections and ward administrators as targeted in this study.

The foregoing review of studies over employee performance has focused much on private organizations. There has been little focus on the public servants, and the influence of employee performance in this sector has received very little attention.

Chebet (2015) sought to determine factors that influence performance of the employees in County Government of Bungoma. The study adopted a descriptive survey research design. It used a sample size of 375 employees. The sample size was obtained using stratified random sampling whereby the strata was represented by the levels of management which are top level management, middle level management and lower level management. Findings from the study confirm that a significant association exists between compensation/remuneration, leadership style, employee training and development, working conditions and improved employee performance. It was however essential to determine how other HRM practices like employee participation, career development opportunities, and result oriented employee appraisal influence employee performance in the devolved units.

Another study by Kimeu (2015) sought to establish the perceived factors affecting employee performance in Machakos county government, Kenya. A descriptive research design was used in this study. The target population was all the 1,300 employees of Machakos county government spread across six departments. Stratified random sampling technique was used in order to avoid under or over representing any of the target group in the population. The questionnaire was used as data collection instrument. The findings of the study revealed the perceived factors affecting employee performance in Machakos county government to be training, motivation, performance appraisals and teamwork. This study adopted triangulation approach by employing both questionnaire and interview guide for data collection to determine the influence of strategic HRM practices on performance of public servants in Vihiga County, Kenya.

Employee performance can also be viewed in light of equipment and capital employed for the purposes of conducting tasks. Nyakako, (2016) sought to evaluate the influence of capital resources on performance of police officers in Starehe Division, Nairobi County, Kenya. Capital resources are all assets available to the police officers to help and aid them in delivery of their duties. The study respondents were the Officers Commanding stations (OCSs) or their deputies and the police officers under their command. The data was collected using questionnaires and interview guide and analyzed using SPSS. The study found that the capital resources provided to the officers were very instrumental in delivery of their services, hence improved performance. Critical to observe is the fact that, the study targeted respondents from the police service while this one aimed at heads of sections and ward administrators from Vihiga County, Kenya.

## **2.4 Empirical Studies**

Having reviewed the literature related to influence of strategic human resource management practices on employee performance, the researcher proceeds to present experimental data revealed by studies related to the study topic. This empirical presentation is in the sequence of research objectives.

### **2.4.1 Strategic Employee Training and Performance**

Employee training has been tested by several scholars and proved by practical data to have positive influence on performance. Zaim, Yaşar, and Ünal (2013) analysed the effects of individual competencies on performance by conducting a field study in service industries in Turkey. Among the all factors, core competencies were found as most important criterion. It is followed by task competencies (0, 26) with the value of its standardized regression weight being 0.38 ( $p < 0.01$ ). Managerial competencies have less effect (0, 20) on individual performance in comparison with other two factors. However, all factors have positive linear correlation with individual performance. For the organizational performance, managerial competencies have the most significant

impact (0.40) on organizational performance, followed by core competencies (0.18) and task competencies (0.14).

Tshikovhi (2012) sought to determine the impact of a training and development programme on the perceived performance of human resource assistants at a platinum mine in South Africa, and found through a one sample t-test, the hypothesis was accepted, given that the significance level for each section had an average score that was significantly different to a score of 3. The p-value for all 4 cases was  $p < .0005$ . This indicates that each section had experienced more than just some positive change.

Similarly, Okereke and Nnenna (2011) examined the relationship between training, manpower development and job performance by assessing the perception and relevance among civil servants in Ebonyi State, Nigeria. Using chi-square ( $X^2$ ) as a significant test, training was perceived to influence job performance at  $\mu = 0.05$  and  $\mu = 0.25$ . Also manpower development was perceived to influence job performance at  $\mu = 0.05$  and  $\mu = 0.25$ , but the influence of type of training on job performance was inconclusive. When cross-tabulated, only 49.8% of those that had training and those exposed to manpower development had high job performance as against 21.2% for their counterparts with no training and manpower development. This is suggestive of spurious factors (that may include leadership, organizational climate, management development, salary etc) that may intervene as motivation factors for high job performance.

In Kenya, Otuko, Chege and Douglas (2013) investigated the effect of training dimensions on employee's work performance in Mumias Sugar Company, and found there was a positive and significant effect between training needs assessment and employee performance in Mumias Sugar Company Limited ( $b = 0.369$ ,  $t = 3.62$ ,  $p < 0.05$ ); training contents has a positive and significant ( $p < 0.05$ ) effect on the employee performance in Mumias Sugar Company Limited ( $b = 1.18$ ,  $t\text{-value} = 4.93$ ,  $p\text{-value} < 0.05$ ); and training evaluation and employee performance were positively and significantly associated ( $b = 0.315$ ,  $t = 4.54$ ,  $p < 0.05$ ). However, similar studies needed

to be done among county governments to establish the influence of training and development on employee performance.

Tarus (2014) investigated the effects of job rotation as a strategy of high performance workplace in Lake Victoria North Water Services Board in Kenya. The study utilized explanatory survey design, stratified sampling and simple random sampling in obtaining the respondents. The results of the SEM indicated that job rotation significantly predicted high performance workplace ( $\beta=0.38$ ,  $CR=5.938$ ,  $p<0.001$ ) thereby supporting prior research. The findings further indicate that organizations can improve performance by enhancing job rotation strategy.

#### **2.4.2 Strategic Participation and Employee Performance**

Further, some researchers have obtained experimental data approving the relationship between employee participation and performance. Irawanto (2015) looked at employee participation in decision making in two state-owned enterprises in Indonesia, to see what impact these trends actually have in the real life of both the organization and the employees. It was revealed that the lower the education of the respondents, the higher their involvement in Participation in giving information ( $-0.393$ ;  $p < 0.01$ ); the lower the education of the respondents, the higher their involvement in Consultation participation ( $-0.388$ ;  $p < 0.01$ ).

Gichaba (2013) sought to establish the perceived influence of trade unions on terms and conditions of service and job security of employees at Kisii University there is a significant ( $p<0.05$ ) influence of trade unions on terms and conditions (Adjusted R-squared: 0.8356 F-statistic: 2.801 on 24 and 32 df, p-value: 0.006358); and a significant influence ( $p<0.05$ ) on improved job security (Adjusted R-squared: 0.8356 F-statistic: 2.801 on 24 and 32 DF, p-value: 0.006358).

Further, Kubaison, Gachunga, and Odhiambo (2014) explored the degree to which direct employee participation practices in the organization contribute to organizational performance in Government owned corporations in Kenya. Direct participation

schemes in the organization include empowerment of individuals through attitude surveys, suggestion schemes and use of various work teams.

It was found that the use of direct individual-based participation schemes has a positive effect on performance of state corporations with a gradient of 0.339. This implies that a unit change in the use of direct individual-based participation schemes increases performance of state corporations at the rate of 0.339. The goodness-of-fit (GOF) namely R-square for direct individual-based participation scheme was computed and established to be 0.116. This means that 11.6% of variation in performance of state corporations can be explained by the use of direct individual-based employee participation. The remaining 88.4% is explained by the other variables, namely: direct team-based participation, indirect participation schemes, financial participation and employee attitude. Similarly, the results of correlation coefficients of the relationship between dependent variable (organizational performance) and independent variables were 0.341 (Direct individual-based participation), and 0.429 (direct team-based participation). The two independent variables were found to have significant correlation with organizational performance against P-values of .000.

### **2.4.3 Strategic Result Oriented Appraisal and Employee Performance**

Appraisal systems, empirical studies reveal, have influenced employee performance across the globe. Iqbal *et al.* (2013) assessed the impact of employee performance appraisal on employee performance among the banks of Dera Ghazi Khan in Pakistan. Correlation results revealed that there is significant positive relation between performance appraisal and employee's performance (sig=0.000, r= 0.590): Correlation results presented motivation strength the relationship of performance appraisal and employee performance (sig=0.000, r=0.607b) predictors both performance appraisal and motivation. The results observed that Performance appraisal has direct (0.590) impact on employee's performance while combine impact of motivation is positive and considerable (0.672).



Yadav and Dabhade (2013), in a study to figure out the key variables that are having strong influence on Performance management in two companies in India (BHEL and Bhopal), found that opinion of the respondents was significantly different about clarity of performance management system ( $\chi^2 = 12.24$ ,  $df = 3$ ,  $\chi^2 (.05) = 7.81$ ); chi square value also radically shows that opinion of the respondents was significantly different ( $\chi^2 = 20.56$ ,  $df = 3$ ,  $\chi^2 (.05) = 7.81$ ) on asking PMS as a regular process; opinion of respondents was significantly identical when it comes to transparency of PMS ( $\chi^2 = 6.48$ ,  $df = 3$ ,  $\chi^2 (.05) = 7.81$ ); opinion of respondent was significantly different and majority of employees is in favor that PMS furnishes a chance of advancement and recognition ( $\chi^2 = 15.6$ ,  $df = 3$ ,  $\chi^2 (.05) = 7.81$ ); opinion of respondents was significantly different whether factors facilitating and hindering performance are taken into consideration at the time of appraisal ( $\chi^2 = 20.24$ ,  $df = 3$ ,  $\chi^2 (.05) = 7.81$ ); and opinion of respondents was significantly different on whether job Description of employees is clearly defined within the organization ( $\chi^2 = 25.36$ ,  $df = 3$ ,  $\chi^2 (.05) = 7.81$ ).

While in Kenya, Nyaoga, Kibet, and Magutu (2010) used Chi-Square test to evaluate the effectiveness of performance appraisal system at private universities in Kenya, focusing on employees at Kabarak University. They found that majority of the respondents 84.7% observed that they are aware of the performance appraisal system used in Kabarak University, and the calculated chi-square is 41.0 whereas the critical chi at 1 degree of freedom is 3.84. Since the calculated chi is much higher than the critical chi-square, the researcher therefore concludes that the respondents are aware of the existence of performance appraisal system in use in the university.

#### **2.4.4 Strategic Internal Career Opportunities and Employee Performance**

Patrick and Kumar (2011) investigated the relationship between career planning, performance and employee growth in Indian Information Technology firms and found that employees perceive career management and employee development as a developmental tool (3.55); employees seek more often information on specific career areas or jobs that they are interested (3.62); employees were pretty clear about their career goals (3.17), and were of the opinion that they need many positions or jobs to

hold in order to reach their career goal (3.01); employees preferred developing skills (3.32) and building of networks which could help further ones career progression (3.24).

Similarly, internal career opportunity has also been empirically studied across the globe. Kwenin (2013) studied the relationship between work environment, career development opportunities and employee retention in Vodafone Ghana Limited and found that employee retention is highly correlated with work environment ( $r = 0.281^*$ ) at a significant level of  $0.001^*$ ; Career development opportunities also showed strong correlation with employee retention ( $r = 0.387^*$ ) with a significant level of  $0.000^*$  which also means that these two variables significantly affect retention.

Further, Omotayo, Oyewunmi, and Ojo (2014) determined the relationship between career development and organisation growth in the Nigerian Banking industry and found that the path coefficient scores of the tested variables vary. However, organizational growth appears to be strongly influenced by skills (0.12); promotion (0.11); reward (0.04); recognition (0.05); and experience, which is negatively influenced (-0.13). Among the observed variables, employee's skill suggests to be one of the best factors of organizational growth. Essentially, close and positive association exists among the observed independent variables. The path coefficient value between recognition and skills is .60; reward and experience is 0.56; experience and skills are 0.53; promotion and a skill is 0.33; reward and skills is 0.24.

It is therefore evident that more empirical studies need to focus on the influence that career development opportunities have on employee performance in the county governments across Kenya.

## **2.5 Critique of Existing Literature**

Investment in education and the consequent impartment of value to the future worker is dependent upon appropriate harnessing of such values by employers for this (human) capital to be realised. Further, returns ascribed to schooling could as well be the result

of problems of limited information in the labour market or the scarcity of certain types and not necessarily a return to a more productive worker due to better qualifications.

Similarly, good as may organizational justice has been found to foster employee satisfaction and hence commitment, in practice, the three tenets of organizational justice (distributive, procedural, and interactional) must be implemented simultaneously for the full range of their benefits to be realized (Cropanzano, Bowen & Gilliland, 2007). For instance, in the event that interactional justice is low, the impact of procedural or distributive justice will hardly be felt (Cropanzano, *et al.*, 2007). Further, it is not obvious that two employee performing similar tasks will end up feeling fairly treated when one is paid less: the one paid less may still feel fairly treated if he or she is offering commensurate contribution.

The four possible approaches that some human resource scholars state to be suitable in gaining strategic competitive advantage (Employee training; Employee participation; Result oriented employee appraisal; and internal career opportunity) have also not passed without criticism. To this end, Kim, *et al.* (2010) found that neither type of employee voice bears a significant relationship to labor productivity when examined solely, but that team voice significantly contributes to enhance worker efficiency when considered in conjunction with representative voice (trade union). Kubaison, *et al.* (2014) also established that only team based participation was the more preferred mode of participation, compared with direct individual-based participation.

Employee appraisal has also been faulted by a number of scholars. Boateng (2011), in a study conducted in Ghana, found that staff performance appraisal was not given the seriousness it deserves in Manhyia District Hospital, and therefore the extent to which it (appraisal) influences employee performance becomes irrelevant. Further, the usages of employee appraisal reports have also been criticized for failing to be holistic. Nyaoga, Kibet, and Magutu (2010), while evaluating the effectiveness of performance appraisal system in private universities in Kenya established that although most employees are aware of the type of performance appraisal system used in the private

universities; such systems are not based on any serious formal purpose for which they were designed. The effectiveness of performance appraisal systems in the private universities are only based on training of the employees involved in the rating/appraising process and are multi-rating systems.

Lastly, internal career opportunities as a strategic HR practice for enhancing employee performance have been criticized for a number of reasons. Coetzee and Potgieter (2014) interjected that even in the presence of clear career opportunities in an organization, employee self-esteem would moderate the relationship between career opportunity and motivation (hence enhanced employee performance). Similarly, the level at which organizational justice is at play will also determine whether internal career opportunity would influence employee performance or not. Inflexible organizational structure, poor policies on promotion, favoritism and irrelevant training were responsible for lack of career advancement after training (Mwanje, 2010).

## **2.6 Research Gap**

Zaim, Yaşar, and Ünal (2013) analysed the effects of individual competencies on performance by conducting a field study in service industries in Turkey. The aim of the study was to analyze the effects of individual competencies on performance in the services industries in Turkey by adopting a survey research design and found that when it comes to organizational performance, managerial competencies appeared to be the most significant factor. Since the study was conducted in Turkey service industry and focused only on competence as the only variable, both contextual and conceptual gaps were established. The current study addressed the gaps by determining the influence of strategic human resource management practices on performance of public servants in Vihiga County, Kenya by involving four independent variables.

Irawanto (2015) evaluated employee participation in decision making in two state-owned enterprises in Indonesia and connecting the same to performance and found that the lower the education of the respondents, the higher their involvement in Participation in giving information and that the lower the education of the respondents,

the higher their involvement in Consultation participation. The study presents contextual and conceptual gaps which the current study sought to determine the influence of strategic human resource management practices on performance of public servants in Vihiga County, Kenya by involving four independent variables.

Yadav and Dabhade (2013), examined the key variables that are having strong influence on Performance management in two companies in India (BHEL and Bhopal) and found that opinion of the respondents was significantly different about clarity of performance management system. since the study was conducted in India and did not focus on any particular variables, both conceptual and contextual gaps were discovered which were addressed by involving four variables in the study aimed at determining the influence of strategic human resource management practices on performance of public servants in Vihiga County, Kenya.

Omotayo, Oyewunmi, and Ojo (2014) established the relationship between career development and organisation growth in the Nigerian Banking industry and found that the path coefficient scores of the tested variables vary. However, organizational growth appears to be strongly influenced by skills promotion, reward, recognition, and experience, which was negatively influenced. The study was conducted in Nigerian banking industry and used career development as the only variable, hence conceptual and contextual gaps identified. The current study addressed the gaps by focusing on the influence of strategic human resource management practices on performance of public servants in Vihiga County, Kenya.

## **2.7 Summary of Literature Review**

In this chapter the review of the various relevant theories was done. The theories reviewed included Best Fit Theory, resource-based view theory, Human Capital and Stacey Adam's Equity Theory. The foregoing reviewed literature has attempted to present a comprehensive coverage of theory and practice of strategic human resource management practices and their organizational performance consequences. As has emerged from the reviewed studies, aligning human resource management strategies

with organizational goals has been linked with improved organizational performance across Europe, Asia, and Africa. Other studies reviewed have also established that by employing competent and unique/innovative human capital, an organization is able to gain competitive advantage over competitors in the industry.

To this end, various approaches have been adopted by HR practitioners to improve employee performance across the globe. These approaches include employee training practices, employee participation, result oriented employee appraisal practices, and internal career opportunities. The foregoing approaches aim at using bundles of HR practices which foster performance, involvement, and commitment of employees. Studies that have been reviewed have linked employee performance with these approaches, yet very little has been done to determine the relationship between these approaches and performance in the public service of the devolved governments in Kenya.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

This chapter describes the key methodological choices which underlie the study. These included the the locale of the study, research philosophy, research design, the study population, the sampling design, the research tools and techniques employed in the study. Issues of reliability and validity were also addressed before outlining the data analysis criteria.

#### 3.2 Research Philosophy

The term paradigm originated from the Greek word *paradeigma* which means *pattern*, and was first used by Thomas Kuhn (1962) to denote a conceptual framework shared by a community of scientists which provided them with a convenient model for examining problems and finding solutions. Thus, a paradigm implies a pattern, structure and framework or system of scientific and academic ideas, values and assumptions (Olsen, Lodwick,&Dunlop, 1992:16). This study was carried out within interpretive paradigm. The interpretive paradigm is concerned with understanding the world as it is from subjective experiences of individuals. As explained by Kuhn (1977), a paradigm is integrated cluster of substantive concepts, variables and problems attached with corresponding methodological approaches and tools. Proponents of interpretive paradigm assume that knowledge and meaning are acts of interpretation, hence there is no objective knowledge which is independent of thinking, reasoning humans.

This paradigm is underpinned by observation and interpretation, thus to observe is to collect information about events, while to interpret is to make meaning of that information by drawing inferences or by judging the match between the information and some abstract pattern (Myers, 2009). This approach gives the researcher greater scope to address issues of influence and impact, and to ask questions such as ‘why’

and ‘how’ particular technological trajectories are created, as emphasized by Deetz (1996).

Further, this study also adopted universalistic approach as the SHRM perspective upon which the relationship between the variables were compared so as to determine how SHRM practices influence public servants’ performance in Kenyan County governments. Thus, if the influence of SHRM practices on performance of public servants in financial year 2013/2014 is scientifically determined in Vihiga County; such relationship would largely be the same as the relationship that existed between related variables in other Kenyan Counties that performed like Vihiga in 2013/2014 financial year. Universalistic arguments are the simplest form of theoretical statements in the SHRM literature because they imply that the relationship between a given independent variable and a dependent variable is universal across the population of organizations (Pfeffer & Cohen, 1984; cited in Dimba and K’Obonyo, 2009). Developing universalistic predictions requires two steps: First, important strategic HR practices must be identified. Second, arguments that relate the individual practices to organizational performance must be presented.

