

**HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE
PERFORMANCE IN THE MINISTRY OF INTERIOR AND CO-
ORDINATION OF NATIONAL GOVERNMENT IN NAIROBI CITY
COUNTY, KENYA**

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DECLARATION

This research project is my original work that has not been presented for examination purposes for the award of a degree in any other university.

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This research proposal has been presented for examination by my approval as the University Supervisor.

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DEDICATION

This project is dedicated to Almighty God, who has provided me with the power and knowledge to complete it. To my family for their continuous support, patience in understanding and throughout my proposal period.

ACKNOWLEDGEMENT

I would not have been able to complete this project without the assistance of my family and my unreserved gratitude goes to my supervisor Dr. Felistus Makhamara who has professionally guided me and her patience in the formulation and the project execution.

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OPERATIONAL DEFINITION OF TERMS

Human Resource Management Practices: Activities performed by the organizational management as a means of ensuring the work perform their duties.

Human Resource Management : This is the practices which comprise of the policies, systems and practices that influence employee's behavior.

Organizational performance: It refers to the output, outcome or the results of an organization when the output are measured against objectives of the organization view.

Recruitment and selection : This refers to the process of getting new employees to work in an organization.

ABSTRACT

Human Resource Management Practices (HRMP) are the policies, systems and methods used to govern work place employees. They are the processes or functions used to manage workers and direct them in an organization towards development. Recruitment and selection, employee training and development, and reward and pay are all examples of human resource management techniques. The link between human resource management techniques and organizational performance has been studied in a variety of ways. Still most studies have been done in the manufacturing or health sector, with none having been carried out in the Ministry of Interior and Co-ordination of National Government, in Nairobi City County. This study aimed, therefore, to examine the influence on employee performance in the Ministry of the Interior of Kenya of human resource management strategies and national government coordination in Nairobi County, City. The study focused on career management, employee training, performance appraisal and reward and compensation. This study used Resource-Based view, Human Capital and Ability, Motivation, Opportunity Theory (AMO Theory) to support it. Stratified random sampling technique was used to select the subjects for the study. The target population for study was 1022 and the sample was 102 being 10% of the target population comprising of all the three levels of management of ministry of interior and co-ordination of national Government. The study employed a descriptive Research Design. Data was collected via a questionnaire. The test-retest technique was used to assess the dependability of research instruments. They were validated by the supervisor through a content, construct, and discussion. Quantitative data was provided by the tables and qualitative data was used for content analysis. The results indicates that career development in the ministry of interior was moderately effective in the period under study. It clearly shows career aspirations, coaching and mentoring of employees in various departments were not effective. The results of the research were statistically significant benefits to staff training, career counseling, employee coaching and skills. Employees were motivated to work harder after training and mostly off job training is the mostly preferred training over the on the job training. Internal workshops were found to be the mostly used training in the ministry. The way an organization trains its employees have an impact on its productivity. The results indicates that performance appraisal was effectively carried out in the ministry of interior of coordination. The effective reward system was found to be a key determinant on employee performance. The most essential and influential drivers of employee performance was found to be dependent elements on reward and compensation. The study concluded that correlation between career development and employee performance was strong and significant. There was a positive, strong and significant relationship between training and employee performance. The relationship between performance appraisal and employee performance was insignificant. The correlation between compensation and reward and employee performance positive and significant. Career development policies for all businesses, regardless of their size, industry, market or profile, are essential strategic considerations in the ministry of interior and national coordination. Employee productivity has been increased via work satisfaction as a result of performance assessment procedures that include fair remuneration and managerial assistance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Worldwide, competitive businesses depend upon rareness and inimitability of the human resources in order to gain a competitive edge. As such, HRM practices and their effect on performance, either individual or organizational has been extensively researched. Guest (1997, cited by Sabwami 2015) affirms that Human Resource Management Practices (HRMP) is an extremely central aspect and it is essential to analyze them in diverse situations to authenticate their influence on employee job performance.

HRMP have considerably changed in the preceding two decades owing to global environment, privatization, competition and technological advancement as well as the unstable social, political and economic factors that have ensured organizations implement innovative practices that guarantee performance that is top notch. Neola, (2018) postulates that human resource (HRM) practices are fundamental for any organization to grow and recognized several crucial HRM practices such as; rewarding and Compensation, enhanced training, procurement of employees, performance appraisals, and security in employment. Ian Chaston (2015) further notes that HRM has become an important facet to attain a sustainable competitive advantage. Human resource management opts for the finest recruits and coaches them with the precise expertise and capabilities that can notably equal the firms.

An organization may have all of the necessary structures, equipment, and machines, but it is nothing without its workers. The existence of workers is taken for granted by many companies. Employees are the ones who make things happen, such as profitability, innovation, service delivery, and achieving corporate goals. Organizations, in essence, rely on people to function. Human resource management practices (HRMP) are defined by N. Davidson (2015) as "all elements of how people are engaged in employment and managed inside companies. Selecting and hiring, safety and health, CSR (cooperate social responsibility), career development or training, all actions covered by the HRMP are the management of legal questions, talent management, performance assessment, change management, indemnification, planning for succession and industrial relations. Efficiency is increased through the synthesis of the HRMP between the organization and the objectives (Johnson, 2019). The six HRM strategies described by Trindade and Nogueira (2018) included performance evaluations, retention methods, internal career opportunities as well as training and development, worker interactions, and pay and reward (2015).

Gabriel et al (2016) states that studies should embrace the bundle of human-resource management techniques rather than individual practices with the aim of identifying complimentary and overlapping impacts of these practices on others and improving individual and organizational performance. According to Noel et al. (2018), human resource management encompasses all strategies, policies, and procedures that influence employee altitude, behavior, and performance in the service productivity of companies. Lu-Chen (2015) states that a distinct set of approaches to manage human resources, especially in service-producing firms, should be used as the turnover and

cost of personnel in service-producing sectors roughly double that of the manufacturing industry.

In order for businesses to build, develop and sustain a competitive advantage over the long term, the competitive climate today needs dynamism in their organizational activities. The capability and management of human resources to maintain a competitive advantage are essential for the long-term success of any business. As a result of efficient human capital management, employees will be more committed to their jobs. Committed and loyal personnel, according to Ghorban Hussein (2015), are crucial instruments in increasing profitability and improving the quality of services provided.

Brewster developed the concept of human resource from laborers in the United States in the early 1970s (2015). In the late 1972s, the concept of human resource, an ideological framework for properly and effectively overseeing work, toolbox, and administration began knocking in Europe and Australia, and it has since been embraced progressively across the world Suzan (2018). As defined by (Ayesh, Hamid, Rizwana, and Samra, 2017), human resource management is comprised of techniques, strategies, and frameworks that influence representatives' behaviour, state of mind, and execution. The study focused on seven aspects of human resource management, including planning and advancement, execution assessment, strengthening, compensation, work revolution, fundamental leadership support, and framework selection. In the late 1970s, the term "human resource management" entered common usage. Re-requesting the work relationship as an administrative method to ensure representative initiatives were intentionally focused on achieving

worker execution and intensity in growing unpredictable marketplaces. In any event, it wasn't until the 1990s that the notion of boarding human asset administration hones became popular and drew a slew of inquiries.

Many organizations are awakening to the significance of human capital as the next competitive advantage. Research studies over 15 to 20 years ago; confirm that effective Human Resource practices are related to better Employee performance. A Watson & Wywatt study of 51 large companies in America and Europe showed that HRM practices were driving employee performance in firms. According to this study, firms with the greatest HRM procedures produced a total return on shareholders of 64 percent over a five-year period, more than three times the 21 percent return on shareholders provided by companies with the worst HRM practices (Oasis, 2015).

The influence of HR strategies on Nigerian business performance was studied by Olubayo et al. (2016). The influence of human resource management strategies on numerous performance measures was investigated using the food and beverage sector as a case study. Data was gathered from a survey of 1,940 businesses in Nigeria's sectors. Human resource management (HRM) techniques have varying effects on performance indicators such as effectiveness, efficiency, development, and innovation, according to the findings of this study. While all of the human resource management variables studied were favorably connected to innovation, formal training had a detrimental influence on the efficiency of the sampled business. Internal carrier ladder was similarly adversely connected to the sampled

organization's efficacy and efficiency. Most of the constructs are substantially connected to organization performance, notably in the food and beverage industry, with the exception of direction of influence.