There are several practices that are consistently considered strategic HR practices including the sixteen HR practices by Pfeffer (1994). However, this study, compressed these practices to provide four key HR practices, including: employee training, employee participation, result oriented employee appraisal, and internal career opportunities.

### **3.3 Research Design**

This study employed both descriptive and explanatory survey designs. It was descriptive because data was collected through a detailed questionnaire which describes research questions, guided by hypotheses derived from adopted theories. Research designs are mostly classified as exploratory, descriptive, and explanatory (Saunders, Lewis & Thornhill, 2007). Exploratory research is useful when the research questions are vague or where there is little literature to guide predictions. Descriptive



research, on the other hand, provides measures of an event or activity. Descriptive research designs are usually structured and specifically designed to measure the characteristics described in a research question. To this end, hypotheses derived from theory (or theories) of the study usually guide the process and provide a list of what is to be measured (Hair, Babin, Money & Samouel, 2003). The objective of descriptive design is to portray an accurate profile of persons, events or situations.

Further, studies that seek to establish causal relationships between variables are termed as explanatory research designs. This involves studying a situation or a problem in order to explain the relationships between the variables (Hair, et al., 2003; Gall, Borg & Gall, 2007). Further, the study was explanatory since it sought to explain the relationship between strategic human resource management practices and public servants performance. Descriptive and explanatory survey design entails collection of data by means of questionnaire, interviews, observations or telephone calls to discover opinions of a population based on a drawn sample size (Creswell, 2009; Zikmund & Babin, 2010).

### **3.4 Target Population**

The study was carried out in Vihiga County, Kenya. The target population consisted of heads of sections, ward administrators and members of the public service board. This is in response to prior literature that has largely linked organizational performance to strategic human resource management practices.

The target population for the study comprised of section heads in the 10 departments, ward administrators and members of public service board in Vihiga County, Kenya. Vihiga County has eight members of public service board, 359 heads of sections and 25 ward administrators (Vihiga County Staffing Statistics Report, 2013). This study targeted all the 25 ward administrators, 359 section heads and eight (8) members of public service board. Accordingly, the target population of the study was three hundred and ninety two (392).

Vihiga County is one of the 47 counties established under the new constitution of Kenya (GoK, 2010) after its promulgation in 2010. It is an administrative region in the former western province with a population of 552,622 (KNBS, 2009) leaving on an area of 531 km<sup>2</sup>. The County has five sub-counties/constituencies, namely; Emuhaya, Hamisi, Luanda, Sabatia and Vihiga. It has a population density of 1,078 persons per Km<sup>2</sup> compared to the national average of 66 persons per Km<sup>2</sup> (KNBS, 2013). This illustrates that the population density of the County is 16.33(sixteen point three three) times more than the national density. The County demographic profile depicts a youthful population comprising of 46 per cent of persons aged below 15 years (KNBS, 2013). This means that a lot of resources have to be allocated towards education, health and youth programmes to ensure that there is sustainable future Human Development. This exerts immense pressure on resources like land, water sources, and social facilities.

According to CRA, 2014 report, approximately 40 out of the 47 counties in Kenya failed to complete their planned projects, and around 38 to 40 out of the 47 counties spent less than 40% of funds allocated to them for development projects budgeted for in 2013 /2014 financial year. Probably, the seven counties that completed their planned projects (achieved their targets) and spent funds allocated to them in the first two financial years had aligned their human resource management practices to their strategic goals. If so, then this might correspond to the articulations of Armstrong (2010); Dermol and Rakowska (2014) Gavrea, et al. (2011); Sani (2012) and Waiganjo and Awino (2012) that organizational performance is largely linked to strategic human resource management practices.

It is paramount to note that although county governments may have experienced enormous challenges like inadequate funds, pressure on resources, among others, they are still expected to develop strategic HR practices that would enable them attain better performance to satisfy the needs of the local population. Vihiga County could be one of the Counties that went against such likely odds, as it is among the 7 counties which achieved their strategic goals in the first two financial years of devolution in Kenya

(CRA, 2013/2014). The CRA report indicates that, in 2013/2014 financial year, the seven counties completed their planned projects and spent much of the funds allocated to them. This is despite of the fact that, Vihiga County, the second smallest county in Kenya after Mombasa, is densely populated (16.33 times more than the national population density), and has no natural resources that boosts its revenue (KNBS, 2013). The essence of this argument is, because of its small size, the formula that was used by CRA in 2013/2014 financial year to allocate revenue to Counties, only made it to be one of the Counties that got smaller share of revenue from the national treasury (government) to be spent on its dense population yet the 2013/2014 CRA report shows that it achieved its strategic goals in the first two financial years of devolution. It is from this dimension that this study purposely selected Vihiga County from the list of seven counties that did well in the said financial period so as to establish the sole influence of SHRM practices on performance of public servants in Kenyan devolved units.

### **3.5 Sampling Frame**

Sampling frame is an objective list of the target population from which the study can make a selection (Denscombe, 1998). Further, Cooper and Schindler (2000) observe that a sampling frame should be a complete and correct list of target population members only. The sampling frame for this study comprised of all the ward administrators, heads of sections and members of the Public Service Board in Vihiga County, Kenya totaling to 392.

#### **3.5.1 Sampling Technique and Sample Size**

Sampling is a procedure, process or technique of choosing a sub-group from a population to participate in the study. It is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Kombo, 2006). The study used stratified random sampling technique to select the sample for the study.

A sample is a smaller group or sub-group obtained from the accessible population (Mugenda & Mugenda, 2005). This subgroup is carefully selected to be representative of the whole population with the relevant characteristics. Each member or case in the sample is referred to as respondent or participant. There are several approaches to determining the sample size. These include using a census for small populations, imitating a sample size of similar studies, using published tables, and applying formulas to calculate a sample size. This study adopted Yamane (1967; cited in Israel, 2013) formula to calculate the sample size of participants (heads of sections and ward administrators) as shown below:

$$n = \frac{N}{1+N(e)^2} \dots\dots\dots \text{Equation 3.1}$$

$$n = \frac{384}{1+384(0.05)^2} = 196$$

Where  $n$  is the sample size,  $N$  is the population size, and  $e$  is the level of precision (0.05).

To ensure equal representation of each member in the study, stratified Random Sampling which involves dividing the population into subgroups and then taking a simple random sample of  $f = n/N \times 100\%$  in each subgroup was used (Patton, 2002). Where  $f$  is the sample size of the sub group;  $n$  is the population of the sub group; and  $N$  is the population size. This study therefore had two strata: one being that of ward administrators and the other one of section heads. The sample distribution of ward administrators and heads of sections (line managers) is as shown in Table 3.1.

**Table 3.1: Distribution of Sample Size**

<b>Respondents</b>	<b>Target Population</b>	<b>Percentage</b>	<b>Sample size</b>
Ward Administrators	25	6.51	13
Section Heads	359	93.49	183
<b>Total</b>	<b>384</b>	<b>100</b>	<b>196</b>

Stratified random sampling method was used to sample all the key informants (members of public service board) in the study. Since the Key informants were only eight (8), all of them formed the sample for the study. Further, purposive sampling was used to select the key informants (members of public service board) upon whom interviews were conducted. Therefore the total number of respondents for this study was 204, where 196 was the sample size consisting of heads of sections and ward administrators in Vihiga County, Kenya and eight (8) members of public service board as the key informants.

### **3.6 Data Collection Instruments**

Questionnaires and Interview guides are used extensively in social research to collect data about phenomena that is not directly observable, like inner experience, opinions or values, (Gall *et al.*, 2007). The researcher developed a questionnaire with both open ended and closed ended questions intended to solicit responses relating to how strategic human resource management practices influence performance of public servants in Vihiga County. The questionnaire developed was based on multiple-item scales and summated ratings (Likert Scale) to quantify the construct(s) of opinions of respondents regarding the study variables. Section one of the questionnaire captured biographical background of the respondents, while section two of the questionnaire sought to establish public servants performance in Vihiga County, Kenya. Section three was intended to establish the influence of employee training on public servants performance in Vihiga County, Kenya. The fourth section examined the influence of employee participation on public servants performance in Vihiga County, Kenya. The fifth section determined the influence of result oriented employee appraisal on public servants performance in Vihiga County, Kenya. Lastly, the sixth section assessed the influence of internal career opportunities on public servants performance in Vihiga County, Kenya. The questionnaire that was used to collect data for this study is shown in Appendix II.

The Interview guide for this study consisted of open ended questions asked by the interviewer while key informants (members of the public service board) gave oral

responses. The interviewer probed for further clarifications where there was need, while constantly taking notes. The interview lasted 20 minutes for each member interviewed. The interview guide that was used for key informants is found in Appendix III.

### **3.7 Data Collection Procedure**

The researcher obtained a letter of introduction from Jomo Kenyatta University of Agricultural Technology which enabled him apply for a research permit from National Commission of Science, Technology and Innovation (NACOSTI) before commencing the study. The researcher availed the introduction letter to the respondents so as to explain the purpose of the research. To ensure that the instruments to be used for data collection were valid and reliable, nineteen respondents (see 3.7) were purposely selected for a pilot study; thereafter issues arising from the questionnaire were clarified. The researcher thereafter arranged for interview meetings with the members of public service board so as to collect qualitative data using interview guide. These key informants, with their knowledge and understanding of the phenomena under study, provided insights on the nature of problems and gave recommendations for solutions, as suggested by Mugenda and Mugenda (2005).

### **3.8 Pilot Test**

To ensure instrument validity and reliability, the researcher carried out a pilot study using 10% (19) of the respondents selected through purposive random sampling technique from Shinyalu Sub County in Kakamega County. This location (Shinyalu Sub County) was deemed suitable for the purpose of piloting since it shares similar characteristics as Vihiga County, besides sharing same borders.

#### **3.8.1 Validity of Instruments**

Validity refers to whether the operationalization and scoring of the cases reflect the concept being measured by research instrument. It is the meaningful and useful inferences one can draw from the scores on particular instruments (Creswell, 2009).

Validity subjectively assesses the correspondence between the individual items and the concept through rating by expert judges. To this end, the designed instruments were counter checked by the researcher's supervisors and peers in order to improve the contents of the instruments and to ensure their content validity. Additionally, the principle of triangulation was employed. Two different research instruments were used in this study: questionnaires and interview guide. The results from both instruments were thereafter corroborated.

### **3.8. 2 Reliability of the Instruments**

Pre-testing of the tools were undertaken to test whether the questions are clear and easily understood. The pre-testing was also done to improve on the content of the questions and to estimate on the time required in undertaking the exercise; this helped in identifying the exact number of enumerators required and also in estimating the cost. The pilot testing of the questionnaire was carried out on 6 ward administrators and 13 heads of sections purposely selected in Sinyalu Sub County; thereafter issues arising from the questionnaire were clarified. Internal consistency of the instrument was determined via the test/re-test reliability index using Cronbach's Alpha coefficient (Cronbach, 1951). Test/re-test method involves administering the same test on the same individuals at two different times (Kumar, 2005). The higher the correlation between the results in both tests the greater the reliability as follows:

$$a = [k/(k-1)] * [1 - S(s_i^2) / s_{sum}^2]$$

where,

- $k$  = the number of individual questions;
- $s_i^2$  = the variances for all the individual questions, and
- $s_{sum}^2$  = the variance for the sum of all the questions.

This is a commonly accepted rule of thumb for describing internal consistency using Cronbach's. Reliability results revealed that all the statements of the variables were consistent since the value was above 0.7. Since the Cronbach's Alpha scales obtained

were all above the acceptable values of 0.70 (zero point seven zero), the scales were considered to be consistent. This was capable of ensuring that variables measured same construct, hence generating the internal consistency.

### **3.9 Data Analysis and Presentation**

This study collected and analyzed both qualitative and quantitative data. Qualitative data was analyzed using content analysis technique whereas descriptive statistics and multiple regressions Analysis were used to analyze quantitative data. Descriptive statistics was used to assess the different strategic HRM practices in Vihiga County. This study identified four basic strategic HRM practices, while public servants performance was measured in terms of productivity, service delivery, job satisfaction and quality of services in the first two financial years of Kenyan devolution. In this respect, measures of central tendency such as mean (M) and standard deviation (SD) were applied. The data obtained from the Key informants using interview guide was used to triangulate the data obtained from ward administrators and heads of sections through questionnaire method.

#### **3.9.1 Influence of strategic HRM practices on public servants performance**

Multiple regression equation was used to test the influence of strategic HRM practices on public servants performance in Vihiga County, Kenya. The predictors delineated from the literature review for these practices formed part of the elaborate model. These variables were tested from a multiple regression model below:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + e \dots\dots\dots \text{Equation 1}$$

Where:

Y is public servants performance

B<sub>0</sub> is constant performance

β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub> and β<sub>4</sub> are coefficients of predictors



$x_1$  is strategic employee training

$x_2$  is strategic employee participation

$x_3$  is strategic result oriented employee appraisal

$x_4$  is strategic internal career opportunities

$e$  is error margin that may arise from other factors that influence public servants performance.

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION OF FINDINGS

#### 4.1 Introduction

In this chapter, data analysis and presentation of findings are presented. The results of the study are guided by the conceptualized relationship in the conceptual framework. The chapter presents response rate, validity, reliability and regression analysis assumptions. Further, descriptive analysis on background information and strategic human resource management practices and performance of public servants are represented.

#### 4.2 Response Rate

The study sample was 196 out of which 162 questionnaires were correctly filled and returned, representing a response rate of 82.65% as summarized in Table 4.1. This response rate was appropriate since Kothari (2011) argued that 50% response rate is adequate, 60% good and above 70% rated as appropriate for analysis.

**Table 4.1: Response Rate**

Questionnaires	Frequency	Percentage
Returned	162	82.65
Non returned	34	17.35
<b>Total</b>	<b>196</b>	<b>100</b>

#### 4.3 Reliability Results

Evaluation of reliability analysis using Cronbach's alpha was done to examine survey constructs. Sekaran and Bougie (2013) argued that coefficient greater than or equal to 0.7 is acceptable for basic research.

**Table 4.2: Summary of Reliability Coefficient of the Study Variables**

<b>Variables</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>	<b>Comment</b>
Employee performance	10	0.754	Reliable
strategic Employee training	10	0.946	Reliable
Employee participation	8	0.932	Reliable
Result oriented appraisal	10	0.803	Reliable
Internalcareer opportunities	9	0.786	Reliable

As presented in Table 4.2 above, the reliability analysis reveals alpha coefficient above the standard of 0.70. For instance, employee performance was measured by using 10 items and the reported reliability is 0.754; employee training was measured using 10 items and the reported reliability is 0.946; employee participation was measured using 8 items and the reported reliability is 0.932; result oriented appraisal was measured using 10 items and the reported reliability is 0.803; while internal career opportunities was measured using 9 items and the reported reliability is 0.786. Since the Cronbach's Alpha scales obtained were all above the acceptable values of 0.70 (zero point seven), the scales were considered to be consistent. This was capable of ensuring that variables measured same construct, hence generating the internal consistency.

#### **4.4 Demographic characteristics**

The first part of the study instrument assessed the demographic characteristics of the respondents, beginning with the gender of the sampled heads of sections and ward administrators.

#### 4.4.1 Gender of the Respondents

The demographic characteristics of the sampled respondents covered gender, age, level of education, number of years in public service; challenges experienced at work, proposed measures for work improvement, awareness of SHRM practices, and suggested components of SHRM practices. Table 4.3 presents the distribution of respondents by gender.

**Table 4.3: Distribution of study Respondents by Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	83	51.2
Female	79	48.8
Total	162	100.0

Table 4.3 illustrates that more than half (51.2%) of the respondents were of male gender while 48.8% were females. This tends to suggest that male persons dominate line management positions in Vihiga County, albeit with a relatively smaller margin. This agrees with a study by Ellis, Cutura, Dione, Gillson, Manuel &Thongori (2007) that in spite of women being major actors in Kenya’s economy, and notably in agriculture and the informal business sector, men dominate in the formal sector. The next part of demographic characteristics that was assessed is the age of the sampled respondents.

#### 4.4.2 Age Brackets of Respondents

The other part of demographic characteristics that the study assessed is the age of each of the sampled respondent. Table 4.4 presents the distribution of respondents by age.

**Table 4.4: Distribution of Respondents by Age Brackets**

<b>Years</b>	<b>Frequency</b>	<b>Percent</b>
20 – 25	19	11.7
26 – 30	35	21.6
31 – 35	33	20.4
36 – 40	33	20.4
41 – 45	17	10.5
46 – 50	15	9.3
51 – 55	8	4.9
Above 56	2	1.2
Total	162	100.0

Table 4.4 indicates that the highest number (21.6%) of the sampled heads of sections and ward administrators are of between 26 and 30 years of age, while those of 31 to 35 as well as 36 to 40 were of equal proportion (20.4% each). Equally, 11.7% of the sampled respondents were of between 20 and 25 years of age; 10.5% were between 41 and 45 years old; 9.3% were between 46 and 50 years old; 4.9% were of between 51 and 55 years old, and the remaining 1.2% of the sampled respondents were above 56 years of age. This finding is in contrast to previous studies by Marinova *et al.*, (2010) and Darmadi, (2013) which found the average age in their respective studies to be approximately 50 years. Marinova *et al.*(2010) and Darmadi, (2013) concluded that their employees were mature and therefore gave very reliable information.

#### **4.4.3 Education Levels of the Study Respondents**

The third part of the study instrument on demographic characteristics of the respondents inquired about their level of education. Table 4.5 presents the distribution of the study respondents by level of education.

**Table 4.5: Distribution of Respondents by level of Education**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent</b>
Masters degree	13	8.0
Bachelor's degree	63	38.9
Diploma	71	43.8
Certificate	14	8.6
Others	1	0.6
Total	162	100.0

According to Table 4.5, the highest number (43.8%) of the sampled heads of sections and ward administrators have diploma level of education, with 38.9% having a bachelors degree; 8.6% are of Certificate level of education, 8% have a Masters degree, and 0.6% of the sampled respondents have other levels of education which are not captured in the questionnaire. With over 80% of the heads of sections and ward administrators having at least diploma level of education, it is estimated that such qualifications are fair enough to result into better work performance in the county. The results agree with Chiliya and Roberts-Lombard (2012) who established that education levels have a significant impact on the performance of any company.

#### **4.4.4 Number of Years in Public Service**

The fourth part of the study instrument assessed the duration that the sampled heads of sections and ward administrators had served in public service. Table 4.6 presents this distribution according to years of service in public service.

**Table 4.6: Distribution of Respondents by Years of Service**

<b>Years in Service</b>	<b>Frequency</b>	<b>Percent</b>
Less than 3 years	59	36.4
4 - 6 years	48	29.6
7 - 9 years	21	13.0
Ten or more years	34	21.0
Total	162	100.0

Table 4.6 illustrates that the highest number (36.4%) of the sampled respondents have served in the public service for less than 3 years, while 29.6% have had between 4 and 6 years in public service. Those with ten years and above in public service constituted 21% of the sampled respondents, and the remaining 13% of the respondents are shown to have between 7 and 9 years of public service. This finding tend to imply that the sampled heads of sections and ward administrators do not have many years in public service, given that approximately 60% of them have only up to 6 years in service. It would therefore be interesting to find out their abilities in implementing strategic human resource management practices for the enhancement of service delivery to the county.