Kenya's civil service plays a crucial part in the country's socioeconomic growth. It is in charge of executing policies and programs aimed at improving Kenyans' well-being. It is a system by which the government converts core policy goals into actionable programs for the benefit of society. As a result, a more efficient civil service is critical to the country's growth and development. The performance of public servants, on the other hand, has been deteriorating, which has had an impact on the private sector's performance. The study therefore aims to determine the impact on the performance of public servants of the Ministry of the Interior and national government (Nairobi City County, Kenya) of human resources management practices (carriage management, compensation and compensation, training and development, and performance evaluation).

1.1.1 Employee Performance

The performance of the employee refers to the capacity of a worker to carry out jobs and the achievement of these tasks. Many company personnel managers assess the performance of each staff member on an annual or quarterly basis to find possible development opportunities. Employee performance is described as a worker's ability to do job-related tasks and how successfully those tasks are completed (Nyayu siti, 2017). Performance, according to Najibemba Muganga (2018), is defined as the achievement of quantifiable goals. Unlike in the past, human resources are now accountable for ensuring that companies are not lost due to unsatisfied employee

performance and productivity. Capacity and motivation are two influencing variables. Managers should relate their jobs to the aims, values and objectives of the business to assist employees in their achievements. The acceptable levels of performance need a minimum degree of proficiency for every component, according to Byars and Rue (2015).

Organizations evaluate their workforce's performance on an annual or quarterly basis in order to find areas where they may improve. The key to an efficient performance management system, however, is managing employee performance on a daily basis. The performance evaluation is one of the most frequent procedures employed by companies and organisations (Layne, 2017). Owners and drivers of performance management are line managers. Performance assessments may be a strong communication tool inside a company if done properly. The effects on internal and external factors include personal problems, suitability for jobs, incentives for work, training and feedback on performance (Woods, 2015). Unfulfilled external or internal causes might lead to poor performance. The key to improving it is understanding the main reason for poor performance. Managers should be trained to identify the reason for the bad performance correctly and to find the right solutions.

Within ministries/departments, work cultures emerge that reflect management style, work ethos, normal office norms, and HRMP conduct (Manual for public service human resources policies and procedures 2016). Security and safety requirements, public relations, and customer service are among the office organization practices that

employees must follow. Officers are required to not only observe and adhere to the rules, but also to put them into effect. The Kenyan government understands that a well-functioning civil service is critical to improving prompt and cost-effective delivery of services. Every officer's primary goal should be to provide high-quality, timely public services to Kenyans. Officers are encouraged to get familiar with current methods that improve service delivery efficiency.

The government is a body that oversees the state's activities. State security, stability, serenity, progress, and good governance are examples of such matters. Civil servants are the officials who make up the civil service. These officials are not paid on a profit basis, but rather on a salary scale. The civil service requires that its members be impartially chosen, administratively competent, politically neutral, and inspired with a spirit of service to the country. Its distinguishing features are that it is comprised of experts that manage the administration. It is arranged into a ranked system in which each officer has a definite position with a pay, well defined responsibilities, rights, and advantages.

1.1.2 Human Resource Management Practices (HRMP)

Human Resource Management, according to Armstrong et al., is a cohesive and strategic approach to the management of an organization's most valuable assets, the human resources who work in organizations and contribute individually or collectively to the organization's ultimate objectives. Human resource management techniques are a way for human resources managers to help employees improve their leadership skills. This is accomplished via the development of intensive training courses and the creation of a system to guide and support management in ongoing

performance evaluation, including remuneration and reward, as well as career management.

Employee skills are influenced by human resource management strategies, which include the acquisition and development of a company's human resources. “Any bank of knowledge that adds to his or her productivity is referred to as human capital.” Idi Gariba (2015). The quality and kind of talents that new workers possess will be significantly influenced by recruitment processes that give a broad pool of suitable applicants. The growth of employees can be further affected through official and informal training experiences, such as basic qualification, working experience, coaching, mentoring, and management development. Human resource management strategies include using precise selection procedures to gain adequate skilled staff and comprehensive training to enhance present employees may affect employees. If they aren't driven, they won't be able to perform at their best (Abdul Azeez, 2017).

Human resource practices are the levers or processes that may be used to enhance employee skills” (Park et al, 2015). The main way company may influence and shape the capacities, attitudes and behavior of employees to achieve corporate goals are human resource practices. Personal resource practices seek to enhance knowledge, skills and abilities of workers; enhance motivation of employees; minimize or remove job creation; and encourage the retention of valuable employees. Examples of these activities include staff recruitment and selection methodologies, incentives and performance management plans, extensive employee training, participation and participation in decision-making.

In order to deliver optimum advantages for both the business and the person, career management necessitates actions from both the organization and the individual. All high-performing companies strive to offer their workers with exceptional chances for personal and professional development. Nothing is more important than hiring the right people and allowing them to grow alongside the firm. This ensures that information is managed in a consistent manner, as well as providing an environment in which to thrive and expand. As a result, it's critical to establish a performance objective for employees so that they may accomplish entire personal and professional progress. Training is a planned and systematic learning process meant to give an individual with the skills, knowledge, and attitudes necessary to do a certain job (Human resource Development policy, 2015).

Training and development of employees has become a large educational enterprise in the last three decades. This is connected to the necessity to increase performance in their pre-service profession for employees at all levels, to gain new qualifications and to progress their careers in a changing working environment (Collings, 2019). People are crucial to every successful corporate operation, according to several organizational adages. This remark is not idle, since it is becoming increasingly obvious that no human company can flourish without adequately trained and competent human resource development experts (Goldstick, 2016)

Effective training and capacity building are a top priority in the government's human resource development plan in order for civil workers to perform successfully. In order to achieve this, the government issued a human resource development policy for the public sector (2015). Newman (2015) defines compensation as "any types of

monetary returns and benefits received by an employee as part of an employment contract." Compensation may also be described as remuneration received by an employee in exchange for their contribution to the organization (CBPR, 2019). The study's goal is to determine whether a compensation plan exists throughout the public service, with a focus on the Ministry of Interior, as well as national government coordination within Nairobi City County.

According to Kiram Kumar (2015) performance assessment is a tool for determining what has to be done by employees in an organization in order for it to meet new challenges and accomplish the goal of the work. Performance assessment, according to Prasad (2014), is a systematic review of employees by superiors or others familiar with their performance. According to Beach, a performance appraisal is a systematic assessment of an individual's work performance and potential for advancement.

1.1.3 The Ministry of Interior and Co-ordination of National Government

Executive Order No. 2/2013 established the Ministry of Interior and National Government Coordination. One of the two Ministries located inside the Presidency is the Ministry of Interior and National Government Coordination. It is the successor to the old Interior Security, Immigration, and Home Affairs Ministries. The Ministry's primary responsibility is to keep Kenya safe and secure while also coordinating national government operations. The Ministry of Interior and National Government Coordination is in charge of public administration, internal security, immigration and registration of people, prison services, printing of government documents, betting control probation services, and championing anti-drug and anti-substance abuse campaigns. All government ministries get receiving services from the Ministry, which also organizes state operations. Given these varying responsibilities, the Ministry of

Interior and National Government Coordination is divided into five departments: Provincial Administration Services, Administration Police, Kenya Police, Government Press, and the National Agency for the Campaign Against Drug Abuse (NACADA) (Oked 2016).

The Ministry's functions have changed throughout time, and its operations have been reorganized to handle new challenges. It is in charge of national government coordination at the county level, internal state functions, national government printer, disaster and operation center, policy on registration of persons services, security and service training, citizenship-immigration policy, border control, print management, registration of births and deaths services, security affairs, drug and narcotic subsistence, and security affairs, Directorate of Criminal Investigations, Kenya Prisons Services, civil oversight over police, control and regulation of gaming industry and management of correctional services.

The ministry has also established a training and development department to manage employee training and other social welfare initiatives in order to boost employee enthusiasm and productivity. Despite this, a review of employee performance assessments indicates that they are not performing as expected. Proper measures must be used to guarantee that employees are engaged in order to perform, therefore reducing complaints, absenteeism, and high turnover.

1.2 Statement of the problem

Human resources are the most important assets of any organization. Performance that is reflected in effectiveness, efficiency and quality of work experienced human resource in an organization or institution like the Ministry of Interior and Co-

ordination is very vital. The maintenance, development, compensation and motivating of employees is equally very important (Muindi, 2015). Despite the fact that the Ministry established a training and development department to manage staff training and other social welfare in order to boost employee motivation and performance, a review of performance assessments indicates that employees are not performing as expected. Employees cannot be encouraged to advance in their careers since there is no motivation for them to do so.

The few staff who sponsor themselves to further their career paths are not compensated, they are not encouraged to study, and even when they complete their studies, they are not compensated, for example with promotion (MOINCOD Report 2017). This is impacting on their performance at the ministry. There are no effective measures in place to guarantee that workers are interested in their work and so decrease complaints, absenteeism, and staff turnover (MOINCOD-Report 2018). According to Arabian (2019), providing employees with excellent training is critical to optimize employment performance and expectations of future success. At the Ministry staff reward and compensation is lacking, performance appraisals carried out are not effective and this has demoralized employees leading to poor performance.

Researchers have conducted several studies, like Lukiru, and M.Ngui (2016), who investigated staff performance at the Afya SACCO. Employee engagement at Afya SACCO was shown to be influenced by salary raises, promotions, training, and seminars, according to her research. Campesino (2016) in his study on HRM Practices and performance established that various practices such as, resourcing, reward management as well as job evaluation relate positively with performance. Abdula

Osman (2015) conducted research on the influence of HRMP on performance of employees in Catholic higher education institutions. According to the findings, performance-related compensation had the biggest influence on improving employee performance, while training and employee empowerment had an impact on company performance.

Though the above studies were carried out on human resource management practices and performance, some were not done in the Ministry of Interior and Co-ordination in the National Government of Kenya. Besides, the variables used are different from the ones that this study proposes to use. The study therefore sought to investigate the effect of Human Resource Management practices on performance of civil servants in Kenya.

1.3 General Objective

The main goal of the Study was to assess the influence of HR practice on performance of employees in the Interior Ministry and National Government Coordination in Nairobi City County, Kenya.

1.3.1 Specific Objectives

- (i) To evaluate the effect of career development on the ministry of interior & Coordination of national government's employee performance in Nairobi City County, Kenya.
- (ii) To determine the effect of training on employee performance in the ministry of interior and national government coordination in Nairobi City County, Kenya

- (iii) To assess the effect of performance appraisal on performance of employees in the ministry of interior and co-ordination of national government in Nairobi City County, Kenya.
- (iv) To determine the effect of compensation and reward on performance of employees in the ministry of interior and co-ordination of national government in Nairobi City County, Kenya.

1.4 Research Questions

- (i) What is the effect of career development on employee performance in the ministry of interior and co-ordination of national government in Nairobi City County, Kenya?
- (ii) What is the effect of training on performance of employees in the ministry of interior and coordination of national government in Nairobi City County, Kenya?
- (iii) What is the effect of performance appraisal on performance of employees in the ministry of interior and co-ordination of national government in Nairobi City County, Kenya?
- (iv) What is the effect of compensation and reward on performance of employees in the ministry of interior and co-ordination of national government in Nairobi City County, Kenya.

1.5 Significance of the study

The research focused on the impact of human resources management strategies on the performance of employees in the Ministry of the Interior and National Government Coordination in Nairobi County, Kenya. To the Ministry this study could be beneficial as it can help the management and especially the human resource management department in assessing the practices that are affecting employee performance. For organizations and other government ministries, the study could be useful in educating employers and shaping their views on the significance of human

resource management techniques in guaranteeing their firms' continued and consistent financial success.

The study could benefit other scholars in the field of research, who can be able to use it as a basis for subsequent research. The government may utilize the study to come up with answers to difficulties that employees face at work. Other scholars could find it valuable since it contributes to the growth of knowledge about human resource management techniques and how they affect employee performance.

1.6 Scope of the Study

The research focused on influencing the performance of staff within the Interior Ministry and National Government coordination in Nairobi City County, Kenya. The research focused on human resources management. Career growth, performance assessment, training, and incentive & remuneration were the study factors. The research took the form of a descriptive study design. The Ministry of Interior's target population was being 1022 managers. The research took six months to complete.

1.7 Limitations of the study

It's possible that management isn't truly committed because human resources concerns are sensitive, the ministry maintains personnel records private. In most situations, HR departments have put in place procedures to ensure that such information is treated with absolute secrecy. As a result, the researcher predicted difficulties in obtaining this crucial information from HR managers. Furthermore, the researcher was restricted by the fact that the study relied on current workers rather than former ministry employees. The researcher, on the other hand, worked with current workers

and not with individuals who have left the Ministry. The researcher addressed these concerns by assuring respondents that the study was only for academic purposes.

Furthermore, respondents were hesitant to disclose critical information about the research out of fear of being victimized. Prior to the interviews, the researcher, on the other hand, established long-term relationships with the HR managers of the departments in order to enable access to the material.

1.8. Organization of the Study

The project for research is divided into five chapters. The first chapter includes the history of the study, the statement of issues, general objectives, specific goals, research issues, the scope of research, importance of the study, study restrictions and study organization. The second chapter provides the theoretical framework, empirical results and an examination of research gaps. Study methodology, research design, population sample, sample framing, reliability and validity, research instruments, and data gathering strategies are all covered in Chapter 3 of the book. The study findings and comments are presented in Chapter 4. The observations, findings, and suggestions are described in Chapter 5.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discussed theoretical reviews as well as the work of other researchers in connection to the current issue and its goals. A conceptual framework, an empirical review, a critique of current literature, a chapter summary, and gaps highlighted by empirical data are all presented in this chapter.

2.2 Theoretical Review

This study used the Human Capital, Resource Based View (RBV) and Ability and Motivation Theory for the variables in the study.

2.2.1 Human Capital Theory

Adam Smith who lived in the 18th century, is credited with coining the term "human capital in 1986." Gary Becker, an economist and Nobel Laureate, from the University of Chicago, popularized the contemporary idea (Paul Romer, 2018). Accordingly, people have innate abilities, habits and personal energy that they bring into their work to create their human capital (Paul Romer,2018). Knowledge, skills and capacity of individuals create value according to the concept. The emphasis therefore has to be on how human capital is recruited, maintained and developed. According to Banned et al., individuals develop, keep, use and build intellectual capital (2014). Individuals' knowledge is then reinforced through their interactions with one another (social capital), resulting in institutionalized knowledge held by organizations. Human capital theory, according to Armstrong, views people as assets, and that businesses that invest in people increase employee performance, which leads to favorable benefits for the company.

Human Capital Theory, according to Block (1990, quoted by Muchombo, 2016), is a weak notion of capital. Human activity can only be understood as the trade of commodities, and the concept of capital utilized is strictly quantitative. This overlooks the fact that capital is a self-contained social force that generates value through capital accumulation. As a result of this theory, human capital is a type of labor commodity rather than capital. Another point of contention is that education increases productivity, which may account for greater pay. Theorists did not consider the transmission of learning in this case. Is there a link between the length of education and training and productivity? Higher productivity does not necessarily mean higher pay, but it may be influenced by a variety of variables.

Pay varies depending on the sector, salaries vary by area, and in certain companies, pay is regulated by unions. The Human Resource for Health (HRH) is a critical resource for the health sector and in hospitals, therefore this theory is relevant to the HRMP and performance of employees in the Ministry of Interior and Co-ordination. Individuals' knowledge, skills, and abilities, according to the notion, generate value. As a result, the focus must be on ways to grow human capital by paying them with incentives, encouraging them with promotions, and training them to acquire the necessary information, skills, and talents in order to improve the Ministry's performance. Employee performance, training, and career growth are therefore supported by the theory in the research.

2.2.2 Resource Based Theory

The Human Resource for Health (HRH) is a critical resource for the health sector and in hospitals, therefore this theory is relevant to the HRMP and performance of workers in the Ministry of Interior and Co-ordination. Individuals' knowledge, skills,

and abilities, according to the notion, generate value. As a result, the focus must be on ways to grow human capital by paying them with incentives, encouraging them with promotions, and training them to acquire the necessary information, skills, and talents in order to improve the Ministry's performance. Employee performance, training, and career growth are therefore supported by the hypothesis in the research. According to Canco et al. (2015), resource-based theory understands that a firm's strategic capability is dependent on its resource capabilities, particularly human resources. Humans, or people, are a highly valued resource.

Robert J. et al (2015) describe capability as "complex bundles of skills, acquired knowledge, ability, and experience that enable a corporation to manage its operations and make use of resources to produce performance through the coordination and proper utilization of resources." Sushil (2017) argues that companies may get a competitive edge by growing human resources through learning organizations and learning and practicing ahead of their competition in the healthiest way possible. According to Diastuti et al. (2017), competitive advantage refers to a scenario in which a company is pursuing a strategy that its present or future competitors are not pursuing. A transitory competitive advantage is different from a long-term competitive advantage.