#### **4.4.5 Challenges Experienced at Work by the Study Respondents**

An open ended question was presented in the study questionnaire that solicited the opinions of the sampled respondents regarding the challenges that they (respondents) have experienced at work in the various wards and sections that they head. The responses recorded were post coded into five themes and thereafter quantified to highlight outstanding challenges. Table 4.7 presents distribution of challenges experienced at work by the respondents.

**Table 4.7: Distribution of Challenges Experienced at Work**

<b>Challenges</b>	<b>Frequency</b>	<b>Percent</b>
Inadequate resources	84	51.9
Poor remuneration	7	4.3
Improper supervision	25	15.4
Improper Communication	29	17.9
Others	17	10.5
Total	162	100.0

Table 4.7 illustrates that inadequate resources is the main challenge experienced by majority (51.9%) of the sampled respondents. Other challenges include improper communication (17.9%); improper supervision (15.4%); others (10.5%) and poor remuneration (4.3%). This is consistent with KNBS (2013) who stated that it is

paramount to note that although county governments may have experienced enormous challenges like inadequate funds, pressure on resources, among others, they are still expected to develop strategic HR practices that would enable them attain better performance to satisfy the needs of the local population.

#### **4.4.6 Proposed Measures for Work Improvement**

Due to the challenges that the sampled respondents had stated to be experienced at work, the study further enquired from the selected heads of sections and ward administrators to propose measures for improving work performance of public servants in the county. Table 4.8 presents distribution of proposed measures for improving work performance.

**Table 4.8: Distribution of Proposed Measures for improving work Performance**

<b>Measures</b>	<b>Frequency</b>	<b>Percent</b>
Through training	41	25.3
Staff motivation	26	16.0
Availing of resources	44	27.2
Proper remuneration	13	8.0
Proper Communication	22	13.6
Others	16	9.9
Total	162	100.0

According to Table 4.8, availing of resources is proposed by most (27.2%) of the sampled heads of sections and ward administrators as a measure for improving work performance in the county. Other proposed measures include employee training (25.3%); staff motivation (16.0%); proper communication (13.6%); others (9.9%) and proper remuneration (8%). This question was responded to by 93.2% of the sampled heads of sections and ward administrators, thus highlighting the interest it elicits among them. In addition, availability of resources seems to be the main panacea for improved work performance by public servants in the county.



#### **4.4.7 Awareness of Strategic Human Resource Management practices**

This study was basically concerned with strategic human resource management practices and how the practices influence performance of public servants in Vihiga County, Kenya. It was therefore considered as an important procedure to establish whether the sampled respondents were actually aware of strategic human resource management practices. Table 4.9 presents the distribution of awareness of the respondents on strategic human resource management practices.

**Table 4.9: Awareness of Strategic Human Resource Management Practices**

<b>Awareness of HRMPs</b>	<b>Frequency</b>	<b>Percent</b>
Yes	41	25.3
No	119	73.5
Others	2	1.2
Total	162	100.0

Table 4.9 illustrates that majority (73.5%) of the sampled heads of sections and ward administrators are not aware of strategic human resource management practices, while 25.3% of them are aware of the practices. Training is important to enhance the capabilities of employees. This is consistent with Khan, Khan and Khan (2011) who argued that the employees who have more on-the-job experience have better performance because there is an increase in both skills & competencies because of more on-the-job experience. It would therefore be of interest to establish how these practices are implemented for the purposes of enhancing work performance.

#### **4.4.8 Suggested Components of Strategic Human Resource Management practices**

The researcher proceeded to request the sampled respondents to state the main components of strategic human resource management practices. Table 4.10 presents the suggested components of HRM practices.

**Table 4.10: Suggested Components of SHRM Practices**

<b>SHRM Components</b>	<b>Frequency</b>	<b>Percent</b>
Training	5	3.1
Development of human capital	10	6.2
Recruitment	10	6.2
Employee retention	3	1.9
Others	14	8.6
Total	42	25.9
Missing system	120	74.1
<b>Total</b>	<b>162</b>	<b>100.0</b>

Table 4.10 indicates that 74.1% of the sampled respondents did not provide any suggestion of components of SHRM practices, thus confirming the fact that majority of them are not aware of the same (SHRM practices). Among those who responded, 8.6% of them indicated various practices such as counseling, supervision, provision of salaries, and deployment. Additionally, 6.2% suggested that recruitment is a component of SHRM practices; development of human capital (6.2%); training (3.1%); and employee retention (1.9%). This implies that human capital development as well as recruitment is some of the components of SHRM practices known to the sampled respondents.

#### **4.5 Factor Analysis**

Factor analysis is an approach that involves condensing information contained in a number of variables into a smaller set of dimensions (factors) with a minimum loss of information (Baets, 2002). Factor analysis was conducted to assess the convergent validity of the hypothetical constructs (Mugenda & Mugenda 2003). Factor analysis establishes threshold of variables to be considered for interpretation. Tabachnick and fidell (2007) described factor loading as follows 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.7 (excellent). This was assessed using the value of standards loading of the indicators for the underlying construct the scores are to be statistically significant above 0.5 (Nunnally, 1978). Mabert et.al (2003) stated that factor loading with Eigen values (total variance) greater than 0.5 should be extracted and coefficients below 0.49 deleted from matrix since they are not important. It is conducted in order

to reduce the data to a meaningful and manageable set of factors (sekeran, 2006) and help analyse the structure of the interrelationships (correlations) by defining the factors.

Fit statistics are evaluated to determine which pre-determined model (s) best explain the relationships between the observed and the latent variables. Hair et al (2010) described this as a primary statistical problem optimally estimating the parameters of the model and determining the goodness of fit of the model to sample data on measureable variables.

#### **4.5.1 Factor Loading for strategic employee Training**

Factor analysis was conducted on statements regarding employee training. Table 4.11 shows the set of statements under the variable employee training. According to Mabert et al (2003), factors loading with Eigen values greater than 0.5 should be extracted and below 0.49 not considered. All the statements under employee training had Eigen values more than 0.5 and therefore they were accepted and thus no statement was drop dropped.

**Table 4.11: Factor Loading for strategic employee Training**

<b>Statement</b>	<b>Factor Loading</b>
Training policy of the employer	0.804
Appropriateness of training methods	0.857
Appropriateness of the design of training programs	0.838
Appropriateness of delivery of training programs	0.842
Appropriate on-job training	0.753
Induction based training	0.689
Time to time coaching by assigned supervisor	0.73
Use of mentorship programs	0.731
Special workshop or seminar for acquisition of specialised skills	0.729
Secondment to particular sections for acquisition of special skills	0.775

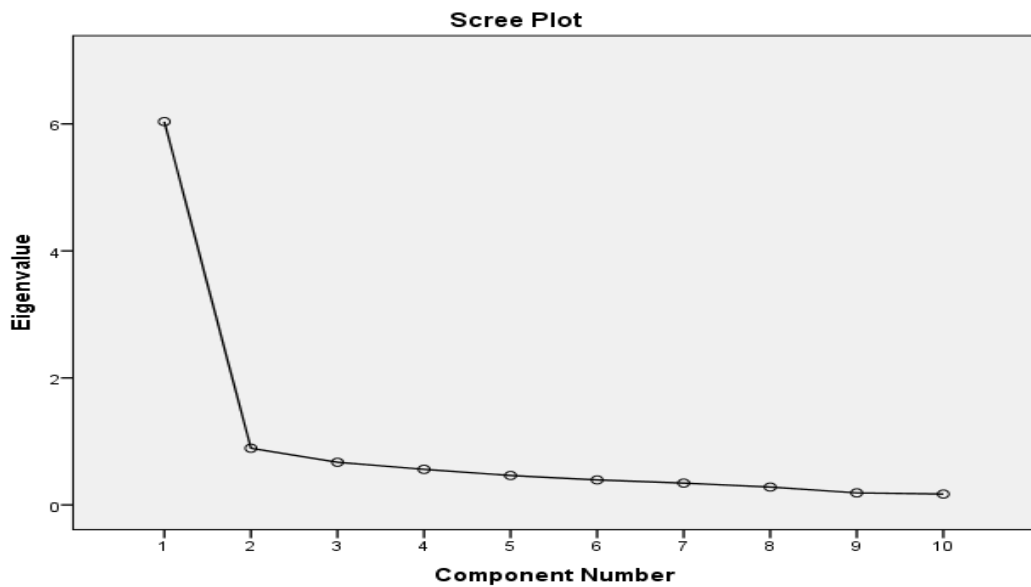
Further, total variance explained was conducted for employee training. Results are presented in Table 4.12.

**Table 4.12: Total Variance Explained for Employee Training**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.035	60.351	60.351	6.035	60.351	60.351
2	0.893	8.927	69.278			
3	0.672	6.717	75.995			
4	0.56	5.601	81.596			
5	0.463	4.628	86.223			
6	0.393	3.929	90.152			
7	0.344	3.438	93.59			
8	0.281	2.809	96.399			
9	0.189	1.891	98.29			
10	0.171	1.71	100			

Extraction Method: Principal Component Analysis.

The scree plot result in Figure 4.1 indicates that one component had an Eigen value that was greater than one. The finding corroborates the total variance explained results for employee training in Table 4.12. The results are presented in Figure 4.1.



**Figure 4.1: Scree Plot for strategic employee Training**

#### 4.5.2 Factor Loading for strategic employee Participation

Factor analysis was conducted on statements regarding employee participation. Table 4.13 shows the set of statements under the variable employee participation. According to Mabert et al (2003), factors loading with Eigen values greater than 0.5 should be extracted and below 0.49 not considered. All the statements under employee participation had values more than 0.5 and therefore they were accepted and thus no statement was drop dropped.

**Table 4.13: Factor Loading for strategic employee Participation**

<b>Statement</b>	<b>Factor Loading</b>
Involvement of employees in discussing their issues	0.633
Involvement of employee representatives in discussing their issues	0.805
Share ownership in organization based SACCOs, etc.	0.756
Sharing with employees organizational profits, bonuses, or any other gains	0.756
Conducive terms and conditions of work	0.818
Personally negotiated terms and conditions of work	0.742
Work consultation councils formed by employees design how work is carried out	0.741
Allocation of tasks by joint work councils	0.789

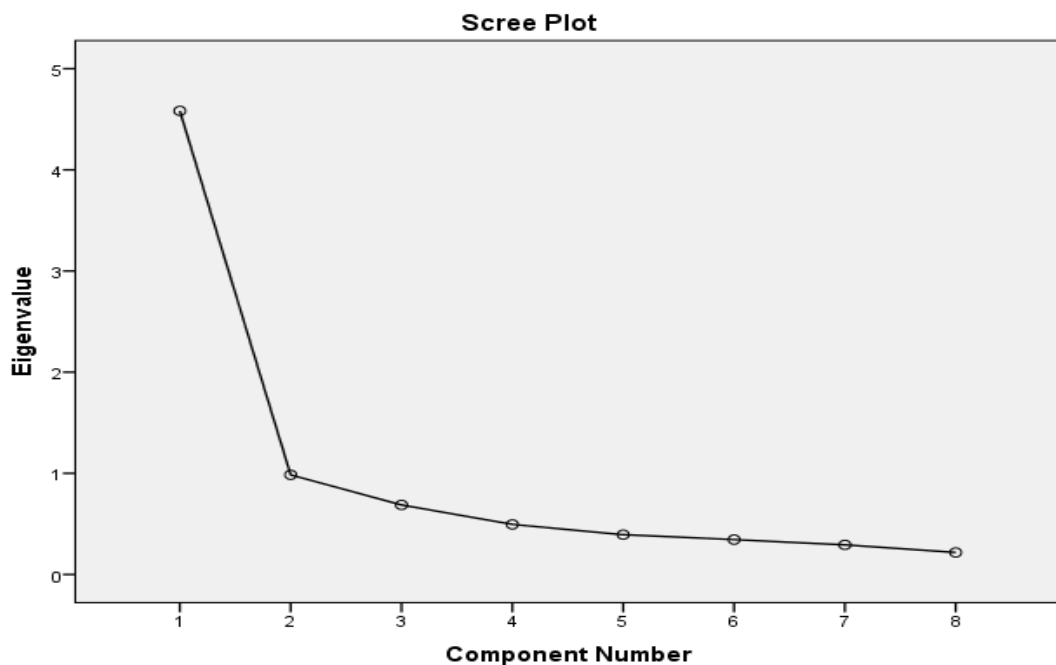
Further, total variance explained was conducted for employee participation. Results are presented in Table 4.14.

**Table 4.14: Total Variance Explained for strategic employee Participation**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.583	57.284	57.284	4.583	57.284	57.284
2	0.985	12.315	69.599			
3	0.688	8.595	78.194			
4	0.495	6.191	84.385			
5	0.394	4.92	89.305			
6	0.345	4.312	93.617			
7	0.293	3.659	97.276			
8	0.218	2.724	100			

Extraction Method: Principal Component Analysis.

The scree plot result in Figure 4.2 indicates that one component had an Eigen value that was greater than one. The finding corroborates the total variance explained results for employee participation in Table 4.14. The scree plot results are presented in Figure 4.2.



**Figure 4.2: Scree Plot for strategic employee Participation**

### 4.5.3 Factor Loading for Strategic Results Oriented Employee Appraisal

Factor analysis was conducted on statements regarding Results Oriented Employee Appraisal. Table 4.15 shows the set of statements under the variable Results Oriented Employee Appraisal. According to Mabert et al (2003), factors loading with Eigen values greater than 0.5 should be extracted and below 0.49 not considered. All the statements under results oriented appraisal had Eigen values more than 0.5 and therefore they were accepted and thus no statement was drop dropped.

**Table 4.15: Factor Loading for Strategic Results Oriented Employee Appraisal**

<b>Statement</b>	<b>Factor Loading</b>
Performance criteria or methods of work	0.727
Facts concerning tasks to be performed	0.851
Feedback of performance evaluation report	0.762
Inconsistency in carrying out appraisal	0.589
Target setting process	0.706
Unrealistic targets	0.644
Identification of training needs	0.758
Discussion of personal training or development requirements	0.721
Irregularity in appraisal	0.525
Continuous performance appraisal	0.754

Further, total variance explained was conducted for results oriented employee appraisal. Table 4.16 presents the results.

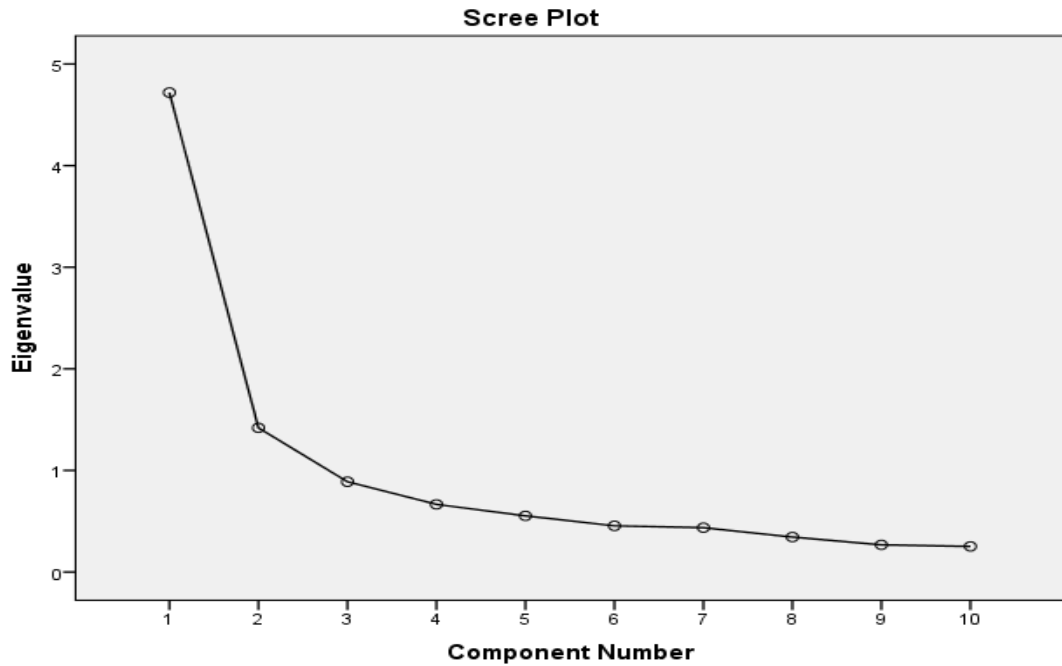
**Table 4.16: Total Variance Explained for strategic Results Oriented Employee Appraisal**

Compon ent	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.719	47.19	47.19	4.719	47.19	47.19
2	1.419	14.19	61.38	1.419	14.19	61.38
3	0.889	8.886	70.265			
4	0.666	6.659	76.924			
5	0.553	5.529	82.453			
6	0.455	4.546	86.999			
7	0.436	4.363	91.362			
8	0.344	3.439	94.802			
9	0.268	2.676	97.478			
10	0.252	2.522	100			

Extraction Method: Principal Component Analysis.

The scree plot results in Figure 4.3 indicated that two components had Eigen values that were greater than one. The finding corroborates the total variance explained results for employee results oriented appraisal in Table 4.16. The scree plot results are presented in Figure 4.3.





**Figure 4.3: Scree Plot for strategic Results Oriented Employee Appraisal**

#### **4.5.4 Factor Loading for Strategic Internal Career Opportunities**

Factor analysis was conducted on statements regarding Internal Career Opportunities. Table 4.17 shows the set of statements under the independent variable, Internal Career Opportunities. According to Mabert et al (2003), factors loading with Eigen values greater than 0.5 should be extracted and below 0.49 not considered. All the statements under Internal Career Opportunities had values more than 0.5 and therefore they were accepted and thus no statement was drop dropped.