According to Elsevier (2015), any business may gain sustainable competitive advantage by developing remarkable, non-imitable strategies, beliefs, policies, and practices, which stems from a resource-based strategy. As a result, a strategy that is always aimed towards the virtues of internal resources, particularly human resources, and deployed through a benchmarking effort will provide a sustainable competitive

advantage. The basic concept of this theory is that resources are the driving forces in HRM, and that human resources and managers are particularly important in understanding the emerging trends in knowledge, learning, and learning companies. The resource-based theory stipulates the belief that high-quality human resources must be produced and exploited in order to achieve organizational and personnel goals with great success.

According to the Resource Based View theory, competitive advantage (CA) arises from the ownership of unique resources and capabilities that must meet the requirements of valuability, rarity, inimitableness, and non-substitutability (VRIN). Valuable resources contribute to the firm's success. Because fewer businesses have access to resources, rarity produces ideal competition. Inimitable resources are difficult to duplicate and non-substitutable, which means there is no quick substitute for them (Nyberg and Wright 2015). According to Barney and Hesterly (2016), competitive advantage is gained through valuability, rarity, inimitability, and organization (VRIO). An organization establishes rules and procedures to make the usage of VRIN resources as simple as possible.

The idea will be important to the research because resources that meet all of the aforementioned characteristics are recognized to be one-of-a-kind, and they are the instruments that allow a company to earn above-average profits and maintain market leadership. These materials can be located in the organization's human resources. This theory will also be useful since it will assist company managers in determining whether or not elements related to high performance exist. This will allow them to take advantage of market imperfections to improve their performance. Managers will

be placed in a position to combine resources in order to maintain their performance edge. The Resource Based View theory will assist the Ministry by identifying elements that contribute to its outstanding performance (Locket,et al, 2015). The Ministry's executives will be able to pick the most essential strategic aspects to invest in from a list of possible strategies using Resource Based View. As a result, the theory supports the study's employee performance, performance assessment, and incentive and pay factors.

2.2.3 Ability, Motivation, Opportunity Theory (AMO Theory)

The idea suggests that performance at individual level is dependent on great motivation, ability and an adequate role to comprehend the job (Yong, 2019). The HRM practices, which promote high skills and skills, such as prudent selection and a large investment in training, are to be specified as a short step; high motivation, such as employees' commitment and performance salary; and appropriate role structure and perception, such as design and comprehensive communication and feedback. Various HR practices/policies have a great deal of impact on capacity needs, motivation and to a certain degree on the capacity (Kundu, 2018). The major influence on capacity should be the recruitment and selection, training and development strategies (and related expectancy motivation perceptions). Job design and job analysis essentially define capacities/opportunity needs and (intrinsically) incentives to some extent. Compensation mostly affects rewards offered and perceptions of instrumentality (motivation). The AMO hypothesis argues that improved performance will be achieved if the work environment supports (for example through functioning technology) (Elgar,2019).

Decke, (2018) submit that a high-commitment strategy may be adopted by the business, encompassing job practices, evaluation, competition, equitable remuneration, and full training and development for workers to be highly motivated and committed. This idea implies that, if an opportunity occurs, the growth of highly capable and motivated personnel of an organization should be speeded up. This indicates that those with strong motivation and ability should get priority over those with weaker motivation and ability. This idea promotes compensation and reward.

2.3 Empirical Review

The empirical review involves a review of studies that have been carried on human resource management practices and employee performance.

2.3.1 Career Development and employee performance

Career development policies for all businesses, regardless of their size, industry, market or profile, are essential strategic considerations. The building of the organization's management capabilities has important impacts on the organization's efficiency, efficiency, morality and profitability. The validity of their recruitment techniques and of the growth of their careers are becoming increasingly worried for highly successful firms to ensure that they achieve their best in the future (Brewster, 2015). Mayrhofer (2016) highlights the practice of internal promotions in order to generate the impression that career development gives strong opportunities for advancement, which, in his opinion, will inspire employees to stay in the public sector.

Napitupulu (2017), as a mediator of perception, organization support, job drive and emotional commitment, studied the influence of promotion on public sector employee

performance. The results show that development work in 15 Regional Indonesia Ministries of Finance has a positive influence on the perceived support, motivation and affective commitment of the organization following an analysis of the perceptions of 250 officials and the structural equation analysis of the Smart PLS 2.0 program. Professional development does not directly have a performance influence, according to the results. The indirect study indicates that the mediating elements have considerably affected the strengthening of the connection. The results showed that the capacity of a company to give organizational support and incentives to promote emotional commitment and performance might have an effect on the career development. In reality, the findings emphasized the importance for both national and local governments in Indonesia of implementing performance-based rewards.

In the Nairobi headquarters of the National Hospital Insurance Fund, Mark et al. (2018) performed research on the impact of career development programs on staff performance. Low staff performance and productivity were discovered in a quality assessment and service delivery improvement strategy report, resulting in a drop in customer satisfaction in the National Hospital Insurance Fund from 86 percent in 2009/2010 to 66.50 percent in 2011/2012. The study was conducted using a case study format. The study collected a 120 study participants, representing 30% of the demographic targets, among 402 employees at the Nairobi headquarters of the National Hospital Insurance Fund. The sample was selected using a stratified sampling method. The researcher collected primary data using a questionnaire. The questionnaire was pilot tested using Cronbach Alpha to determine the study instrument's reliability. To present and evaluate the data, the study used both

descriptive and inferential statistics. A correlation study indicated that career development programs and employee performance had a favorable and substantial association.

Career development programs represented 34.9% of employee performance according to regression research. The results of the research are statistically significant benefits to staff training, career counseling, employee coaching and skills. The study therefore determined that career development programs, in order to increase employee performance, must have a stronger impact and that NHIF should focus more attention on career development programs. In other state-owned enterprises outside the National Hospital Insurance Fund a comparable inquiry should be carried out according to the study. This study also found that future researchers look at additional variables which have not been addressed in this study and which impact employee performance.

Kakui et al. (2015) performed a study on the influence of career development on staff performance in the public sector with relation to the National Cereals and Produce Board. In this research, a descriptive survey was employed. The population of the research comprised staff from the National Cereals and the Manufacturing Board headquarters in Nairobi. A total of 200 people were employed in Nairobi's National Cereals & Produce Board headquarters. The sampling framework was the list of staff operating at all levels of management. 100 people with stratified random selection were measured in their sample size. The collection of data was based on structured questionnaires. The Table and Analyze of Data collected was utilized with SPSS version 20. The findings show that ongoing training enhances the performance of

employees by extending key competency, job requirements, motivating individuals, minimizing bullying, creating new talents. The results show that career coaching increases employee performance by counseling and helping students to build their own issue solving techniques.

2.3.2 Employee Training and employee performance

Human resources are the most valuable asset in modern businesses, making employee skills a key element in defining the present state and future of an organization, both of which are influenced by human resource performance. In HRM, there is a study topic called "the influence of training on employee job performance." The way a company trains its employees can have an impact on its productivity (Bashmakh, 2019). Several training approaches may be used to enhance employee work performance, which improves the overall success of the company. As a result, training techniques may be an important factor in a company's success, prompting research into them. The influence of human resource management and training strategies on the organization is significant.

Performance has recently been a hot research subject (Manning, 2015). Employees may experience improved job satisfaction, as well as devotion and collective empowerment, as a result of training (Voegtlin et al, 2015). The use of modern techniques and new learning theories is an important part of training. Effective training approaches capable of catching employees' attention and increasing the learning process are required for successful training (Makhamara, 2016). Attracting learners' attention in training is connected to a critical issue that underpins the efficacy of training activities: trainee attitudes about training techniques and outcomes.

Trainees that have a positive attitude toward training approaches receive more out of their training (Bhanu Chopra, 2015).

The aim of the study of (Bhanu Chopra, 2015) was to measure the relationship of education with individual achievements at the university management level and to compare views on the middle management in relation to the training process in relation to higher management and higher management (identifying training needs, selection of trainers, development of training courses and assessment of the training process), The research also aims at offering suggestions to the University to enhance the effectiveness of its educational programs, so that the university has a vital role to play in developing training skills, talents and knowledge. The study population is comprised of people who work at Taiz University.