**Table 4.17: Factor Loading for strategic Internal Career Opportunities**

<b>Statement</b>	<b>Factor Loading</b>
Promotions are based on merit	0.668
Equal opportunity for promotion is given to every employee	0.643
Limited employee skills for changing work landscape	0.641
Un supportive supervisor	0.524
Limited career guidance	0.509
Availability of special assignments	0.724
Availability of a system for making regular progress in your career by moving to more important job positions	0.773
General self esteem	0.651
Lack of job progression opportunity after training	0.546

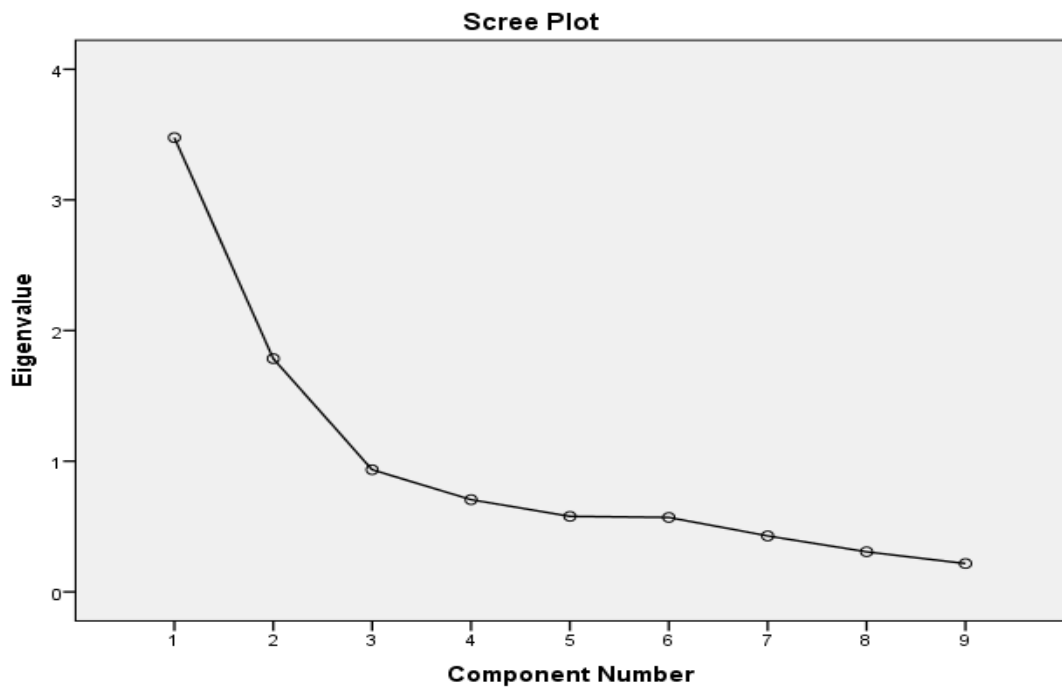
Further, total variance explained was conducted for internal career opportunities. Table 4.18 presents the results.

**Table 4.18: Total Variance Explained for strategic Internal Career Opportunities**

<b>Component</b>	<b>Initial Eigenvalues</b>			<b>Extraction Sums of Squared Loadings</b>		
	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>
1	3.476	38.627	38.627	3.476	38.627	38.627
2	1.785	19.833	58.46	1.785	19.833	58.46
3	0.935	10.384	68.844			
4	0.706	7.84	76.684			
5	0.578	6.417	83.101			
6	0.57	6.331	89.432			
7	0.428	4.757	94.188			
8	0.307	3.406	97.594			
9	0.217	2.406	100			

Extraction Method: Principal Component Analysis.

The scree plot results in Figure 4.4 indicate that two components had Eigen values that were greater than one. The finding corroborates the total variance explained results for internal career opportunities in Table 4.18. The scree plot results are presented in



**Figure 4.4: Scree Plot for strategic Internal Career Opportunities**

#### **4.5.5 Factor Loading for Employee Performance**

Factor analysis was conducted on statements regarding Employee Performance. Table 4.19 shows the set of statements under the variable Employee Performance. According to Mabert et al (2003), factors loading with Eigen values greater than 0.5 should be extracted and below 0.49 not considered. All the statements had values more than 0.5 and therefore they were accepted and thus no statement was drop dropped.

**Table 4.19: Factor Loading for Employee Performance**

<b>Statement</b>	<b>Factor Loading</b>
Financial growth	0.632
Increased revenue collection	0.734
Timely completion of projects	0.652
Quality of completed projects	0.638
Tasks are efficiently accomplished	0.787
Contextual performance	0.754
Productive work behavior	0.748
Counter productive work behavior	0.587
Improved work environment	0.698
Satisfied customers	0.734

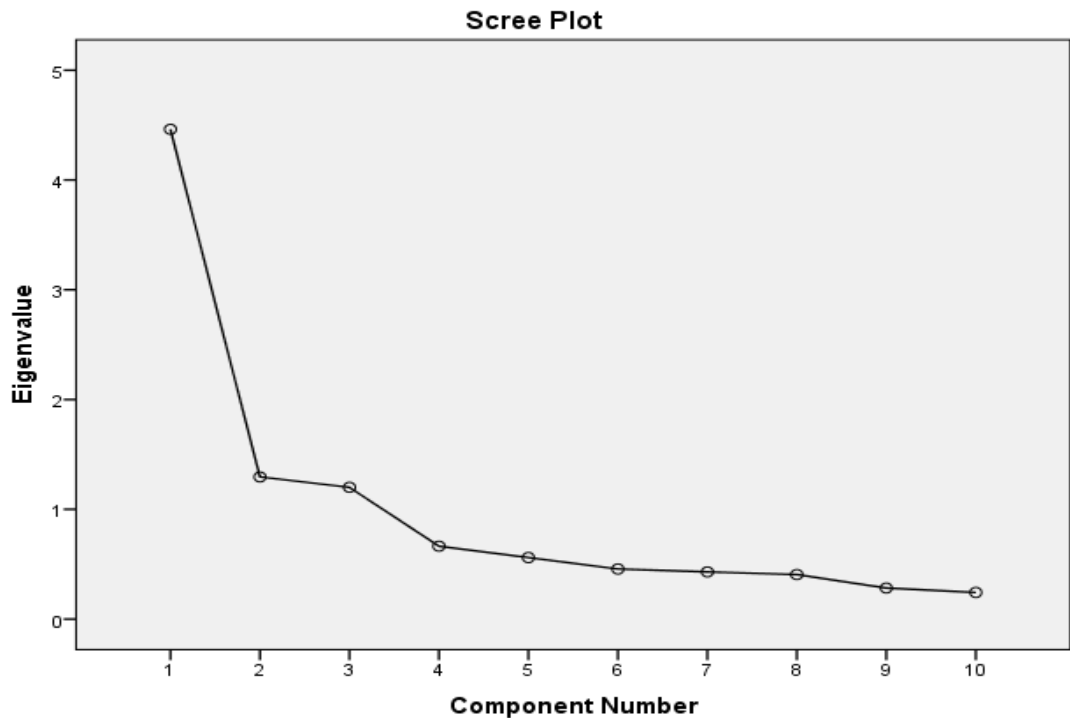
Further, total variance explained was conducted for employee performance. Results are presented in Table 4.20.

**Table 4.20: Total Variance Explained for Employee Performance**

<b>Component</b>	<b>Initial Eigenvalues</b>			<b>Extraction Sums of Squared Loadings</b>		
	<b>Total</b>	<b>% of Variance</b>	<b>of Cumulative %</b>	<b>Total</b>	<b>% of Variance</b>	<b>of Cumulative %</b>
1	4.462	44.621	44.621	4.462	44.621	44.621
2	1.295	12.952	57.573	1.295	12.952	57.573
3	1.200	12.003	69.576	1.200	12.003	69.576
4	0.664	6.642	76.217			
5	0.56	5.604	81.822			
6	0.456	4.562	86.384			
7	0.43	4.303	90.687			
8	0.406	4.055	94.742			
9	0.283	2.829	97.571			
10	0.243	2.429	100			

Extraction Method: Principal Component Analysis.

The scree plot results in Figure 4.5 indicate that Eigen values for three components were greater than one. The finding corroborates the total variance explained results for employee performance in Table 4.20. The scree plot results are presented in Figure 4.5.



**Figure 4.5: Scree Plot for Employee Performance**

#### **4.6 Descriptive Statistics**

This section contains descriptive analysis for employee training, employee participation, result oriented employee appraisal, internal career opportunities and employee performance. A Likert scale with options of Very small extent, Small extent, neither small nor large extent, large extent and Very large extent were presented to the respondents for answering. The study results were presented in form of percentages, mean and standard deviations.

##### **4.6.1 Strategic Employee Training**

The first objective of the study sought to establish the influence of strategic employee training on performance of public servants in Vihiga County, Kenya. To achieve this study objective, the respondents were requested to indicate the extent to which the factors have influenced performance of employees in their sections. A Likert scale with clear options (1 = Very small extent, 2 = Small extent, 3 = neither small nor large

extent, 4 = Large extent and 5 = Very Large extent) was used and the mean response rate from the respondents owners calculated. For purposes of interpretation 4 & 5 (Large extent and Very Large extent) were grouped together as large extent, 1 & 2 (Very small extent and Small extent) were grouped as small extent while 3 was neither small nor large extent. The results of this study are as depicted in Table 4.21.

**Table 4.21: Descriptive Statistics for strategic employee Training**

Statement	Very small extent	Small extent	Neither small nor large extent	Large extent	Very large extent	Mean	Std. Dev
Training policy of the employer	29.00%	24.10%	14.20%	22.20%	10.50%	2.61	1.38
Appropriateness of training methods	21.60%	27.80%	24.10%	20.40%	6.20%	2.62	1.1
Appropriateness of the design of training programs	25.90%	23.50%	27.20%	17.90%	5.60%	2.54	1.2
Appropriateness of delivery of training programs	27.20%	22.20%	25.90%	13.60%	11.10%	2.59	1.3
Appropriate on-job training	22.80%	19.80%	25.90%	21.60%	9.90%	2.76	1.2
Induction based training	20.40%	19.10%	30.90%	21.60%	8.00%	2.78	1.2
time to time coaching by assigned supervisor	20.40%	17.90%	35.20%	21.60%	4.90%	2.73	1.1
Use of mentorship programs	23.50%	22.80%	30.90%	20.40%	2.50%	2.56	1.1
Special workshop or seminar for acquisition of specialized skills	27.20%	20.40%	24.70%	19.10%	8.60%	2.62	1.3
Secondment to particular sections for acquisition of special skills	23.50%	29.00%	23.50%	13.60%	10.50%	2.59	1.2

Results in Table 4.21 shows that majority 53.1% (29.0% + 24.1%) indicated that Training policy of the employer has influenced employee performance to a small extent. The results had a mean response of 2.61 with a standard deviation of 1.38. Forty nine point four percent (49.4%) of the respondents indicated that appropriateness of

training methods has influenced employee performance to a small extent. The results had a mean response of 2.62 with a standard deviation of 1.21. Forty nine point four percent (49.4%) indicated that appropriateness of the design of training programs has influenced employee performance to a small extent. The results had a mean response of 2.54 with a standard deviation of 1.21. Another 49.4% of the respondents indicated appropriateness of delivery of training programs has influenced employee performance to a small extent. The results had a mean response of 2.59 with a standard deviation of 1.32.

In addition, the results revealed that 42.6% of the respondents indicated that appropriate on-job training has influenced employee performance to a small extent. The results had a mean response of 2.76 with a standard deviation of 1.29. Forty two point six percent (42.6%) of the respondents indicated that appropriate on-job training has influenced employee performance to a small extent. The results had a mean response of 2.76 with a standard deviation of 1.29. Thirty nine point five percent (39.5%) of the respondents indicated that induction based training has influenced employee performance to a small extent. The results had a mean response of 2.78 with a standard deviation of 1.23. Thirty eight point three percent (38.3%) of the respondents indicated that time to time coaching by assigned supervisor has influenced employee performance to a small extent. The results had a mean response of 2.73 with a standard deviation of 1.16.

Further, 46.3% of the respondents indicated that use of mentorship programs has influenced employee performance to a small extent. The results had a mean response of 2.56 with a standard deviation of 1.13. Forty seven point six percent (47.6%) of the respondents indicated that Special workshop or seminar for acquisition of specialized skills has influenced employee performance to a small extent. The results had a mean response of 2.62 with a standard deviation of 1.30. Lastly, 52.5% of the respondents who were the majority indicated that Secondment to particular sections for acquisition of special skills has influenced employee performance to a small extent. The results had a mean response of 2.59 with a standard deviation of 1.27.

Adongo, (2013) found that training improved productivity and job satisfaction for organizations because employees knew what is expected of them as they were also equipped with the information and tools to perform their jobs effectively. Further, Khan et al (2011) specifically established that on-the-job training, training design and delivery style significantly affect employee performance in a study done in Islamabad. It is therefore emerging that for strategic employee training to be effective in enhancing performance, then design and mode of training delivery must be tailor made to suit the needs of the employee.

#### **4.6.2 Strategic Employee Participation**

The second objective of the study sought to establish the influence of strategic employee participation on performance of public servants in Vihiga County, Kenya. To achieve this objective, the respondents were requested to indicate the extent to which the employee participation indicators have influenced performance of employees in their sections. A Likert scale with specific options (1 = Very small extent, 2 = Small extent, 3 = neither small nor large extent, 4 = Large extent and 5 = Very Large extent) was used and the mean response rate from the respondents calculated. For purposes of interpretation 4 & 5 (Large extent and Very Large extent) were grouped together as large extent, 1 & 2 (Very small extent and Small extent) were grouped as small extent while 3 was neither small nor large extent. The study results are as depicted in Table 4.22.



**Table 4.22: Descriptive Statistics for strategic Employee Participation**

Statement	Very small extent %	Small extent %	Neither small nor large extent %	Large extent %	Very large extent %	Mean	Std. Dev
Involvement of employees in discussing their issues	18.50	29.00	19.10	19.80	13.60	2.81	1.32
Involvement of employee representatives in discussing their issues	18.50	21.00	26.50	29.00	4.90	2.81	1.19
Share ownership in organization based SACCOs, etc.	20.40	19.80	27.80	22.20%	9.90	2.81	1.27
Sharing with employees organizational profits, bonuses, or any other gains	38.30	17.30	25.90	14.20%	4.30	2.29	1.23
Conducive terms and conditions of work	29.00	17.30	24.70	21.00%	8.00	2.62	1.31
Personally negotiated terms and conditions of work	30.90	20.40	22.80	18.50	7.40	2.51	1.30
Work consultation councils formed by employees design how work is carried out	25.30	26.50	22.80	19.80%	5.60	2.54	1.22
Allocation of tasks by joint work councils	26.50	18.50	35.20	16.00%	3.70	2.52	1.15

Results in Table 4.22 shows that majority 47.5% (18.5% + 29.0%) indicated that involvement of employees in discussing their issues has influenced employee performance to a small extent. The results had a mean response of 2.81 with a standard deviation of 1.32. Thirty nine point five percent (39.5%) of the respondents indicated that involvement of employee representatives in discussing their issues has influenced employee performance to a small extent. The results had a mean response of 2.81 with a standard deviation of 1.19. Forty point two percent (40.2%) of the respondents indicated that Share ownership in organization based SACCOs, etc .has influenced employee performance to a small extent. The results had a mean response of 2.81 with a standard

deviation of 1.27. Another 55.6% of the respondents indicated that sharing organizational profits, bonuses, or any other gains with employees influenced employee performance to a small extent. The results had a mean response of 2.29 with a standard deviation of 1.23.

In addition, the results revealed that 46.3% of the respondents indicated that Conducive terms and conditions of work have influenced employee performance to a small extent. The results had a mean response of 2.62 with a standard deviation of 1.31. Fifty one point three percent (51.3%) of the respondents indicated that personally negotiated terms and conditions of work influenced employee performance to a small extent. The results had a mean response of 2.51 with a standard deviation of 1.30. Fifty one point eight percent (51.8%) of the respondents indicated that work consultation councils formed by employees design how work is carried out influenced employee performance to a small extent. The results had a mean response of 2.54 with a standard deviation of 1.22. 45% of the respondents indicated that allocation of tasks by joint work councils had influenced employee performance to a small extent. The results had a mean response of 2.73 with a standard deviation of 1.16. Van den Berg, et al., (2011) warns that active participation as opposed to mere presence in management meetings is essential in ensuring employee satisfaction and consequently performance.

#### **4.6.3 Strategic Result Oriented Employee Appraisal**

The third objective of the study sought to establish the influence of strategic Result Oriented Employee Appraisal on performance of public servants in Vihiga County, Kenya. To achieve this objective, the respondents were requested to indicate the extent to which the Result Oriented Employee Appraisal indicators have influenced performance of employees in their sections. A likert scale of 1 = Very small extent, 2 = Small extent, 3 = neither small nor large extent, 4 = Large extent and 5 = Very Large extent was used and the mean response rate from the respondents calculated. For purposes of interpretation 4 & 5 (Large extent and Very Large extent) were grouped together as large extent, 1 & 2 (Very small extent and Small extent) were grouped as

small extent while 3 was neither small nor large extent. The results of this study are as depicted in Table 4.23.

**Table 4.23: Descriptive Statistics for strategic Result Oriented Employee Appraisal**

Statement	Very small extent %	Small extent %	Neither small nor large extent %	Large extent %	Very large extent %	Mean	Std. Dev .
Performance criteria or methods of work	12.30	25.30	32.70%	19.10	10.50	2.90	1.16
Facts concerning tasks to be performed	13.60	19.80	29.60%	27.20	9.90	3.00	1.19
Feedback of performance evaluation report	15.40	24.10	21.60%	28.40	10.50	2.94	1.25
Inconsistency in carrying out appraisal	16.00	24.10	34.00%	14.20	11.70	2.81	1.21
Target setting process	14.20	24.70	24.70%	27.80	8.60	2.92	1.20
Unrealistic targets	22.80	23.50	29.00%	14.80	9.90	2.65	1.26
Identification of training needs	26.50	16.70	25.30%	26.50	4.90	2.67	1.26
Discussion of personal training or development requirements	19.80	22.20	31.50%	16.00	10.50	2.75	1.24
Irregularity in appraisal	17.90	23.50	23.50%	22.20	13.00	2.89	1.30
Continuous performance appraisal	16.00	13.60	31.50	26.50%	12.30	3.06	1.24

Results in Table 4.23 show that majority, 37.6% (12.30% + 25.3%) indicated that Performance criteria or methods of work influenced employee performance to a small extent. The results had a mean response of 2.90 with a standard deviation of 1.16. Thirty three point four percent (33.4%) of the respondents indicated that Facts concerning tasks to be performed influenced employee performance to a small extent. The results had a mean response of 3.00 with a standard deviation of 1.19. Thirty nine point four percent (39.4%) of the respondents indicated that feedback of performance evaluation report has influenced employee performance to a small extent. The results had a mean response of 2.94 with a standard deviation of 1.25. Thirty four point zero

percent (34.0%) of the respondents indicated that Inconsistency in carrying out appraisal has influenced employee performance to a moderate extent. The results had a mean response of 2.81 with a standard deviation of 1.21.

In addition, the results revealed that 38.9% of the respondents indicated that Target setting process influenced employee performance to a small extent. The results had a mean response of 2.92 with a standard deviation of 1.20. Forty six point three percent 46.3% of the respondents indicated that Unrealistic targets influenced employee performance to a small extent. The results had a mean response of 2.65 with a standard deviation of 1.26. Forty two percent (42%) of the respondents indicated that discussion of personal training or development requirements influenced employee performance to a small extent. The results had a mean response of 2.75 with a standard deviation of 1.24. Forty one point four percent (41.4%) of the respondents indicated that Irregularity in appraisal influenced employee performance to a small extent. The results had a mean response of 2.89 with a standard deviation of 1.30.

Further, 38.8% of the respondents indicated that Continuous performance appraisal influenced employee performance to a large extent. Empirical studies reveal that Appraisal systems have influenced employee performance across the globe. Iqbal, et al (2013) results revealed that there is significant positive relation between performance appraisal and employee's performance. Correlation results presented motivation strength the relationship of performance appraisal and employee performance. The results showed that Performance appraisal has direct impact on employee's performance while combine impact of motivation is positive and considerable.

Yadav and Dabhade (2013) in their study found that most employees are well aware about the Performance Management system of the company, and have complete idea about the various aspects of Performance except those elements which are kept confidential. Similarly, the study revealed that employees are of the opinion that their evaluation should be done by seniors as well as by self, and they were not happy with the non-transparency of the Performance Appraisal System: they had a common

thinking that the ratings given should be revealed to the respective employee. They decried a lack of evidence regarding their usefulness; hence it is still not clear to what extent performance measures help agencies to achieve the goals.

#### **4.6.4 Strategic Internal Career Opportunities**

The fourth objective of the study sought to establish the influence of strategic internal career opportunities on performance of public servants in Vihiga County, Kenya. To achieve this study objective, the respondents were requested to indicate the extent to which the internal career opportunities practices had influenced performance of employees in their sections. A likert scale (1 = Very small extent, 2 = Small extent, 3 = neither small nor large extent, 4 = Large extent and 5 = Very Large extent) was used and the mean response rate from the respondents calculated. For purposes of interpretation, this study grouped together 4 & 5 (Large extent and Very Large extent) as large extent, 1 & 2 (Very small extent and Small extent) as small extent while 3 was neither small nor large extent. The results are as depicted in Table 4.24.

**Table 4.24: Descriptive Statistics for strategic Internal Career Opportunities**

Statement	Very small extent %	Small extent %	Neither small nor large extent %	Large extent %	Very large extent %	Mean	Std. Dev.
Promotions are based on merit	26.50	17.30	24.10	14.80	17.30	2.79	1.43
Equal opportunity for promotion is given to every employee	27.20	17.30	23.50	21.60	10.50	2.71	1.35
Limited employee skills for changing work landscape	18.60	26.70	31.10	18.00	5.60	2.65	1.14
Un supportive supervisor	23.60	18.60	26.70	14.90	16.10	2.81	1.38
Limited career guidance	13.00	25.50	36.00	18.00	7.50	2.81	1.11
Availability of special assignments	13.60	23.50	37.00	19.80	6.2%	2.81	1.09
Availability of a system for making regular progress in your career by moving to more important job positions	19.30	19.90	29.80	21.70	9.30	2.82	1.24
General self esteem	16.00	16.70	24.70	27.20	15.40	3.09	1.30
Lack of job progression opportunity after training	21.70	16.10	26.10	20.50	15.50	2.92	1.36

Table 4.24 shows that a majority of the respondents, 43.8% (26.5% + 17.3%) indicated that Promotions based on merit influenced employee performance to a small extent. The results had a mean response of 2.79 with a standard deviation of 1.43. Forty four point five percent (44.5%) of the respondents indicated that equal opportunities for promotion given to all employees influenced employee performance to a small extent. The results had a mean response of 2.71 with a standard deviation of 1.35. Forty five point three percent (45.3 %) indicated that Limited employee skills for changing work influenced employee performance to a small extent. The results had a mean response of 2.65 with a standard deviation of 1.14. Forty two point two percent (42.20%) of the respondents

indicated that Unsupportive supervisor influenced employee performance to a small extent. The results had a mean response of 2.81 with a standard deviation of 1.38.

In addition, the results revealed that 38.7% of the respondents indicated that Limited career guidance influenced employee performance to a small extent. The results had a mean response of 2.81 with a standard deviation of 1.11. Thirty seven point one percent (37.1%) of the respondents indicated that availability of special assignments influenced employee performance to a small extent. The results had a mean response of 2.81 with a standard deviation of 1.09. Thirty nine point two percent (39.2%) of the respondents indicated that availability of a system for making regular progress in career by moving to more important job positions influenced employee performance to a small extent. The results had a mean response of 2.82 with a standard deviation of 1.24. Forty two point six percent (42.6%) of the respondents indicated that general self-esteem influenced employee performance to a large extent. The results had a mean response of 3.09 with a standard deviation of 1.30.

Further, 37.8% of the respondents indicated that lack of job progression opportunities after training influenced employee performance to a small extent. The results had a mean response of 2.92 with a standard deviation of 1.36. Many companies are re-directing their performance and career management systems to develop and retain their talent pool of human resource (Brundage & Koziel 2010). These systems are recognized as key managerial mechanisms in building positive relations with, and desired organizational citizenship behaviours in, valuable employees.

#### **4.6.5 Employee Performance**

The dependent variable for this study was employee Performance. The respondents were requested to indicate their responses on employee performance indicators. A likert scale with clear options (1 = Very small extent, 2 = Small extent, 3 = neither small nor large extent, 4 = Large extent and 5 = Very Large extent) was used and the mean response rate from the respondents calculated. For purposes of interpretation, this study grouped together 4 & 5 (Large extent and Very Large extent) as large extent,

1 & 2 (Very small extent and Small extent) as small extent while 3 was neither small nor large extent. The results of this study are as depicted in Table 4.25.

**Table 4.25: Descriptive Statistics for Employee Performance**

Statement	Very small extent	Small extent	Neither small nor large extent	Large extent	Very large extent	Mean	Std. Dev.
Financial growth	25.90%	29.60%	34.60%	8.60%	1.20%	2.30	0.99
Increased revenue collection	19.10%	32.70%	29.60%	14.80%	3.70%	2.51	1.08
Timely completion of projects	22.80%	38.30%	22.80%	13.60%	2.50%	2.35	1.05
Quality of completed projects	25.90%	30.20%	26.50%	11.70%	5.60%	2.41	1.16
Tasks are efficiently accomplished	17.90%	25.30%	30.90%	20.40%	5.60%	2.70	1.15
Contextual performance	13.00%	17.30%	41.40%	22.80%	5.60%	2.91	1.07
Productive work behaviour	11.70%	17.30%	29.00%	32.10%	9.90%	3.11	1.16
Counter productive work behaviour	13.60%	27.80%	37.70%	17.90%	3.10%	2.69	1.02
Improved work environment	16.00%	27.80%	34.60%	17.90%	3.70%	2.65	1.07
Satisfied customers	10.50%	21.60%	25.90%	32.70%	9.30%	3.09	1.16

Table 4.25 shows that majority of the respondents, 55.5% (25.9% + 29.6%) indicate that they had achieved financial growth to a small extent. The results had a mean response of 2.30 with a standard deviation of 0.99. Fifty one point eight percent (51.8%) of the respondents indicated that they have achieved increased revenue collection to a small extent. The results had a mean response of 2.51 with a standard deviation of 1.08. Sixty one point one percent (61.1%) indicated that they have achieved timely completion of projects to a small extent. The results had a mean response of 2.35 with a standard deviation of 1.05. Fifty six point one percent (56.10%) of the respondents indicated that they have achieved quality of completed projects to a small extent. The results had a mean response of 2.41 with a standard deviation of 1.16.



In addition, the results revealed that 43.2% of the respondents indicated that tasks are efficiently accomplished to a small extent. The results had a mean response of 2.70 with a standard deviation of 1.15. Forty one point four percent (41.4%) of the respondents indicated that they have achieved contextual performance to a moderate extent. The results had a mean response of 2.91 with a standard deviation of 1.07. Forty two percent (42%) of the respondents indicated that they have achieved Productive work behavior to a large extent. The results had a mean response of 2.69 with a standard deviation of 1.02. Forty three point eight percent (43.8%) of the respondents indicated that they have achieved improved work environment to a small extent. The results had a mean response of 2.65 with a standard deviation of 1.07. Further, 42% of the respondents indicated that they have achieved satisfied customers to a small extent. The results had a mean response of 3.09 with a standard deviation of 1.16.

#### 4.7 Correlation Analysis

Product moment correlation coefficient was used to show the strength of the relationship between strategic employee training, strategic employee participation, strategic result oriented employee appraisal, strategic internal career opportunities and performance of public servants. Results were presented in Table 4.26.

**Table 4.26: Correlation Matrix**

		<b>Employee Performance</b>	<b>Strategic Employee Training</b>	<b>Strategic Employee Participation</b>	<b>Strategic Results Oriented Employee Appraisal</b>	<b>Strategic Internal Career Opportunities</b>
Employee Performance	Pearson Correlation Sig. (2-tailed)	1.000				
Employee Training	Pearson Correlation Sig. (2-tailed)	0.508*	1.000			

Employee Participation	Pearson Correlation	0.573*	0.472**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Results Oriented Employee Appraisal	Pearson Correlation	0.506*	0.298**	0.344**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Internal Career Opportunities	Pearson Correlation	0.491*	0.376**	0.218**	0.480**	1.000
	Sig. (2-tailed)	0.000	0.000	0.006	0.000	

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

Correlation results in Table 4.26 shows that there was a positive and significant association between strategic employee training and employee performance ( $r= 0.508$ ,  $p\text{-value}=0.000$ ). Secondly, there was a positive and significant association between strategic employee participation and employee performance ( $r = 0.573$ ,  $p\text{-value}=0.000$ ). Thirdly, the results show that there was a positive and significant association between strategic Results Oriented Employee Appraisal and employee performance ( $r =0.506$ ,  $p\text{-value}=0.000$ ). Lastly, correlation results revealed that there was a positive and significant association between strategic Internal Career Opportunities and employee performance ( $r= 0.491$ ,  $p\text{-value}=0.00$ ).

These findings tend to agree with other studies; Yadav and Dabhade (2013) in their study found that most employees are well aware about the Performance Management system of the company, and have complete idea about the various aspects of Performance except those elements which are kept confidential. Similarly, the study revealed that employees are of the opinion that their evaluation should be done by seniors as well as by self, and they were not happy with the non-transparency of the Performance Appraisal System: they had a common thinking that the ratings given should be revealed to the respective employee. They decried a lack of evidence

regarding their usefulness; hence it is still not clear to what extent performance measures help agencies to achieve the goals. Kubaison, Gachunga, and Odhiambo (2014) found that the use of direct individual-based participation schemes has a positive effect on performance of state corporations. This implies that a unit change in the use of direct individual-based participation schemes increases performance of state corporations.

## 4.8 Diagnostic Tests

### 4.8.1 Test of Multicollinearity

According to William *et al.* (2013), multicollinearity refers to the presence of correlations between the predictor variables. In severe cases of perfect correlations between predictor variables, multicollinearity can imply that a unique least squares solution to a regression analysis cannot be computed (Field, 2009). Multicollinearity inflates the standard errors and confidence intervals leading to unstable estimates of the coefficients for individual predictors. Multicollinearity was assessed in this study using the variance inflation factors (VIF). According to Field (2009) VIF values in excess of 10 and tolerance values less than 0.2 are an indication of the presence of Multicollinearity.

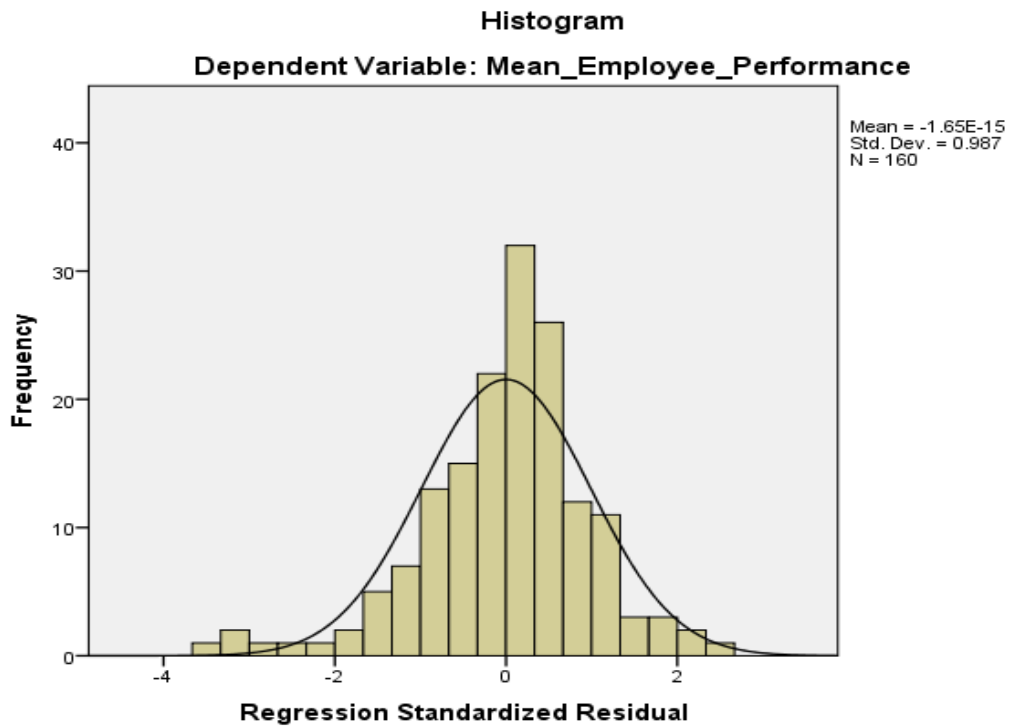
**Table 4.27: Test for Multicollinearity Using Tolerance and Variance Inflation Factor (VIF)**

	Collinearity Statistics	
	Tolerance	VIF
Employee training	0.703	1.422
Employee participation	0.737	1.357
Results Oriented Employee Appraisal	0.713	1.403
Internal Career Opportunities	0.707	1.415

Results in Table 4.27 shows that all the tolerance values were above 0.2 and VIF less than 10 and thus, there were no collinearity among the independent variables.

### 4.8.2 Test of Normality

Normality test was conducted first using histogram representation. Results are shown in Figure 4.6.



**Figure 4.6: Histogram test of normality**

The test for normality was examined using the graphical method approach as shown in the Figure 4.6. The results in the figure indicate that the residuals are normally distributed.

### 4.8.3 Test of Heteroscedasticity

The error process may be Homoscedastic within cross-sectional units, but its variance may differ across units: a condition known as group wise Heteroscedasticity. The hetttest command calculates Breuch Pagan for group wise Heteroscedasticity in the residuals. Heteroscedasticity test was run in order to test whether the error terms are correlated across observation in the panel data. The null hypothesis was that the data

does not suffer from Heteroscedasticity since the p-value was greater than the 5%. Results in Table 4.28 shows that null hypothesis was not rejected at a critical p-value of 0.05 since the reported value was  $0.9544 > 0.05$ . Thus the data did not suffer from Heteroscedasticity.

**Table 4.28: Heteroscedasticity Results**

<b>Breuch-Pagan / Cook-Weisberg test for heteroskedasticity</b>	
H <sub>0</sub> : Constant variance	
Variables: fitted values of Employee Performance.	
chi2(1)	= 0.000
Prob > chi2	= 0.9544

#### **4.8.4 Auto-correlation**

Autocorrelation is the relationship between values separated from each other by a given time lag in the residual (prediction errors) from a regression analysis. Durbin Watson test is used to check serial correlation among variables. When error terms from different (usually adjacent) time periods (or cross-section observation) are correlated, then it is said that the error term is serially correlated. Serial correlation will not affect the biasness or consistency of ordinary least squares (OLS) estimator, but it affects their efficiency. To use a linear regression model, there should be no serial correlation among the observations. In table 4.29, the dependent variable must be independent and this was tested using Durbin-Watson (d) test which states that when  $d=2$ , then there is no autocorrelation. The value of (d) always lies between 0 and 4 where 0 indicates autocorrelation while above one (1) value indicates the residuals (prediction errors) are interdependent, the study findings were  $d=1.714$  which indicates that the residuals are interdependent.

**Table 4.29: Durbin Watson test**

<b>Model</b>	<b>R</b>	<b>Adjusted R Square</b>	<b>R Std. Error of the Estimate</b>	<b>Durbin-Watson</b>	
1	0.721	0.52	0.508	0.50211	1.714

#### **4.9 Regression Analysis**

This section contains regression analysis for employee training, employee participation, result oriented employee appraisal, internal career opportunities and performance of public servants as well as the overall regression analysis of the study. Mean scores of the statements for each variable were used. Inferential statistics presented in this section include model fitness, ANOVA tests, regression coefficients and hypothesis testing.

##### **4.9.1 Regression Analysis for strategic employee Training and Performance of Public Servants**

The results presented in Table 4.30 present the fitness of the regression model used in explaining the variation of performance of public servants as a result of strategic employee training.

**Table 4.30: Model Fitness for strategic Employee Training**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
0.508	0.258	0.253	0.62211

From the results in Table 4.30, strategic employee training was found to be satisfactory in explaining performance of public servants. This is supported by the adjusted  $R^2$  of 0.253. This means that employee training explains 25.3% of the variations in the dependent variable which is performance of public servants. This study finding is supported by that of Khanet *al* (2011) who specifically established that on-the-job training, training design and delivery style significantly affect employee performance

in Islamabad. It is therefore emerging that for employee training to be effective in enhancing performance, then design and mode of training delivery must be tailor made to suit the needs of the employee.

Table 4.31 provides the results on the analysis of variance (ANOVA) for employee training.

**Table 4.31: Analysis of Variance for strategic Employee Training**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	21.526	1	21.526	55.619	0.000
Residual	61.924	160	0.387		
Total	83.449	161			

Results in Table 4.31 indicate that the overall model was statistically significant. Further, the results imply that the independent variable (strategic employee training) is a good predictor of performance of public servants. This was supported by F-calculate value of 55.619 which was greater than the F-critical (obtained from the F-distribution table) of 3.94 and the reported p-value of 0.000 which was less than the conventional probability of 0.05 significance level.

Regression coefficients result for strategic employee training is presented in Table 4.32.

**Table4.32: Regression Coefficient Result for strategic Employee training**

	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	1.477	0.167		8.826	0.000
Employee Training	0.411	0.055	0.508	7.458	0.000

$$Y = 1.477 + 0.411x_1$$

Where, Y = Performance of Public Servants

$x_1$  = Employee Training

Regression coefficients results in Table 4.32 revealed that there was a positive and significant relationship between strategic employee training and performance of public servants. ( $\beta_1=0.411$ ,  $p=0.000$ ). This means that a unit increase in strategic employee training, would lead to an improvement in performance of public servants by 0.411 units. This was supported by a calculated t-statistic of 7.458 which is larger than the critical t-statistic of 1.96 (obtained from t-student distribution table). This finding is consistent with that of Tshikovhi (2012) who found that training and development programmes contributed significantly to an increase in the performance of employees in a study among human resource assistants at a platinum mine firm in South Africa. Majority of employees in the First Bank plc in Nigeria agreed that training and manpower development has enhanced their efficiency and job productivity in a study by Malaolu and Ogbuabor (2013).

Further, Interviews done by the researcher on the key informants revealed that there are elaborate procedures for training and development set out by Vihiga County, Kenya. Based on the responses, majority of the interviewees indicated that the public service board ensures that every financial year, each department offers its staff between two and four weeks training to help equip them with new skills. This finding tends to suggest that deliberate steps have continuously been taken by the county government to ensure that employee skills are improved. In another interview, a member of the Public Service Board was asked to indicate whether the board was facilitating training of employees and in response the member indicated that, the board was facilitatating staff training through various departments. According to the member, each department was required to have a budget for training in each financial year.

This implies that funds for training are readily available for each department. It is however important for each department to ensure that the content of training and



criteria of selecting trainees is appropriate. To this end, one key informant commented that, for one to be included in a training session, one has to apply for the same. The Kenya School of Government thereafter decides the methods and modes of training that is appropriate for the chosen course. These findings suggest that training of heads of sections and ward administrators is done according to standards set by the Kenya School of Government. It is therefore expected that, this arrangement meets the training needs of the employees who are selected to attend such courses. According to Ologbo, et al. (2012), an organization's capabilities held by collective skills of the individual employees who effectively coordinate the organizational resources to achieve set goals emanates from training. In the end, such capabilities result into enhanced employee performance. Saravani and Abbasi (2013) also revealed that job rotation leads to job satisfaction and skill variation in Keshavarzi Banks of Gilan of Iran. Thus, respondents in this study were in agreement that training leads to skills acquisition leading to job satisfaction, a precursor to employee performance.