The (240) staff were males and females. They were divided into two categories depending on the nature of the study: administrative management, which comprised the President, Vice-chairs, General Managers, and others, comprising (70), male and female employees. The second group comprised (170) managers and heads of departments (middle management) at the University of Taiz. This research only covered participants who participated in training courses. The findings show that conventional techniques to providing training are ignored in favor of approaches to modern education. The results also showed that the selection technique of trainees is inadequate and there are no set standards for the selection procedure.

Ana's main study purpose (2015) was to investigate at the influence on employee performance and competition in the Nigerian banking sector of training and development. The students used a descriptive study strategy, by utilizing a simple

random sample technique, by means of 223 valid questionnaires completed by selected banks in Lagos State, South-West Nigeria. Descriptive statistics were used to examine the data to represent the raw data in an intelligible fashion. The results show that training, development, performance of employees and competitive advantage are all connected. According to the results, the test-dependent variable and the independent construction are connected substantially.

As a case study in Uganda, Sumaiya Shafiq (2017) investigated the impact of training on employees' performance in the telecommunications industry. Four aims were established in order to better understand the objective of the study. The initial focus was on identifying current training programs in the sector, training goals and techniques. The investigations were based on three case studies by the biggest telecommunication companies in Uganda. As part of a qualitative data collection technique of study, a questionnaire with 18 questions was provided to 120 respondents. Based on this sample, training has an important influence on the performance of employees. Research findings can assist human resource managers, policymakers for human resources, government and academic organizations.

2.3.3 Performance Appraisal and Employee Performance

Performance assessment is part of most businesses' management policies. It is consequently considered that implementation, communication and management of circumstances where the subordinates operate are part of the process of establishing suitable assessment schemes. Employees have a major role in accomplishing aims and objectives. Their impact to the functioning of the company may be measured in both organized and unstructured settings (Habib Rana, 2017). The findings become the property of the organization, and they must be completed within a certain amount of

time, as well as include a person's personality characteristics and behavior rating. Shuakat, Malik, Shu (2017) Abdul H.A, (2018) made some strong recommendations, including convening a meeting between the management and the subordinate to evaluate the past and project future engagement.

Maaly et al. (2016) conducted a study on Training and its impact on Employee Performance in Jordanian Universities: The Case of Yarmouk University from the perspective of workers. The goal of this study at Yarmouk University, Jordan, is to look at the views and influence of training on employee performance of administrative and administrative employees on the training provided. The research takes place at a small and medium-sized company in Malaysia (SME). The data indicated that training courses are only marginally related to employee training requirements, and that a variety of factors affect who is chosen for training. In addition, the data indicated a connection between effective training and worker performance. Based on the outcomes of the study, many recommendations were made.

By conducting a study by slum-based NGOs at Nairobi, Chopanda (2015) explored the impact of performance assessment on staff motivation. The precise objectives of the study were to establish to what degree the performance evaluation process influenced employee motivation, how much evaluators influenced employee motivation and the obstacles to the assessment of employee performance. A descriptive technique has been used in this investigation. All 300 employees of slum-based NGOs are the target population. Using the stratified sampling approach, sample size 171 was calculated. Structured questionnaires were used to obtain the data. The

data were divided into frequency, percentages and Pearson correlations using the Social Science Statistical Package (SPSS). To present the material, tables and diagrams were employed. Different raters may be used to increase the accuracy of performance assessments and to promote employee fairness, which, according to the study, can enhance employee engagement. Slum-based NGO managers in Nairobi should deal as quickly as possible with skill shortages, because they impact employees' involvement greatly.

Kariuki (2017) investigated the influence of performance evaluation on employee performance at Barclays Bank of Kenya. In total, 144 people were interviewed for the study. The collection of data was via self-administered questionnaires. The figures were then analyzed with descriptive statistics like mean, median and percentage. A regression analysis was done using inferential statistics to establish the connection between the dependent variable performance and the independent variables (Satisfaction with work, drive and advancement). Employee productivity has been increased via work satisfaction as a result of performance assessment procedures that include fair remuneration and managerial assistance, according to the research. The study also found that via the performance reward system, fair remuneration, and the working environment, performance assessment procedures have increased employee motivation.

The results show that the performance assessment improved the career development of employees by enhancing career advancement, linking performance and employee goals on the job and linking reward and achievement. The firm should search for best practices in performance assessment that are employee friendly, according to the

conclusions. To maintain its standards as a high-performing company, the business should improve its incentive system with the goal of retaining top talent through best practices and creating additional chances for advancement inside the organization to boost employees' career progression.

2.3.4 Reward and Compensation and Employee Performance

In his study, Nwokocha (2016) investigated the use of incentive system in businesses in order to determine its efficacy on employee performance, retention, and productivity. The study was mostly based on library research. The study found two categories of organizational incentives: financial and non-financial rewards. The study found a link between employee awards and their performance, retention, and productivity in the workplace. However, the study found that if employees consider an organization's incentives scheme to be inequitable and biased, it may demotivate them. The study found that the incentives system of the company should be developed by means of stated initiatives that are embedded in the culture of the organization and managing the needs/preferences of employees during pay structure design. Combined with a constructive management stance, companies were able to establish effective, long-term strategies for fair, suitable employee remuneration, improving employee performance, retention and productivity.

Waruni (2016) did a research at a Sri Lankan public sector business on the influence of employee incentives on employee performance. This study examined the link between extrinsic recompense, intrinsic recompense and Electric Co's employee performance. To accomplish the objectives of the study, a deductive approach was used in quantitative research design. The sample of 100 staff was selected using a stratified random sampling approach, using a self-designed questionnaire as the

principal mechanism for collecting the data. The data were analysed using statistics which were descriptive and inferential. Hypotheses based on the conceptual framework have been created and assessed. There is a favorable link according to the statistics between external recompense, inner recompense and employee performance. In addition, research showed that the most essential and influential drivers of employee performance have been all independent elements, salary and recognition.

2.4 Summary of Empirical Literature Review and Research Gaps

A series of gaps have been identified based on an empirical literature review of studies on the effect of human resources management practices and employees, based on variables in HRMPs, career development and employee performance, employee training and workforce performance, employee performance evaluation and performative performance and compensation.

Table 2.1 Summary of Empirical Literature Review and Research gaps

Authors	Study	Findings	Research Gap/s	current study focus
Napitupulu (2017)	In the public sector, perceived organizational assistance, motivation and emotional engagement moderate the impact of career development on employee performance.	Minister of Finance of Indonesia There is a link between career progression and employee performance in the Indonesian Ministry of Finance.	This study was carried out in Indonesia. The study also had a mediating variable	Employee performance and career advancement in the Ministry of Interior and Coordination
Mark et al, (2018),	Employee performance is the focus of career development initiatives at the NHIF headquarters in Nairobi. Employee performance was found to be low in a quality assessment and service delivery improvement strategy report.	Employee career counseling and employee performance were shown to have a favorable association, according to the findings of the study.	The indicators for the study was employee counseling, employee mentoring. Study design was descriptive	This study used career mentoring, career advancement. But it used descriptive study design
Kakui et al,(2015)	The impacts of career development on employee performance in the public sector are related to the National Cereal and Produce Board. In this research, a descriptive survey was employed.	On-the-job training, job specifications, counseling, and coaching, according to the study, leads to motivation, offers new skills, knowledge, and capacities, and allows employees to network.	Job training, job definition, and coaching were the study factors. The research was conducted using a descriptive study approach.	On-the-job and off-the-job training was used in this study.
Author	Study	Findings	Research Gaps	Focus of the current study
Ana Paula,2015	Researcher investigated the influence on employee	There is a significant connection between	The research was done in Nigerian banks. It focused on	The present research focused on HRMP and

	performance and competitive advantage of training and development in the Nigerian bank sector. The scientists used descriptive techniques of study.	training and development, employee performance and competitive advantage according to the data. According to the results, the tested dependent variable and the independent structure are significantly linked.	employee growth and performance, as well as competitive advantage. The research was conducted using a descriptive study approach.	staff performance in the Ministry of the Interior of Kenya.
Shumaiya Shafq,2017	A case study of the effects of training on employee performance in the Ugandan telecommunications sector. The research was based on three case studies of Uganda's largest telecommunications carriers.	Based on this sample, the results show that training has a significant impact on employee performance. Human resource managers, human resource policymakers, as well as government and academic organizations, found the findings valuable.	Study was carried out in Uganda. It was a case study. Qualitative data collection was done.	The present research concentrated on Kenya's Ministry of Interior and National Government Coordination and staff performance.