#### **4.9.2 Regression Analysis for strategic Employee Participation and Performance of Public Servants**

The results presented in Table 4.33 shows the fitness of the regression model used in explaining the variation of performance of public servants as a result of strategic employee participation.

**Table 4.33: Model Fitness for strategic Employee Participation**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
0.573	0.328	0.324	0.59186

From the results in Table 4.33, strategic employee participation was found to be satisfactory in explaining performance of public servants. This is supported by coefficient of determination (R square) of 0.328. This means that strategic employee participation explain 32.8% of the variations in the dependent variable (performance of public servants). Similar findings that show positive outcomes of participation

through teams or representatives have been attained in several studies. Using data collected through the International Automotive Assembly Plant, Kim, et al (2010) found that team voice significantly contributes to enhance worker efficiency among automotive plants in Europe when considered in conjunction with representative voice.

Table 4.34 provides the results on the analysis of variance (ANOVA) for strategic employee participation.

**Table 4.34: Analysis of Variance for strategic Employee Participation**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	27.402	1	27.402	78.225	0.000
Residual	56.047	160	0.35		
Total	83.449	161			

The results in Table 4.34 indicate that the overall model was statistically significant. Further, the results imply that the independent variable (strategic employee participation) is a good predictor of performance of public servants. This was supported by F-calculate value of 78.225 which was greater than the F-critical (obtained from the F-distribution table) of 3.94 and the reported p-value of 0.000 which was less than the conventional probability of 0.05 significance level. These findings tend to suggest that participation in the form of suggestion schemes, team based participation, and work councils have significant influence on employee performance. Similar finding was revealed in Quagraine (2010) in a study to determine the impact of employee involvement as a management tool in decision-making in Ghana. The study revealed that, involvement of employees in decision-making contributes to effective decision implementation and an enabling environment for creativity, which is essential for enhanced employee performance. However, Van den Berg, et al., (2011) warns that active participation as opposed to mere presence in management meetings is essential in ensuring employee satisfaction and consequently performance.

Regression coefficients result for strategic employee participation is presented in Table 4.35.

**Table4.35: Regression Coefficient Result for strategic Employee Participation**

	<b>Unstandardized Coefficients</b>	<b>Std. Error</b>	<b>Standardized Coefficients Beta</b>	<b>t</b>	<b>Sig.</b>
(Constant)	1.457	0.145		10.05	0.000
Employee Participation	0.431	0.049	0.573	8.844	0.000

$$Y = 1.457 + 0.431x_2$$

Where Y = Performance of Public Servants

$x_2$  = strategic employee Participation

Regression coefficients results in Table 4.35 revealed that there was a positive and significant relationship between strategic employee participation and performance of public servants. ( $\beta_2 = 0.431$ ,  $p = 0.000$ ). This means that a unit increase in strategic employee participation, would lead to an improvement in performance of public servants by 0.431 units. This was supported by a calculated t-statistic of 8.844 which is larger than the critical t-statistic of 1.96 (obtained from t-student distribution table). Influence of trade unions on ensuring better terms of working conditions and improved job security for employees was revealed in a study done by Gichana (2013) among workers in Kisii University and performance is industry based: that is whether service or manufacturing industry.

Further, key informant interviews were done and it emerged that employee involvement in the county is through the workers' union. It was indicated that, representatives of Vihiga County Workers' Union act on behalf of the workers during instances like negotiations, management of the relationship of workers themselves, and consultation among others

Representation through workers' union seems to be the main method through which employees can voice their needs to the administration of Vihiga County, Kenya. The interviewed members of the public service board consider this set up as appropriate in learning the needs of the employees as one of them indicated that, employee involvement through their representatives helps the county government to make popular decisions like during promotions or internal appointments. This seems to imply that decision making by Vihiga County, Kenya is participatory based. Such decisions could therefore receive acceptance from all the employees. One succinctly asserted that, employee involvement make the employees own the given tasks, services, and decisions among others. This leads to satisfaction among employees.

Based on these findings, it can be deduced that members of the public service board in Vihiga County have prepared a communication mode that enables employees to be adequately consulted in any decision making process. This therefore seem to enable the employees participate in day to day decision making process that involve their work life. These findings seem to resonate with procedural justice as well as interactional justice. The former is concerned with the fairness perceived by employees with regard to procedures used to determine the outcomes they receive. According to Crompanzano, et al. (2007), a just process is one that is applied consistently to all, representative of relevant stakeholders, correctable and consistent with ethical norms among others.

The latter concerns how employees perceive the relationship that exists in the organization: the perception of fairness of the manner in which they are treated by the authority. Colquitt, et al (2006) had argued that interactional justice is practiced through appropriate sharing of information and avoidance of rude or cruel remarks. This, according to Colquitt et al, results out of the provision of adequate justifications when handling grievances as well as enhancement of interpersonal relationships. It touches on the communication between the management and the subordinates. Such communication as practiced, the workers union seems to be appropriate for the employees of Vihiga County, Kenya.

Similar findings that show positive outcomes of participation through teams or representatives have been attained in several studies. Using data collected through the International Automotive Assembly Plant, Kim, et al (2010) found that team voice significantly contributes to enhance worker efficiency among automotive plants in Europe when considered in conjunction with representative voice. Influence of trade unions on ensuring better terms of working conditions and improved job security for employees was revealed in a study done by Gichana (2013) among workers in Kisii University.

Equally, direct team-based participation was also found to have significant correlations with organizational performance among state corporations in Kenya (Kubaison, et al., 2014). However, a contrasting finding was obtained by Poutsma, et al (2011) from a large cross-national database covering 32 countries. Representative participation was found to have slight negative relationships with the performance measures (operational performance and profitability). It can therefore be deduced that the relationship between participation and performance is industry based: that is whether service or manufacturing industry.

#### **4.9.3 Regression Analysis for strategic Result Oriented Employee Appraisal and Performance of Public Servants**

The results presented in Table 4.36 shows the fitness of the regression model used in explaining the variation of performance of public servants as a result of strategic result oriented employee appraisal.

**Table 4.36: Model Fitness for strategic Result Oriented Employee Appraisal**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
0.491	0.241	0.236	0.62524

From the results in Table 4.36, strategic result oriented employee appraisal was found to be satisfactory in explaining performance of public servants. This is supported by

coefficient of determination (R squared) of 0.241. This means that strategic result oriented employee appraisal explains 24.1% of the variation in the performance of public servants. This finding is consistent with that of Iqbal, et al (2013) who assessed the impact of employee performance appraisal on employee performance among the banks of Dera Ghazi Khan in Pakistan and found out that there is significant positive relation between performance appraisal and employee's performance.

Table 4.37 provides the results on the analysis of variance (ANOVA) for strategic result oriented employee appraisal.

**Table 4.37: Analysis of Variance for Result Oriented Employee Appraisal**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	19.626	1	19.626	50.205	0.000
Residual	61.766	158	0.391		
Total	81.392	159			

The results in Table 4.37 indicate that the overall regression model was statistically significant. Further, the results imply that the independent variable (strategic results oriented employee appraisal) is a good predictor of performance of public servants. This was supported by F-calculate value of 50.205 which was greater than the F-critical (obtained from the F-distribution table) of 3.94 and the reported p-value of 0.000 which was less than the conventional probability of 0.05 significance level.

Regression coefficients result for strategic result oriented employee appraisal is presented in Table 4.38.

**Table4.38: Regression Coefficient Result for strategic Result Oriented Employee Appraisal**

	<b>Unstandardized Coefficients</b>	<b>Std. Error</b>	<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>		<b>Beta</b>		
(Constant)	1.404	0.184		7.612	0.000
Strategic result oriented appraisal	0.406	0.057	0.491	7.086	0.000

$$Y = 1.404 + 0.406 X_3$$

Where Y = Performance of Public Servants

X<sub>3</sub>= strategic Result Oriented Employee Appraisal

Regression coefficients results in Table 4.38 revealed that there was a positive and significant relationship between strategic result oriented employee appraisal and performance of public servants. ( $\beta_3=0.406$ ,  $p=0.000$ ). This means that a unit increase in strategic result oriented employee appraisal, would lead to an improvement in performance of public servants by 0.406 units. This was supported by a calculated t-statistic value of 7.086 which is larger than the critical t-statistic of 1.96 (obtained from t-student distribution table). This finding is consistent with that of Iqbal, et al (2013) who assessed the impact of employee performance appraisal on employee performance among the banks of Dera Ghazi Khan in Pakistan and found out that there is significant positive relation between performance appraisal and employee's performance.

In addition, Nyaoga, et al (2010) revealed that performance appraisal systems are effective in identifying training needs and for employee rating processes. Nyaoga, Kibet, and Magutu (2010) revealed that performance appraisal system is the only tangible metric way by which an organization can know the level of performance of its diverse employees. Further, interviews conducted on key informants (KIs) showed

that employees do not directly participate in performance appraisal exercise, that apart from filling in the performance appraisal tool their personal details, the rest of the information is filled by their immediate supervisors. This was stated clearly by one member of the public service board, who indicated that the immediate supervisor fills and completes the appraisal form on behalf of the employee. The same is thereafter forwarded to the department's chief officer for approval. Finally, the form is sent to the director of human resource for confirmation.

The immediate supervisor seems to be the key person who appraises his/her subordinates. This finding seems to be contrary to the spirit of procedural justice which is concerned with the fairness of procedures that are used to determine the outcomes that employees receive from appraisal process in the county (Crompanzano, et al., 2007). However, there are studies that have confirmed that similar procedures are used in appraisal purposes, although employees are not happy with it. In India, Yadav and Dabhade (2013) found that employees felt that their evaluation should be done by seniors as well as by self, and they were not happy with the non-transparency of the Performance Appraisal System: they had a common thinking that the ratings given should be revealed to the respective employee.

The process, however, seems to be shielded from unfairness based on confirmation by the chief officer and the director of human resource. This was indicated by one of the interviewees that, the fully filled up appraisal form is forwarded to the chief officer in charge of the department to ensure that the supervisor does not become biased. This helps to give a true picture of employee's performance and ability. The comment made by KI<sub>1</sub> shows that Vihiga County has put in place checks and balances to ensure that subordinates are not treated unfairly by their supervisors during performance appraisal exercise. This is an essential practice given that appraisal reports are always used to inform various decisions on the management of the human resource. For instance, one informant asserted that information in the appraisal form is used for both promotion and identification of skills that an employee may be lacking.



This comment tends to suggest that decisions such as who to promote as well as who to train is pegged upon performance appraisal reports. Another KI stated that for employees who are on probation, appraisal report guides the organization in making decisions as to whether the officer should be confirmed or not. The statement made by KI<sub>4</sub> extends the role played by appraisal report even to employees who have not been officially confirmed on permanent basis but are seeking to be employed on such terms of service in the same organization. It is therefore clear that decisions made with regard to human resource management practices like promotion, training, and selection among others are based upon reports in the appraisal form. These are decisions which are made on continuous basis hence appraisal exercise ought to be done continuously as stated by one informant during the interviews, that employee appraisal is carried out annually.

This means that every year, Vihiga County is able to identify employees who need further training, those to be promoted, and those on probation to be either confirmed or rejected. This seems to be in line with the doctrine of distributive justice which is concerned with the outcomes that are consistent with implicit norms for allocation, such as equity or equality (Adams, 1966). Distributive justice articulates how the allocation of outcomes is differentiated in the workplace. Based on outcomes of appraisal in the county, these study findings implies that qualified persons get promoted, others in need of training are taken for training, and other employees on probation are either confirmed or referred for further training.

These findings agree with those in Ahmed, *et al* (2013); Iqbal, *et al* (2013); and Chaponda (2014). In a study done in Pakistan, Ahmed *et al* (2013) found that there is positive relationship between performance appraisal and employee's performance. Iqbal, *et al* (2013) also established that there was significant positive relation between performance appraisal and employee's performance in a study among commercial bank employees. The results observed that performance appraisal has direct impact on employee's performance while combine impact of motivation is positive and considerable. Chaponda (2014) also found that performance appraisal process was

important for employee motivation and also help improve job performance at work in Kenya. The regular assessment of performance leads to employee motivation, and consequently performance standards.

#### **4.9.4 Regression Analysis for strategic Internal Career Opportunities and Performance of Public Servants**

The results presented in Table 4.39 shows the fitness of the regression model used in explaining the variation of performance of public servants as a result of strategic internal career opportunities.

**Table 4.39: Model Fitness for strategic Internal Career Opportunities**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
0.506	0.256	0.252	0.62274

From the results in Table 4.39, strategic internal career opportunities were found to be satisfactory in explaining performance of public servants. This is supported by the coefficient of determination (R squared) of 0.256. This means that strategic internal career opportunities explain 25.6% of the variation in the dependent variable (performance of public servants). Similarly, Chaponda (2014) found that promotion is important for employee motivation; also help improve job performance at work.

Table 4.40 provides the results on the analysis of variance (ANOVA) for strategic internal career opportunities.

**Table 4.40: Analysis of Variance for strategic Internal Career Opportunities**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	21.401	1	21.401	55.185	0.000
Residual	62.048	160	0.388		
Total	83.449	161			

The results in Table 4.40 indicate that the overall regression model was statistically significant. Further, the results imply that the independent variable (strategic internal career opportunities) is a good predictor of performance of public servants. This was supported by F-calculate value of 55.185 which was greater than the F-critical (obtained from the F-distribution table) of 3.94 and the reported p-value of 0.000 which was less than the conventional probability of 0.05 significance level.

Regression coefficients result for internal career opportunities is presented in Table 4.41.

**Table 4.41: Regression Coefficient Result for strategic Internal Career Opportunities**

	<b>Unstandardized Coefficients</b>	<b>Std. Error</b>	<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>		<b>Beta</b>		
(Constant)	1.485	0.167		8.88	0.000
Strategic internal career opportunities	0.393	0.053	0.506	7.429	0.000

$$Y = 1.485 + 0.393 x_4$$

Where Y = Performance of Public Servants

$x_4$  = Internal Career Opportunities

Regression coefficients results in Table 4.41 revealed that there was a positive and significant relationship between strategic internal career opportunities and performance of public servants. ( $\beta_4=0.393$ ,  $p=0.000$ ). This means that a unit increase in strategic internal career opportunities, would lead to an improvement in performance of public servants by 0.393 units. This was supported by a calculated t-statistic of 7.429 which is larger than the critical t-statistic of 1.96 (obtained from t-student distribution table). Clear career opportunities in an organization, coupled with

employee self esteem, were found to be enhancing employee motivation by Coetzee and Potgieter (2014). Coetzee and Potgieter (2014) interjected that even in the presence of clear career opportunities in an organization, employee self esteem would moderate the relationship between career opportunity and motivation (hence enhanced employee performance).

Further, during the interviews conducted with the sampled members of the public service board, it emerged that the county has an elaborate career structure. One KI stated that, the County has a scheme of service for its employees and a human resource manual which guides the organization on selection and recruitment of employee. This guide was developed by the public service board. This comment tends to suggest that recruitment and selection of employees is anchored upon a well-developed career structure that is contained in a manual. According to another KI, this manual provides a guideline on job grade in which an officer may enter the organization or how different professions are graded in the County. It was indicated that doctors enter at job group L, which is different from other professionals. In addition to this, suitable job applicants with general degrees and are not professionals may join the organization at job group J pending their acquisition of professional qualifications (KI<sub>3</sub>).

This implies that the human resource manual entirely guides decision making on not only recruitment and selection, but also grading of employees in accordance to their professional qualifications. This document, according to one member of the public service board who participated in the interview, borrows its authority from the Kenyan independent commission for public service. The member stated that, the public service board of Vihiga County had structured the human resource guideline based on recommendations from the public service commission of Kenya.

The statement by KI<sub>1</sub> implies that the human resource guide used is structured in line with the stipulations of the public service commission of Kenya. Public servants in Vihiga County, Kenya are therefore somewhat subjected to the same career opportunities like their counterparts in the national government and other county governments. Equally, during the interviews, it also emerged that the public service

board of Vihiga had put in place a strategy that guides promotions in cases of separations. A member of the public service board stated that, in the case where a senior officer has departed, the assistant or the employee who is immediate in command may be allowed to act in the vacated position for some time before being confirmed. The board does not advertise the position because such a person in acting capacity has the ability to carry out the responsibilities (KI3).

This statement tends to suggest that the public service board of Vihiga County had put in place a structure that promotes career progression of its employees. The board offers its employees opportunities for being promoted to next positions without looking for other greener pastures (external opportunities). This seems to promote employee retention and satisfaction hence improved performance.

During the interviews, the study established that various departments occasionally offer special assignments to their staff members, particularly to the junior members of staff. One member of the public service board asserted that, major departments like finance and health often practice job rotation which enables employees to acquire new skills in different sections in the department. For instance, an employee in records section may be moved to front office so as to acquire the skills of dealing with members of the public (KI5). This finding illustrates that some departments in Vihiga County seem to have employees with a variety of skills and competencies, thanks to job rotation practice. Additionally, interview findings also indicated that tasks addition or job enlargement is also practiced by the management of the county. One KI stated that, a supervisor of a section may assign a junior employee additional tasks that are not in the employee's job description so as to allow for the acquisition of hands-on experience and skills necessary for performance of higher duties and responsibilities in future (KI2).

These findings seem to suggest that some employees have been enabled to expand their skills base, hence expanding their spheres or their careers. This consequently accords such employees the opportunity of taking different job positions including promotion to vacant senior positions. Enhanced skill base emanating from internal

career opportunities resonates well with the theory of competitive advantage as well as resource-based view (RBV). The county seems to have adopted RBV theory where it has managed to accumulate a range of resources in the organization, including a range of skills possessed by its employees, which produces unique character and creates competitive advantage. According to Armstrong, (2010) such a firm is ‘an administrative organization with a collection of productive resources as evident in variety of skills. Sustained competitive advantage stems from the acquisition and effective use of bundles of distinctive resources that competitors cannot imitate (Barney, 1991, 1995, as cited in Armstrong, 2010).

Significant influence of internal career opportunities on public servants performance established in this study supports findings of some other studies like that of CIPD(2011) which established that effective career management is broad-based and reflects the future skills and capability requirements of the employer and the desire of the individual for career opportunity. A study done in India by Patrick and Kumar (2011) revealed that career guidance, leadership roles, network building, developing new skills, taking up special assignments and receiving productive feedback from the boss play the most important role in making the career path easier and also aids in the performance and employee growth. It is therefore clear that the Vihiga County seems to have succeeded in accumulating a broad base of skilled workforce owing to the identified internal career opportunities practices.

#### **4.10 Overall Regression Analysis**

Table 4.42 presents the results for overall fitness of the regression model used in explaining the variation of performance of public servants as a result of employee training, employee participation, result oriented employee appraisal and internal career opportunities.

**Table 4.42: Overall Model Fitness**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
0.721	0.52	0.508	0.50211

From the results in Table 4.42, strategic employee training, strategic employee participation, strategic result oriented employee appraisal and strategic internal career opportunities were together found to be satisfactory in explaining performance of public servants. This is supported by the study coefficient of determination also known as the R squared of 0.52. This means that strategic employee training, strategic employee participation, strategic result oriented employee appraisal and strategic internal career opportunities together explain 52% of the variation in the study dependent variable (performance of public servants). Chaponda (2014) found that performance appraisal process is important for employee motivation; also help improve job performance at work. The regular assessment of performance leads to employee motivation, and performance standards quantified and pegged against an individual evaluation is essential for employee motivation. Although this study equally focused on how performance appraisal influences employee motivation, the sample was drawn from employees of a non-governmental organization. There was therefore need to focus on public servants working in county governments too.

Table 4.43 provides the results on the analysis of variance (ANOVA).

**Table 4.43: Overall Analysis of Variance**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	42.315	4	10.579	41.961	0.000
Residual	39.077	155	0.252		
Total	81.392	159			

The results in Table 4.43 indicate that the overall multiple regression model was statistically significant. Further, the results imply that all the study independent variables are good predictors of performance of public servants. This is supported by F-calculate value of 41.961 which was greater than the F-critical (obtained from the F-

distribution table) of 2.46 and the reported p-value of 0.000 which was less than the conventional probability of 0.05 significance level. Several studies have concurred with findings of this study. Tshikovhi (2012) found that training and development programmes contributed significantly to an increase in the performance of employees in a study among human resource assistants at a platinum mine firm in South Africa. Majority of employees in the First Bank plc in Nigeria agreed that training and manpower development has enhanced their efficiency and job productivity in a study by Malaolu and Ogbuabor (2013). In another study in a Mobile Telephone Industry in Nakuru (Kenya) found that training improved productivity and job satisfaction for organizations because employees knew what is expected of them as they were also equipped with the information and tools to perform their jobs effectively (Adongo, 2013). Further, Khan et al (2011) specifically established that on-the-job training, training design and delivery style significantly affect employee performance in a study done in Islamabad. It is therefore emerging that for employee training to be effective in enhancing performance, then design and mode of training delivery must be tailor made to suit the needs of the employee.

Regression coefficients result for employee training, employee participation, result oriented employee appraisal and internal career opportunities are presented in Table 4.44.

**Table4.44: Overall Regression Coefficient Result**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.369	0.185		1.991	0.048
Employee Training	0.150	0.053	0.186	2.808	0.006
Employee Participation	0.269	0.048	0.36	5.545	0.000
Internal Career Opportunities	0.202	0.055	0.245	3.695	0.000
Result Oriented Employee Appraisal	0.158	0.051	0.204	3.094	0.002



$$Y = 0.369 + 0.150x_1 + 0.269x_2 + 0.158x_3 + 0.202x_4$$

Where Y = Performance of Public Servants

$x_1$  = Strategic employee Training

$x_2$  = Strategic employee Participation

$x_3$  = Strategic Result Oriented Employee Appraisal

$x_4$  = Strategic Internal Career Opportunities

Regression coefficients results in Table 4.44 revealed that there was a positive and significant relationship between strategic employee training and performance of public servants. ( $\beta_1=0.150$ ,  $p=0.006$ ). In addition, results revealed that there was a positive and significant relationship between strategic employee participation and performance of public servants. ( $\beta_2=0.269$ ,  $p=0.000$ ). Further, results showed that there was a positive and significant relationship between strategic internal career opportunities and performance of public servants. ( $\beta_4=0.202$ ,  $p=0.000$ ). Lastly, results revealed that there was a positive and significant relationship between strategic result oriented employee appraisal and performance of public servants. ( $\beta_3=0.158$ ,  $p=0.002$ ). In general, Strategic employee Participation was found to have the greatest influence on the performance of public servants at Vihiga County, followed by strategic Internal Career Opportunities then strategic Result Oriented Employee Appraisal and finally, strategic employee Training was found to have the least influence on the performance of civil servants in Vihiga County.

The relationship of the four variables put together and employee performance have been established to be positive by several studies (Kim, *et al.*, 2010; Kubaison, *et al.*, 2014; Nyaoga, *et al.*, 2010; Coetzee and Potgieter, 2014). Kim, *et al.* (2010) found that employee voice bears a significant relationship to labour productivity when examined with other HRM practices. They (Kim, *et al.*, 2010) asserted that team voice significantly contributes to enhance work efficiency when considered in conjunction

with representative voice such as trade union representation. Furthermore, Kubaison, *et al.* (2014) also established that team based participation was the more preferred mode of participation.

This finding is consistent with that of Kubaison, *et al.*, (2014) who found out that direct team-based participation have significant correlations with organizational performance among state corporations in Kenya. However, a contrasting finding was obtained by Poutsma, *et al* (2011) from a large cross-national database covering 32 countries. Representative participation was found to have slight negative relationships with the performance measures (operational performance and profitability). It can therefore be deduced that the relationship between participation and public servants performance is positive and significant.

Chaponda (2014) found that performance appraisal process is important for employee motivation; also help improve job performance at work. The regular assessment of performance leads to employee motivation, and performance standards quantified and pegged against an individual evaluation is essential for employee motivation. Although this study equally focused on how performance appraisal influences employee motivation, the sample was drawn from employees of a non-governmental organization. There was need to also focus on public servants working in county governments.

According to Ismail,et al (2010) training nurtures core competencies that emanates from aligning skills and motives with organizational systems, structures, and processes. This is an essential strategy of organizations that have embraced Resource Based View theory. In addition, the human capital theory argues that a man educated at the expense of much labour and time may be compared to one of those expensive machines, and the work he learns to perform replaces the whole expense of his education. Resource based view and human capital theory therefore seems to support the findings of this study that training significantly influences public servants performance.

Other than training, result oriented appraisal, internal career opportunities and employee participation; several studies have identified other factors to be predictors of employee performance. Nyakako (2016) in a study in Kenya established that capital resources provided to police officers have been very instrumental in delivery of their services and therefore improved on performance. Motivation and team work, among other factors, was found by Kimeu (2015) to be affecting performance of employee in Machakos County. Additionally, compensation/remuneration and working conditions were found to be associated with improved employee performance in a study done in Bungoma by Chebet (2015).

#### **4.11 Hypotheses Testing**

Hypotheses testing were conducted using the multiple regression results in Table 4.44.

##### **4.11.1 Strategic employee Training**

The first Hypothesis tested was:

***H<sub>01</sub>: There is no significant influence of strategic employee training on performance of public servants in Vihiga County, Kenya.***

This hypothesis was tested using the multiple regression results in Table 4.44 and determined using p-value. The acceptance/rejection criteria was that, if the p-value is greater than 0.05, we fail to reject the H<sub>01</sub> but if it's less than 0.05, the H<sub>01</sub> is rejected. The null hypothesis was that there is no significant influence of strategic employee training on performance of public servants in Vihiga County, Kenya. Results in Table 4.44 show that the p-value was 0.006. This was supported by a calculated t-statistic of 2.808 which is larger than the critical t-statistic of 1.96. The null hypothesis was, therefore, rejected and thus concluded that there is a significant influence of employee training on performance of public servants in Vihiga County, Kenya.

This finding is consistent with that of Ismail, et al (2010) who found out that training nurtures core competencies that emanates from aligning skills and motives with organizational systems, structures, and processes. This is an essential strategy of

organizations that have embraced Resource-Based View theory. In addition, the human capital theory argues that a man educated at the expense of much labour and time may be compared to one of those expensive machines, and the work he learns to perform replaces the whole expense of his education. Resource based view and human capital theory therefore seems to support the findings of this study that training significantly influences public servants performance.

#### **4.11.2 Strategic employee Participation**

The second Hypothesis tested was:

***H<sub>02</sub>: There is no significant influence of strategic employee participation on performance of public servants in Vihiga County, Kenya.***

The hypothesis was tested using multiple regression results in Table 4.44 and determined using p-value. The acceptance/rejection criteria was that, if the p-value is greater than 0.05, we fail to reject the H<sub>02</sub> but if it's less than 0.05, the H<sub>02</sub> is rejected. The null hypothesis was that there is no significant influence of strategic employee participation on performance of public servants in Vihiga County, Kenya. Results in Table 4.44 show that the p-value was 0.000. This was supported by a calculated t-statistic of 5.545 which is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected and thus concluded that there is a significant influence of employee participation on performance of public servants in Vihiga County, Kenya.

Similar finding was revealed by Quagraine (2010) in a study to determine the impact of employee involvement as a management tool in decision-making in Ghana. The study revealed that, involvement of employees in decision-making contributes to effective decision implementation and an enabling environment for creativity, which is essential for enhanced performance.

#### **4.11.3 Strategic Result Oriented Employee Appraisal**

The third Hypothesis tested was:

***H<sub>03</sub>: There is no significant influence of strategic result oriented employee appraisal on performance of public servants in Vihiga County, Kenya.***

The hypothesis was tested using multiple regression results in Table 4.44 and determined using p-value. The acceptance/rejection criteria was that, if the p-value is greater than 0.05, we fail to reject the H<sub>03</sub> but if it's less than 0.05, the H<sub>03</sub> is rejected. Therefore, the null hypothesis is that there is no significant influence of strategic result oriented employee appraisal on performance of public servants in Vihiga County, Kenya. Results in Table 4.44 show that the p-value was 0.002. This was supported by a calculated t-statistic of 3.094 which is larger than the critical t-statistic of 1.96. The null hypothesis was, therefore, rejected and thus concluded that there is a significant influence of strategic result oriented employee appraisal on performance of public servants in Vihiga County, Kenya.

This finding is consistent with that of Chaponda (2014) who found that performance appraisal process is important for employee motivation; also help improve job performance at work. The regular assessment of performance leads to employee motivation, and performance standards quantified and pegged against an individual evaluation is essential for employee motivation.

#### **4.11.4 Strategic Internal Career Opportunities**

The forth Hypothesis tested was:

***H<sub>04</sub>: There is no significant influence of strategic internal career opportunities on performance of public servants in Vihiga County, Kenya.***

The hypothesis was tested using multiple regression results in Table 4.44 and determined using p-value. The acceptance/rejection criteria was that, if the p-value is greater than 0.05, we fail to reject H<sub>04</sub> but if it's less than 0.05, the H<sub>04</sub> is rejected. Therefore, the null hypothesis was that there is no significant influence of strategic

internal career opportunities on performance of public servants in Vihiga County, Kenya. Results in Table 4.44 show that the p-value was 0.000. This was supported by a calculated t-statistic of 3.695 which is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected and thus concluded that there is a significant influence of strategic internal career opportunities on performance of public servants in Vihiga County, Kenya.

This finding is consistent with that of Patrick and Kumar (2011) who investigated the relationship between career planning, performance and employee growth in Indian Information Technology firms and found that employees perceive career management and employee development as a developmental tool; employees seek more often information on specific career areas or jobs that they are interested ; employees were pretty clear about their career goals ; and were of the opinion that they need many positions or jobs to hold in order to reach their career goal; employees preferred developing skills; and building of networks which could help further ones career progression.

#### 4.12 Summary of Hypotheses Results

The summary results of the hypotheses are presented in Table 4.45.

**Table 4.45: Summary of Hypotheses**

Objective No	Objective	Hypothesis	Rule	p-value	Comment
Objective 1	To establish the influence of strategic employee training on performance of public	Ho: There is no significant influence of strategic employee training on performance of public servants in Vihiga County, Kenya.	Reject Ho if p value <0.05	p<0.05	The null hypothesis was rejected; therefore, there is a significant influence of strategic employee training on performance of public servants in Vihiga County, Kenya.

<b>Objective No</b>	<b>Objective</b>	<b>Hypothesis</b>	<b>Rule</b>	<b>p-value</b>	<b>Comment</b>
	servants in Vihiga County, Kenya.				
Objective 2	To examine the influence of strategic employee participation on performance of public servants in Vihiga County, Kenya.	Ho: There is no significant influence of strategic employee participation on performance of public servants in Vihiga County, Kenya.	Reject Ho if p value <0.05	p<0.05	The null hypothesis was rejected; therefore there is a significant influence of strategic employee participation on performance of public servants in Vihiga County, Kenya.
Objective 3	To assess the influence of strategic result oriented employee appraisal on performance of public servants in Vihiga	Ho: There is no significant influence of strategic result oriented employee appraisal on performance of public servants in Vihiga County, Kenya..	Reject Ho if p value <0.05	p<0.05	The null hypothesis was rejected; therefore there is a significant influence of strategic result oriented employee appraisal on performance of public servants in Vihiga County, Kenya.

<b>Objective No</b>	<b>Objective</b>	<b>Hypothesis</b>	<b>Rule</b>	<b>p-value</b>	<b>Comment</b>
	County, Kenya.				
Objective 4	To determine the influence of strategic internal career opportunities on performance of public servants in Vihiga County, Kenya.	Ho: There is no significant influence of strategic internal career opportunities on performance of public servants in Vihiga County, Kenya.	Reject Ho if p value <0.05	p<0.05	The null hypothesis was rejected; therefore there is a significant influence of strategic internal career opportunities on performance of public servants in Vihiga County, Kenya.



## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This chapter presents a summary of the study findings, conclusion and recommendations. The researcher's suggestions on other areas for further studies based on the study findings have also been outlined in this chapter.

#### **5.2 Summary of Major Findings**

This section contained the summary of the findings which was done per objective. The objectives were; to: establish the influence of strategic employee training on performance of public servants; examine the influence of strategic employee participation on performance of public servants; determine the influence of strategic result oriented employee appraisal on performance of public servants and to assess the influence of strategic internal career opportunities on performance of public servants in Vihiga County, Kenya.

##### **5.2.1 Strategic Staff Training**

The first objective was to establish the influence of strategic employee training on performance of public servants in Vihiga County. Based on the descriptive statistics results, most of the respondents agreed with the statements presented to them. The results also indicated that Employee training was satisfactory in explaining performance of public servants in Vihiga County. The ANOVA results indicated that the model was statistically significant. Further, results showed that strategic employee training is a good predictor of performance of public servants in Vihiga County.

Correlation analysis revealed that strategic employee training was positively and significantly associated to performance of public servants. Regression coefficients results showed that strategic employee training has a positive and significant effect on

the performance of public servants. This means that an increase in strategic employee training, would lead to an improvement in performance of public servants. The study adopted the alternative hypothesis that there is a significant influence of strategic employee training on performance of public servants in Vihiga County, Kenya.

### **5.2.2 Strategic Staff Participation**

The second objective was to establish the influence of strategic employee participation on performance of public servants in Vihiga County. Strategic employee participation was found to be satisfactory in explaining performance of public servants in Vihiga County. The ANOVA results indicated that the model was statistically significant. Further, results showed that strategic employee participation is a good predictor of performance of public servants in Vihiga County.

Correlation analysis revealed that employee participation was positively and significantly associated to performance of public servants. Regression coefficients results showed that employee participation has a positive and significant effect on the performance of public servants. This means that an increase in strategic employee participation, would lead to an improvement in performance of public servants. The study adopted the alternative hypothesis that there is a significant influence of strategic employee participation on performance of public servants in Vihiga County, Kenya.

### **5.2.3 Strategic Result Oriented Employee Appraisal**

The third objective was to establish the influence of strategic result oriented employee appraisal on performance of public servants in Vihiga County. Strategic result oriented employee appraisal was found to be satisfactory in explaining performance of public servants in Vihiga County. The ANOVA results indicated that the model was statistically significant. Further, results showed that strategic result oriented employee appraisal is a good predictor of performance of public servants in Vihiga County.

Correlation analysis revealed that strategic result oriented employee appraisal was positively and significantly associated to performance of public servants. Regression

coefficients results showed that result oriented employee appraisal has a positive and significant effect on the performance of public servants. This means that an increase in strategic result oriented employee appraisal, would lead to an improvement in performance of public servants. The study adopted the alternative hypothesis that there is a significant influence of result oriented employee appraisal on performance of public servants in Vihiga County, Kenya.

#### **5.2.4 Strategic Internal Career Opportunities**

The fourth objective was to establish the influence of strategic internal career opportunities on performance of public servants in Vihiga County. Strategic internal career opportunities were found to be satisfactory in explaining performance of public servants in Vihiga County. The ANOVA results indicated that the model was statistically significant. Further, results showed that strategic internal career opportunities are a good predictor of performance of public servants in Vihiga County.

Correlation analysis revealed that strategic internal career opportunities were positively and significantly associated to performance of public servants. Regression coefficients results showed that internal career opportunities have a positive and significant effect on the performance of public servants. This means that an increase in strategic internal career opportunities, would lead to an improvement in performance of public servants. The study adopted the alternative hypothesis that there is a significant influence of strategic internal career opportunities on performance of public servants in Vihiga County, Kenya.

### **5.3 Conclusions**

Having provided the summary of the findings, the study proceeds to provide conclusions based on the study observations.

The study concludes that strategic employee training has a positive and significant effect on the performance of public servants. Strategic employee training and development aims at developing the skill base of workers so as to enhance their

productivity. From the study findings, Vihiga County, Kenya has employed employee training to a small extent. Every financial year, a training of between two and four weeks is offered by the Kenya School of Government to the select employees who applied. The funding of the training is done by Vihiga County public service board while the budget is prepared by the individual department.

Secondly, the study concluded that strategic employee participation has a positive and significant effect on the performance of public servants. From the findings, the study concludes that the county government has used employee participation to a small extent. By allowing employee participation through the trade union, the management of the County may make popular decisions with regard to promotions and internal appointment of employees, among others.

In addition, the study concluded that strategic result oriented employee appraisal has a positive and significant effect on the performance of public servants. From the findings, the study concludes that the county has utilized result oriented appraisal to a moderate extent. The study concludes that appraisal forms in the county are completed by the line supervisor which is then forwarded to the department's chief officer for approval and further transmission to the director of HR who consequently uses the content for effecting promotion, training and employee selection among others.

Finally, the study concluded that strategic internal career opportunities have a positive and significant effect on the performance of public servants. From the findings, the study concludes that strategic internal career opportunities have been practiced to a small extent by Vihiga County. The public service board has a human resource manual which guides recruitment and selection, job grading, promotion, job rotation and special assignments in the county.

## **5.4 Recommendations**

### **5.4.1 Recommendations for Management**

The study established that there was a positive and significant relationship between strategic employee training and performance of public servants in Vihiga County, Kenya, although the size of the influence was small. It also established that each financial year, funds are set aside by the County Government for two to four weeks training. In order to increase the size of influence that training would have on performance of public servants, it is recommended that training period be lengthened. Additionally, training curricula should be reviewed periodically so as to align it with the changing training needs of the employees.

With regard to strategic employee participation, the study found out that there was a positive relationship between it and performance of public servants, although the size of this influence was relatively small. It also emerged that participation through trade unions enable the county to make popular decisions on employee promotions and appointments. The study, therefore, recommends that for purposes of ensuring that strategic employee participation influence performance of public servants to a large extent, team based participation should be embraced in order to provide employee voice alongside the trade union.