Author	Study	Findings	Research Gaps	Focus of the current study
Chopanda (2015)	The impact of the performance evaluation on staff motivation was examined through a survey of slum-based NGOs in Nairobi. This study has employed a descriptive research approach. The target	The study discovered a link between employee motivation and performance assessment. The researchers employed a descriptive study approach.	The focus of the research was on performance evaluation and employee motivation. It was done at Non-Governmental Organizations (NGOs).	The study focused on Kenya as well as governmental institutions; the Ministry of the Interior and National Government Coordination in Kenya.

	population is all 300 employees of slum-based NGOs.			
Kariuki (2017)	A research on the influence of performance assessment on the employees' performance in Barclays Bank of Kenya.	The study revealed that fair remuneration and management support and productivity for employees were used to improve performance assessment procedures by means of job satisfaction. Performance evaluation improved the advancement of employee career	The research was conducted in the bank of Barclays. Descriptive design of study has been utilized	The emphasis of this study was on the Ministry of the Interior and National Government Coordination in Kenya.
Author	Study	Findings	Research Gaps	Focus of the current study
Shaukat, (2015)	The study examined the contribution of HRM activities such as selection, training, career planning, remuneration, performance evaluation, job description and employee definition.	Based on a nationwide sample of businesses, these practices have an influence on employee performance on economic and statistical terms	The study was carried out on a National sample of firms.	The subject of this study was on the Interior Ministry and the National Government Co-ordination in Kenya.

2.5 Conceptual Framework

A conceptual framework is a system that supports and informs the study through concepts, assumptions, beliefs, expectations and theories. Kumar (2011) refers to a timely explanation of the research by the researcher. The aim of the conceptual framework is to assist the reader rapidly understand the primary variables, important elements, ideas and the supposed pattern of association between them (Mathooko, 2011). The conceptual framework in this study illustrates the perceived link of four main sets of variables; career development, performance appraisal, training and reward and compensation. (independent variables), and employee performance (dependent variable). This is illustrated in figure 2.1

Human Resource Management Practices

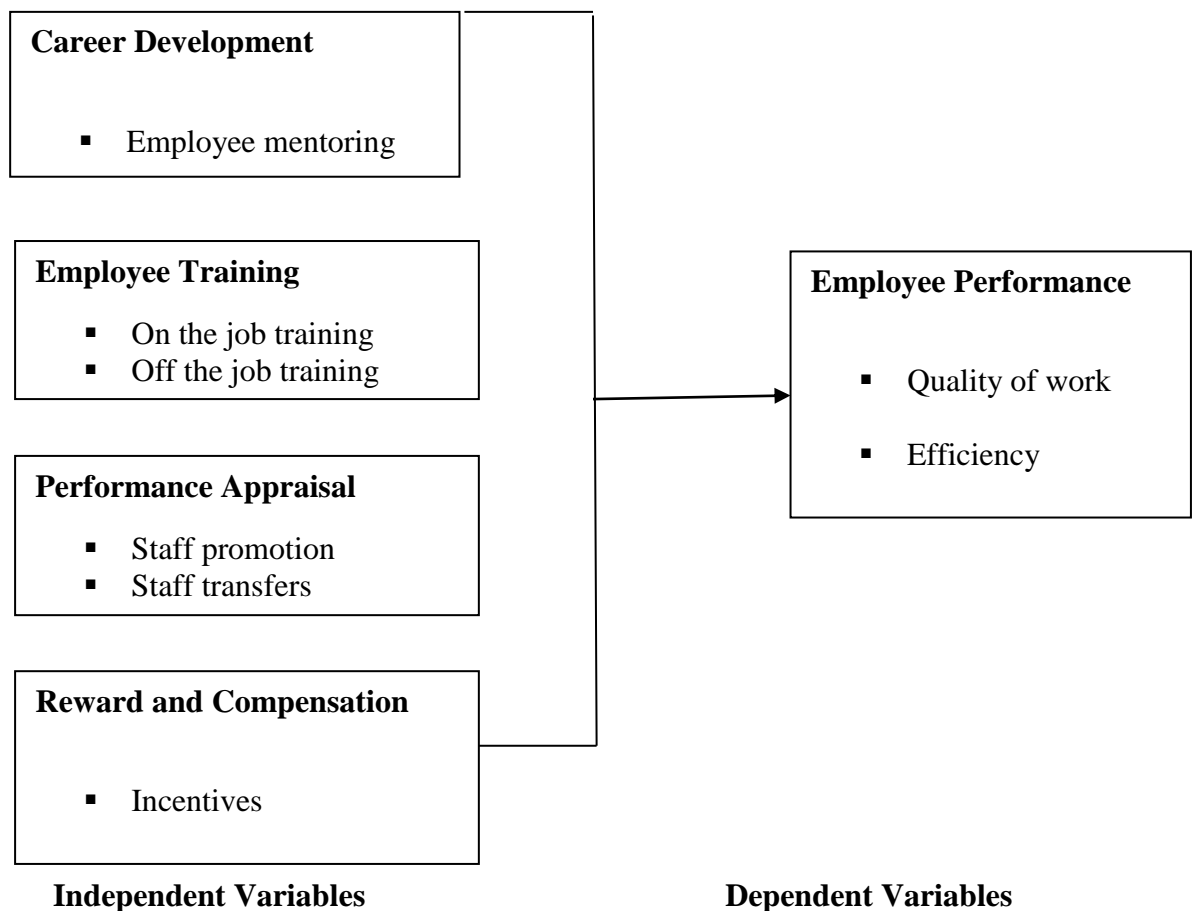


Figure 2.1 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section deals with the study processes and methods used by the research to fulfill the goals of the study. The part includes the research design, target population, sample frame and sample size, data collecting instruments, pilot research, data gathering techniques, including data processing, presentation and ethical consideration.

3.2 Research design

Descriptive research was used for this study. Descriptive research designs are used to demonstrate the connection between the studied variables (Creswell, 2015). In this way, data are gathered while the ecology from which it is gathered is avoided. The design is used to evaluate in the Ministry of the Interior and Coordination of national government (Kenya) performance using the independent variable HR management practices.

3.3 Target Population

Target population refers to the total number of things or persons that the study wishes to consider (Berenson & Levine, 2016). The target population was 1022 employees of the Ministry of Interior and Co-ordination of National Government. This comprised of senior management, middle management and junior management of the ministry of interior and co-ordination of national Government.

Table 2.2 Target Population

Location	Population
Senior Management	149
Middle Management	361
Junior Management	512
Totals	1022

Source: Ministry of Interior and Co-Ordination of National Government.

3.4 Sampling procedure

Sampling involves selecting the target population and the selection of the sample (Kumar, Khalid & Hilman, 2017) The stratified proportional random sampling approach was based on levy and lemeshow (2016) model and produces estimates of total population parameters with better accuracy. It guarantees that a sample that is more representative comes from a reasonably homogenous population. For the various sites in this investigation, a stratified proportional random sampling approach was employed. Stratified random samples utilized to split people into three groups by location: International Airport Jomo Kenyatta, Wilson Airport and Nyayo House, and a simple random sample was used to identify individuals from each demographic group.

The respondents came from three different levels that is; level one Senior Managers, Level Two Middle Level Manager and three junior officers. This enabled actual representation of all sub-groups in the Target populations.

3.5 Sample

A sample should be accurate as studying the entire population (Creswell & Clark, 2017). A sample of at least 30 components (respondents) must be statistically generalized (Cooper & schindler, 2017). A sample must appropriately represent the characteristics of the target populations. Kotler (2015) reports that well-chosen specimens of between 10 to 30% of the population may often offer reliability, so that 10% of the target population or 1022 respondents at the three sites was used in this investigation. The research took 102 samples (one hundred and two respondents). The selection were allocated according to the figure in Table 3.3

Table 2.3 Sample Distribution

Location	Population	Population percentage	Sample size
Senior management	149	10%	15
Middle management	361	10%	36
Junior Management	512	10%	51
Total	1022	10%	102

Source: Ministry of Interior and Co-Ordination of National Government.

3.5.1 Data collection instrument

The study used primary and secondary data. Secondary data was obtained from ministry of interior and co-ordination of national government office in Nairobi city county, Kenya. Secondary data included the amount of customer complaints, achievement of established goals, and delivery deadlines, while primary data was

obtained via a standardized questionnaire. A questionnaire is a tool for research consisting of a series of questions to gather information from respondents (Mohammad 2016). To allow respondents ample time to go through the questionnaire and fill out the replies, the questionnaire was conducted using a drop-and-pick approach.