Vihiga County was found to have utilized strategic result oriented employee appraisal to a moderate extent. It was also found that strategic result oriented employee appraisal has positive relationship on performance of public servants and improvement in the same leads to a large influence on performance. Moreover, appraisal reports were found to be used to effect employee promotion, training, and employee selection. To further improve employee appraisal and consequently performance of public servants, the study recommends that employees should be involved in the entire appraisal process by allowing them to set their targets in line with organizational strategies as well as stating the resources needed to attain the set goals.

Finally, strategic internal career opportunities were found to be utilized to a moderate extent by Vihiga County. There was also positive relationship between strategic internal career opportunities and performance of public servants, although the same had a small influence on public servants performance. Additionally, the study findings indicated that the public service board's HR manual was relied on for managing human resource functions. To improve on the influence of strategic internal career opportunities and performance of public servants, the study recommends that the development of the HR manual should involve employees as well as their respective departments.

#### **5.4.2 Policy Recommendations**

This study makes recommendations that have policy implications for decision makers in the County governments. The study found out that strategic employee training has a positive effect on performance of public servants in Vihiga County. The study recommends that leaders within the county should come up with policies regarding to training and communication since it is one of the key aspect to improving the performance of public servants. There is also a need for the organization to source for a better consultant preferably one that has handled this kind of change before or with more experience.

The study found out that public participation has a positive effect on performance of public servants in Vihiga County. It is also recommended that the policy makers should come up with the policies that support the culture of involving all employees and stakeholders as part and parcel of the strategic change process. Strategic change management should be an organization wide process and not the exclusive preserve of the change specialists and top management. The change leaders should have also created an environment that actually facilitates change.

The study found out that strategic result oriented employee appraisal and internal career opportunities have positive effect on performance of public servants in Vihiga County. Therefore, the researcher recommends that the county departments should be

appraising the employees based on the results in order to add value to the employees. Also the county policy makers should come up with policies of providing internal career opportunities to the employees. This will result to improving the performance of the employees.

### **5.5 Areas of further Research**

This study found out that, the SHRM practices that it had identified only explained 52% of variation in performance of public servants in Vihiga County, Kenya. This indicates that, other than training, employee participation, Result-oriented employee appraisal and internal career opportunities, there were other internal factors responsible for 48% of variation in performance of public servants in Vihiga County. This could mean that, these other factors have a substantive influence on performance of public servants in the county.

The study therefore recommends that further studies be done in the following areas: Influence of organizational structure on performance of public servants in Vihiga County, Kenya, Influence of leadership style of the supervisor on performance of public servants in Vihiga County, Kenya, Influence of Communication on performance of public servants in Vihiga County, Kenya.

This study only focused on Vihiga County, and thus the study recommends the same study to be conducted but in different Counties. The results that would be obtained will be used to compare with the results of this study.

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## APPENDICES

### Appendix I: Letter of Introduction

NICHOLAS KADAGA MWANDIHI,

P.O BOX 62000,

NAIROBI, KENYA.

Dear Sir/Madam,

#### **RE: AUTHORITY TO CONDUCT RESEARCH**

My name is Nicholas Kadaga Mwandihhi a PhD candidate at Jomo Kenyatta University of Agriculture and Technology. I am working on a thesis research project titled *“Influence of strategic human resource management practices on performance of public servants in Vihiga County, Kenya”*. I have chosen your County to be part of my sample population. I am writing to request you to allow me administer the questionnaire in your County. The questionnaire is designed to have six sections that will take approximately 15 minutes of your valuable time. Kindly respond to the questions to the best of your knowledge and as honest as humanly possible. There will be no benefits or victimization for participating in the research as it will be for academic purpose only. Your identity or that of the organization will be treated with confidentiality that it deserves.

Your consideration will be highly appreciated

Yours faithfully,

Nicholas Kadaga Mwandihhi

## **Appendix II: Questionnaire for Study Respondents**

This questionnaire is aimed at collecting data on the *Influence of strategic human resource management practices on performance of public servants in Vihiga County, Kenya* for a PhD thesis. The data will be used for academic purpose only, and will be treated with uttermost and strict confidentiality. You are requested to participate in the study by providing answers to the items in the sections as indicated.

### **Section I: Biographical Information**

Kindly place a tick (√) or cross (x) in the box brackets provided in this section

1. Job designation (Optional).....

2. Please state your gender

Male [ ]

Female [ ]

3. Please indicate your age bracket?

20-25 years [ ]

26-30 years [ ]

31-35 years [ ]

36-40 years [ ]

41-45 years [ ]

46-50 years [ ]

51-55 years [ ]

Above 56 years [ ]

4. Please indicate the level of your education

Masters [ ]

Bachelor's degree [ ]

Diploma [ ]

Certificate [ ]

Others  
(specify).....

5. State the number of years you have worked in the public service

Less than three years [ ]

4-6 years [ ]

7-9 years [ ]

Ten or more years [ ]

6. Which challenges do you experience at work place?

.....

.....

7. How can the work performance of public servants be enhanced in the county?

.....

.....

8. Have you heard about strategic human resource management practices? YES [ ]

NO [ ] If yes, then what are the components of strategic human resource management practices?



.....  
 .....  
 .....

**Section II: Employee Performance**

In regard to employee performance, organizations have adopted various measurements. Using the scale provided below, indicate the **extent** to which your section has achieved the following performance indicators?

**Key: 1-** To a very small extent; **2-** To small extent; **3-** Neither small nor large extent; **4-** Large extent **5-** Very large extent

No	Items	1	2	3	4	5
1	Financial growth					
2	Increased revenue collection					
3	Timely completion of projects					
4	Quality of completed projects					
5.	Tasks are efficiently accomplished					
6	Contextual performance					
7.	Productive work behavior					
8.	Counter productive work behavior					
9	Improved work environment					
10	Satisfied customers					

**Section III: Strategic Training**

Using the legend below, indicate the **extent** to which the following factors have influenced performance of employees in your section?

**Key:1-** To a very small extent; **2-** To small extent; **3-** Neither small nor large extent;  
**4-** Large extent **5-** Very large extent

No	Items	1	2	3	4	5
1	Training policy of the employer					
2	Appropriateness of training methods					
3	Appropriateness of the design of training programs					
4	Appropriateness delivery of training programs					
5.	Appropriate on-job training					
6	Induction based training					
7.	Time to time coaching by assigned supervisor					
8.	Use of mentorship programs					
9	Special workshop or seminars for acquisition of specialized skills					
10	Secondment to particular sections for acquisition of special skills					

#### **Section IV: Strategic Participation**

Using the scale provided below, indicate the **extent** to which the following factors influence performance of employees in your section?

**Key:1-** To a very small extent; **2-** To small extent; **3-** Neither small nor large extent;  
**4-** Large extent **5-** Very large extent

No	Items	1	2	3	4	5
1	Involvement of employees in discussing their issues					
2	Involvement of employee representative(s) in discussing their issues					
3	Share ownership (in organization-based SACCOs, etc.)					

4	Sharing with employees organizational profits, bonuses, or any other gains					
5.	Conducive terms and conditions of work negotiated by the trade union					
6	Personally negotiated terms and conditions of work					
7.	Work consultation councils formed by employees design how work is carried out					
8.	Allocation of tasks by joint work councils					

**Section V: Strategic Result Oriented Appraisal**

Using the scale provided below, indicate the **extent** to which the following factors influence performance of employees in your section?

**Key:1-** To a very small extent; **2-** To small extent; **3-** Neither small nor large extent; **4-** Large extent **5-** Very large extent

No	Items	1	2	3	4	5
1	Performance criteria (or methods of work)					
2	Facts concerning tasks (to be performed)					
3	Feedback of performance evaluation report					
4	Inconsistency in carrying out appraisal					
5.	Target setting process					
6	Unrealistic targets					
7.	Identification of training needs					
8.	Discussion of personal training or development requirements					
9	Irregularity in appraisal					
10	Continuous performance appraisal					

**Section VI: Strategic Internal Career Opportunity**

Using the scale provided below, indicate the **extent** to which the following factors influence performance of employees in your section?

**Key: 1-** To a very small extent; **2-** To small extent; **3-** Neither small nor large extent; **4-** Large extent **5-** Very large extent

No	Items	1	2	3	4	5
1	Promotions are based on merit					
2	Equal opportunity for promotion is given to every employee					
3	Limited employee skills for changing work landscape					
4	Unsupportive supervisor(s)					
5.	Limited career guidance					
6	Availability of special assignments					
7.	Availability of a system for making regular progress in your career by moving to a more important job or position					
8.	General self esteem of employees					
9.	Lack of job progression opportunity after training					

### **Appendix III: Interview guide for Members of the Public Service board**

This guide will aid the researcher to conduct face to face interview with the members of public service board in Vihiga County, in as far as performance of public servants in the County is concerned.

**Introduction:** Good morning/afternoon sir/madam. Thank you for having granted me permission to interview you. I would like to assure you that the researcher intends to use the information gathered from this interview solely for academic work.

**The interview questions as per study variables:**

#### **Section I: Strategic Training on Employee Performance**

In regard to the public servants training, please give your opinion on the following:

- i. Availability of Training policy that may help equip your employees with new skills
- ii. Contents of the policy in as far as choice of methods and modes of training
- iii. Criteria used to choose training participants, and why?

#### **Section II: Strategic Employee Participation and Performance**

Matters of employee relations were among the major issues that the new Kenyan constitution (2010) did not afford to leave out. Comment on the following issues as they have happened in your county:

- i. Involvement of employees and their representatives in decision making process (work planning, exchange of information, consultations, decisions, negotiations, presence of workers' members on management or supervisory boards or management of workers' themselves)
- ii. Way of employee involvement, and why?
- iii. Can involvement of employee(s) and their trade unions contribute to employee performance and ultimately to county performance?

### **Section III: Strategic Result based Appraisal and Employee Performance**

Performance appraisal has been greatly embraced by both public and private organizations. Kindly provide your observations concerning the following in your county government:

- i. Availability of a tangible metric way by which your county government can know the level of performance of its employees.
- ii. Strategies put in place by the public service board to ensure effective performance appraisal system in the county?
- iii. Frequency of carrying out performance appraisal of employees.

### **Section IV: Strategic Internal career opportunities and Employee Performance**

Lastly, on internal career opportunities, shade some light on the following:

- i. Your knowledge on county career structure.
- ii. Availability of indicators that show the extent to which your county government has embraced the idea of internal promotions
- iii. Availability of policy on career guidance, special assignments and succession planning.

**Conclusion:** Thank you for your time, I believe your responses to my questions will contribute a lot to my research work.

## Appendix IV: Introductory Letter from the University



**JOMO KENYATTA UNIVERSITY  
OF  
AGRICULTURE AND TECHNOLOGY  
WESTLANDS CAMPUS**

**OFFICE OF THE DIRECTOR**

P. O. BOX 62000 NAIROBI 00200, KENYA • Tel. 020-4447769 • Fax. 020-4448679 • E-Mail: nbicentre@jkuat.ac.ke

**JKU/04/ HD412-C003-5960/2014**

**28<sup>th</sup> July, 2016**

**TO WHOM IT MAY CONCERN**

**RE: Nicholas Kadaga Mwandih**

This is to confirm that the above named is a student at Jomo Kenyatta University of Agriculture & Technology – Westlands Campus, undertaking a Doctorate degree in Human Resource Management.

It is a requirement that the student undertakes a Research Thesis in a relevant field in order to improve on his skills. Mr. Mwandih's Research is on "**Influence of Strategic Human Resource Practices on Performance of Public Servants in Vihiga County, Kenya.**" This Research is Purely Academic.

Any assistance given to him will be highly appreciated and if you need clarification please contact the undersigned.


Thank you

*for*  
  
**DR. ANTONY WAITITU**  
**Ag. Director**



JKUAT is ISO 9001:2008 and 14001:2004 CERTIFIED  
*Setting Trends in Higher Education, Research and Innovation*

## Appendix V: Research Authorization from NACOSTI

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

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
Fax: +254-20-318245, 318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
when replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

**NACOSTI/P/16/3209/14807**

Date:  
**7<sup>th</sup> December, 2016**

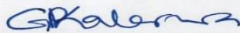
Nicholas Kadaga Mwandishi  
Jomo Kenyatta University of Agriculture  
And Technology  
P.O. Box 62000-00200  
NAIROBI.

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on ***“Influence of Strategic Human Resource Management practices on performance of public servants in Vihiga County, Kenya,”*** I am pleased to inform you that you have been authorized to undertake research in **Kakamega and Vihiga Counties** for the period ending **6<sup>th</sup> December, 2017**.

You are advised to report to **the County Commissioners and the County Directors of Education, Kakamega and Vihiga Counties** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
**GODFREY P. KALERWA MSc., MBA, MKIM**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Kakamega County.

The County Director of Education  
Kakamega County.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified

The County Commissioner  
Vihiga County.

The County Director of Education  
Vihiga County.



## Appendix VI: Research Permit from NACOSTI


**THIS IS TO CERTIFY THAT:** **Permit No' : NACOSTI/P/16/3209/14807**  
**MR. NICHOLAS KADAGA MWANDIHI** **Date Of Issue : 6th December,2016**  
**of JOMO KENYATTA UNIVERSITY OF** **Fee Received :ksh 2000**  
**AGRICULTURE AND TECHNOLOGY,**  
**17-50308 SEREM,has been permitted to**  
**conduct research in Kakamega , Vihiga**  
**Counties**  
**on the topic: INFLUENCE OF STRATEGIC**  
**HUMAN RESOURCE MANAGEMENT**  
**PRACTICES ON PERFORMANCE OF**  
**PUBLIC SERVANTS IN VIHIGA COUNTY,**  
**KENYA**  
**for the period ending:**  
**6th December,2017**


*Mwanda Kadaga*  
**Applicant's Signature**

*Dalena*  
**Director General**  
**National Commission for Science,**  
**Technology & Innovation**

**CONDITIONS**

- 1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.**
- 2. Government Officer will not be interviewed without prior appointment.**
- 3. No questionnaire will be used unless it has been approved.**
- 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- 5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.**
- 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.**

  
**REPUBLIC OF KENYA**

  
**NACOSTI**  
**National Commission for Science,**  
**Technology and Innovation**  
**RESEACH CLEARANCE**  
**PERMIT**  
**Serial No. 12190**  
**CONDITIONS: see back page**

**Appendix VII: Research Authorization from County Commissioner, Kakamega County**

**REPUBLIC OF KENYA**



**THE PRESIDENCY  
MINISTRY OF INTERIOR & CO-ORDINATION OF  
NATIONAL GOVERNMENT**

Office Mobile No: 0707 085260  
Email-cckakamega12@yahoo.com

When replying please quote

Ref No: ED/12/1/VOL.II/197

COUNTY COMMISSIONER  
KAKAMEGA COUNTY  
P O BOX 43-50100  
KAKAMEGA.

Date: 15<sup>th</sup> Dec, 2016

NICHOLAS KADAGA MWANDIHI  
JOMO KENYATTA UNIVERSITY OF AGRICULTURE  
AND TECHNOLOGY  
P.O. BOX 62000-00200  
**NAIROBI**

**RE: RESEARCH AUTHORIZATION**

Following your authorization vide letter Ref: NACOSTI/16/3209/14807 dated 7<sup>th</sup> Dec, 2016 by NACOSTI to undertake research on "*Influence of Strategic Human Resource Management practices on performance of public servants in Kakamega County, Kenya.*"

I am pleased to inform you that you have been authorized to carry out the research on the same.

A handwritten signature in blue ink, appearing to read 'E. ATEMI'.

E. ATEMI  
FOR: COUNTY COMMISSIONER  
**KAKAMEGA COUNTY**

**Appendix VIII: Research Authorization from County Director of Education,  
Kakamega County**

**MINISTRY OF EDUCATION SCIENCE & TECHNOLOGY**

Telephone: 056 - 30411  
FAX : 056 - 31307  
E-mail : wespropde@yahoo.com  
When replying please quote.



COUNTY DIRECTOR OF EDUCATION  
KAKAMEGA COUNTY  
P. O. BOX 137 - 50100  
KAKAMEGA

**STATE DEPARTMENT OF EDUCATION**

REF:WP/GA/29/17/VOL.I11/121

15<sup>th</sup> December, 2016

Nicholas Kadaga Mwandih  
Jomo Kenyatta University of Agriculture  
And Technology  
P. O. Box 62000 -00200  
NAIROBI

**RE: RESEARCH AUTHORIZATION**

The above has been granted permission by National Council for Science & Technology vide letter Ref. NACOSTI/P/16/3209/14807 dated 7<sup>th</sup> December, 2016 to carry out research on "**Influence of Strategic Human Resource Management practices on performance of public servants in Vihiga and Kakamega County, Kenya,**" for a period ending, 6<sup>th</sup> December, 2017.

Please accord him any necessary assistance he may require.

FOR: OKWEMBA O. V  
COUNTY DIRECTOR OF EDUCATION  
KAKAMEGA COUNTY

**Appendix IX: Research Authorization from County Commissioner, Vihiga County**

REPUBLIC OF KENYA



THE PRESIDENCY

MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT

Email: [vihigacc1992@gmail.com](mailto:vihigacc1992@gmail.com)  
Telephone: Vihiga0771866800  
When replying please quote

COUNTY COMMISSIONER,  
VIHIGA COUNTY,  
P.O. BOX 75-50300,  
MARAGOLI.

REF: VC/ED.12/1 VOL.1/204

13<sup>th</sup> December, 2016

**TO WHOM IT MAY CONCERN.**

**RE: RESEARCH AUTHORIZATION –NICHOLAS KADAGA MWANDIHI.**

This is to introduce to you Nicholas Kadaga Mwandih who is a student at Jomo Kenyatta University of Agriculture and Technology to carry out research on “*Influence of Strategic Human Resource Management practices on performance of public servants in Vihiga County, Kenya*”, for the period ending 6<sup>th</sup> December, 2017

Kindly accord him all the necessary assistance.

A handwritten signature in blue ink, appearing to read 'Erastus M. Keya'.

Erastus M. Keya  
FOR: COUNTY COMMISSIONER  
VIHIGA COUNTY.

**Appendix X: Research Authorization from County Director of Education,  
Vihiga County**



**MINISTRY OF EDUCATION**  
*STATE DEPARTMENT OF EDUCATION*

Telegrams: .....  
Telephone: (056) 51450  
When replying please quote

COUNTY EDUCATION OFFICE,  
VIHIGA COUNTY,  
P.O. BOX 640,  
MARAGOLI.

REF: CDE/VC/ADM/14/44

14<sup>TH</sup> December, 2016

**TO WHOM IT MAY CONCERN**

**RE: AUTHORITY TO CONDUCT RESEARCH**  
**NICHOLAS KADAGA MWANDIHI**

Reference is made to letter No. NACOSTI/P/16/3208/14807 dated 7<sup>TH</sup> December 2016.

Permission is hereby granted to the above named student from Jomo Kenyatta University of Agriculture And Technology to carry out research on "**INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC SERVANTS IN VIHIGA COUNTY**", to enable him write a project as required of his by the Institution.

For: COUNTY DIRECTOR OF EDUCATION  
VIHIGA COUNTY

  
Patrick Mwangi  
For: County Director of Education  
**VIHIGA COUNTY**

Copy to:

County Commissioner  
**VIHIGA**