The questionnaire comprised of various sections: A, B, C, D, and E. Part A consists of demographic information, part B included a questionnaire item concerning the first purpose to establish an impact in the Ministry of Interior and national Government coordination for the development of careers, and Section C provided for the determination of the impacts of training on the performances of employees in the Ministry.

3.6 Data Collection Procedure

Questionnaire, was used to collect data from senior management, middle level management and junior employees in the ministry of interior and co-ordination of national government offices within Nairobi city county of Kenya, in three locations namely: Jomo Kenyatta International Airport, Wilson Airport and Nyayo house.

3.7 Pilot Testing

The pilot test was undertaken with the aim to test the validity and reliability of the questionnaires. Brotherton (2015) states that the major goal of a pilot study is to perceive any potential inadequacies, exclusions and blunders in the questionnaires and dispense with them earlier than it's far utilized to accumulate the real facts. Pilot testing was carried out where 10 respondents which is 10% of the sample size. The respondents who took part in the pilot study were not included in the main study. As

indicated by Cooper and Schindler (2017), the pre-test gathering extended from 10 to 100 subjects; however, it did not require to be chosen statistically. The respondents were chosen on the basis of convenience since measurable conditions are not mandatory for the pre-test, (Cooper & Schindler, 2017).

3.8 Validity and Reliability of Research Instrument

3.8.1 Validity of Research Instrument

The level at which the study instrument can measure what it intends to assess is validity. A valid measure results in the accurate use and interpretation of information. The study employed expert review and preliminary test methodologies for validity assessments (Elstak, 2015). The design and validity types was used by this investigation. For structural validity, the questionnaires were broken down into many components which guaranteed that all sections evaluate data for specific purposes, and ensuring that the questionnaire meets the conceptual framework of the study.

In order to strengthen the legitimacy of the content, the questions were examined in detail by randomly selected personnel at the ministry. They were required to examine questions for civility, clarity, purpose and relevance on the question sheet. The scientist also took into consideration the supervisor's instructions on the contents of the questionnaire. The questionnaire was modified suitably on the basis of this assessment prior to its usage in the data gathering process. The researcher used the review comments to improve the validity of the content.

3.8.2 Reliability of Research Instrument

Reliability as the degree to which a measure behaves in the same manner every time it is employed with the same item under the same conditions (Bryman, 2015). To

evaluate internal consistency, the questionnaire's reliability was statistically analyzed using the Cronbach's alpha. In order to assess the inner dependability of the measuring equipment, the cronbach alpha is an internal consistency metric. In 1951, Lee Cronbach created it as a measurement of the internal consistency of a test or scale and usually as a number of 0 to 1. An overall dependability coefficient of 0.7 is approved and the higher the rating, the more dependable it was.

3.9 Data Analysis and Presentation

Data analysis includes various activities which were performed with the reason for outlining the information that has been gathered and uniting them in such a way, to the point that they answer the research questions (Sekaran, 2015). The obtained data was first quantitatively analyzed with the aid of the SPSS version 20. Descriptive statistics were presented in form of tables, frequencies and rates are used for presentation of the results. The Multiple linear regressions model was used to illustrate the link between the human resources management practices of the Ministry of the Interior, the coordination and the national Government in Nairobi City County, Kenya: career management, training, reward and compensation

The illustrations of the regression model;

$$EP = \beta_0 + \beta_1 CD + \beta_2 TR + \beta_3 PA + \beta_4 CR + \varepsilon$$

EP= Employee performance

β_0 = Constant

CD= Career Development

TR= Employee Training CD, TR, PA, CR

PA= Performance Appraisal

CR= Compensation and Reward

Each independent variable must be $\beta_1 - \beta_4$, a regression co-efficient or change induced in EP.

μ is the random error term for all other variables influencing employees performances.

3.10 Ethical Considerations

For study with human participants, the researcher adhered to the applicable ethical norms. The investigator sought university clearance and NACOSTI allowed the collecting of field data. At the field level, the respondent's agreement was sought before to the completion of the questionnaires. The Researcher reminded the respondents that their research involvement is optional and that their right to answer questions, and even to decline, is preserved. The researcher also ensured that all answers and their name remain secret and that the usage of such research is limited. Academic and ethical honesty also assisted the researcher by properly recognizing the sources of material referred to.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter presents the results based on HR practice and performance of employees in the Interior Ministry and National Government Coordination in Nairobi City County, Kenya. The sections presented in the chapter includes; Results on pilot study, demographics characteristics, descriptive results and inferential analysis results.

4.2 Response Rate

The study targeted 102 employees out of which 87 completely filled the questionnaire. Therefore, the response rate of 85% was an excellent response according to Mugenda and Mugenda (2013). This enabled the researcher to continue with development of demographic data, descriptive and inferential analysis data and interpretation.

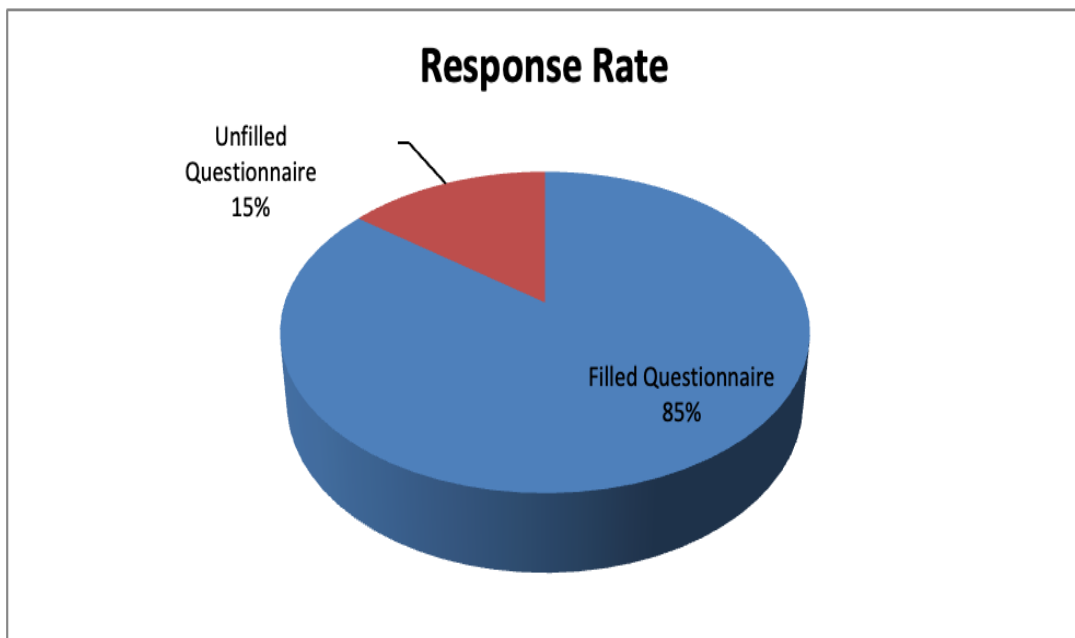


Figure 4.1 Response Rate

Source: Researcher (2022)

4.3 Pilot Test Results

A pilot test was conducted with ten responders, or 10% of the total sample size. The respondents that participated in the pilot study were excluded from the main survey. According to Cooper and Schindler (2017), the pre-test sample size ranged from 10 to 100 people, but it didn't have to be determined scientifically. Because measurable conditions were not required for the pre-test, the respondents were chosen on the basis of convenience (Cooper & Schindler, 2017).

4.3.1 Reliability of Research Instruments

The study's reliability was increased by standardizing the conditions under which the measurements were collected to guarantee that extraneous forces were kept to a minimum. The more consistency and stability there is in an instrument, the more reliable it is. The internal consistency reliability test is important because it determines how well all of the items in a measurement/test measure the same thing. Cronbach's alpha is the most often used measure of a scale's internal consistency (Creswell, 2013). The reliability coefficient (alpha) is a number that runs from 0 to 1, with 0 indicating that the instrument is full of errors and 1 indicating that the instrument is completely error-free.

Table 4.1 Reliability Analysis

Variable	Number of Items	Alpha value	Remarks
Career Development	6	0.822	reliable
Training	5	0.804	reliable
Performance Appraisal	4	0.801	reliable
Compensation and Reward	6	0.809	reliable
Employee Performance	6	0.799	reliable

Source: Pilot Study Results (2022)

The results in table 4.1 indicates that the overall Alpha value was $0.807 > 0.7$. the individual alpha values were also greater than 0.7 indicating that the instruments reliability level was excellent. As a result, it was clear that the questionnaire was effective in achieving the study's goals.

4.4 Demographic Characteristics

This section covers demographic information on the respondents, such as their gender, age, educational level, and work experience.

4.4.1 Gender of the Respondents

The respondents gender was sought and results presented in the figure below.

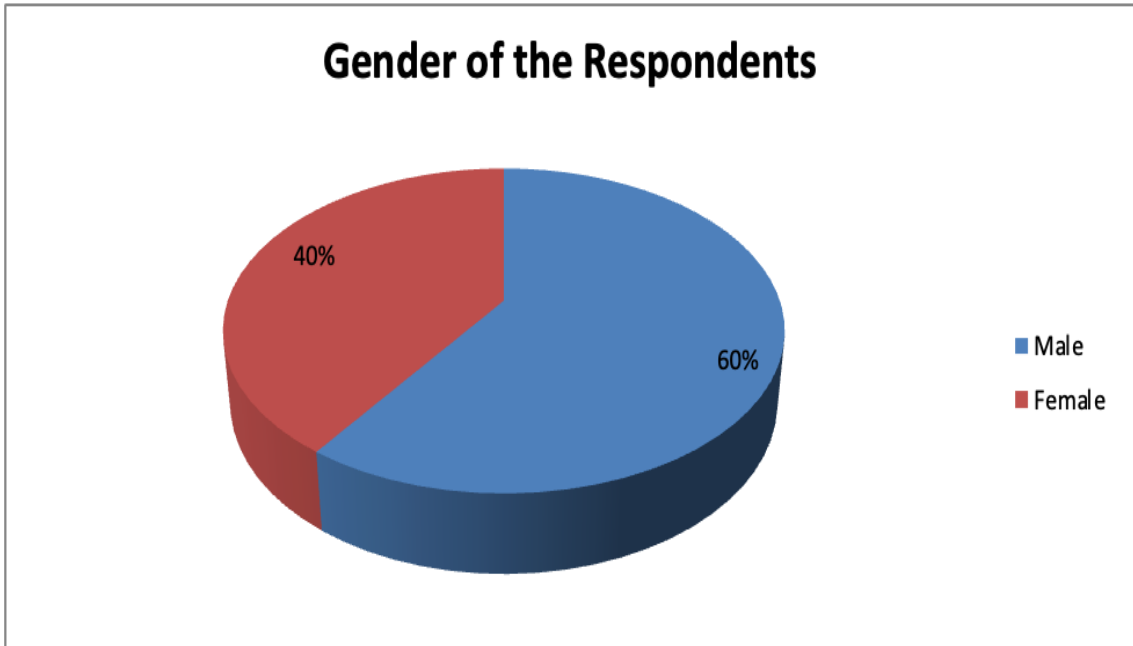


Figure 4.2 Gender of the Respondents

Source: Field Data (2022)

Figure 4.2 shows that males made up 60 percent of the employees sampled for this study, while females made up 40 percent. It may be deduced that employees in the ministry of interior were fairly represented by both men and women. This could be due to the Kenyan government's implementation of a third gender norm to promote equal employment and opportunity.

4.4.2 Age of the Respondents

The age of the respondents was determined based on the returned surveys, and the age split is shown in Table 4.2.

Table 4.2 Age of the Respondents

	Frequency	Percent
18Yrs – 30Yrs	6	6.9
31Yrs -40Yrs	16	18.4
Valid 41Yrs – 50Yrs	55	63.2
Above 50 Years	10	11.5
Total	87	100.0

Source: Field Data (2022)

Table 4.2 shows that 63.2% of respondents were between the ages of 41 and 50, 18.4% were between the ages of 31 and 40, 11.5 percent were over 50, and 6.9% were between the ages of 18 and 30. These plainly show that the workforce was made up of a mix of old, young, and experienced people.

4.4.3 Highest Level of Education

The objective under this section was to find out what the respondents' highest level of schooling.

Table 4.3 Highest Level of Education

	Frequency	Percent
KCSE	0	0
Tertiary	25	29
Undergraduate	28	33
Postgraduate	33	38
Total	87	100.0

Source: Field Data (2022)

The bulk of the employees (38%) had a postgraduate degree, 33% had an undergraduate degree, 29% had a tertiary certificate, and no one had a KCPE certificate as their highest level of education, according to the findings. This implies that the majority of the employees had completed necessary schooling to be familiar with their department's responsibilities, which aided in the collection of data for this study.

4.4.4 Job Experience

The response to the respondents' work experience was required. The results were shown in Table 4.4

Table 4.4 Job Experience

	Frequency	Percent
Less Than 5 Years	2	2.3
5 to 10Years	4	4.6
Valid 11 to 15 Years	2	2.3
More Than 15 Years	79	90.8
Total	87	100.0

Source: Field Data (2022)

The results show that 90.8 percent of those surveyed had worked for more than 15 years, 2.3 percent for 11 to 15 years, and 4.6 percent for more than four years. It shows that staff were in a good position to assess prospects and comprehend the information needed. The findings support Nguyen and Gizaw's (2014) assertion that work experience is critical in judging career options. Munthiu (2009) emphasized the importance of work experience in affecting workers' abilities to innovate and multitask.

4.5 Descriptive Analysis Results

To produce summary metrics for the data gathering sample, the researcher used the mean and standard deviation. The data acquired from the study's variables served as the basis for the descriptive statistics analysis. In this case, the quantitative data analysis of the study was based on the critical feature of the entire sample.

4.5.1 Descriptive Statistics Results on Career Development

The study results on career development were presented in Table 4.5.

Table 4.5 Descriptive Statistics Results on Career Development

	Mean	Std. Deviation
My ministry supports my development and career aspirations	3.3793	.7191
Employees in the ministry are employed in their rightful jobs that correspond to their careers	3.1736	.4775
My ministry coaches and mentors me to raise my level of competence	3.2472	.5328
Employees are mentored on their career paths for advancement	3.0004	.5177
Employees are encouraged to advance in their respective career paths	2.9091	.4830
Career programs for employees are implemented and monitored in the institution	2.9790	.5549
Aggregate Score	3.1148	0.5475

Source: Field Data (2022)

The results in Table 4.5 presents that aggregate mean score from the descriptive analysis was 3.1148 corresponding to “Moderate Agree”, on the five-point Likert Scale used in the survey. Furthermore, the aggregated standard deviation of the variation score was 0.5475, indicating a low level of variability and that individual question responses were close to the sample mean. Individual mean responses ranged from 3.0004 to 3.3793 on a scale of one to five. The sample mean was a good predictor of the population mean due to its low variability. This clear indicates that career development in the ministry of interior was moderately effective in the period under study. It clearly shows career aspirations, coaching and mentoring of employees in various departments were not effective. Mayrhofer (2016) supported that the practice of internal promotions in order to generate the impression that career

development gives strong opportunities for advancement, which, in his opinion, inspires employees to stay in the public sector.

The study results agrees with Napitupulu (2017) that the results showed that the capacity of a company to give organizational support and incentives to promote emotional commitment and performance might have an effect on the career development. Mark *et al.*, (2018) found a a positive correlation between career development programs and employee performance. The results of the research are statistically significant benefits to staff training, career counseling, employee coaching and skills. Further, Kakui *et al.*, (2015) found that training enhances the performance of employees by extending key competency, job requirements, motivating individuals, minimizing bullying, creating new talents. The results show that career coaching increases employee performance by counseling and helping students to build their own issue solving techniques.

4.5.2 Descriptive Statistics Results on Training

The following section presents results on the effect of training on employee performance.

Table 4.6 Descriptive Statistics Results on Training

	Mean	Std. Deviation
The ministry organizes internal workshops for training employees to improve their skills	3.9874	.5682
The ministry has put in place training and development funds for employees who want to train	3.5172	.5026
The training I receive impacts on my motivation to work harder	4.1253	.4972
The HR department consults employees on the type of training that they would prefer to attend	4.1179	.5220
Employees prefer off-the job training as compared to on the job training.	4.3908	.4901
Aggregate Score	4.0277	.5160

Source: Survey Data (2022)

The aggregate score on training pointers of 4.0277, which corresponded to a 'Agree' on a Likert scale indicates that majority of the employees greatly agreed with the statements on training in the ministry of interior and national coordination. Furthermore, the overall standard deviation was 0.5160, indicates that, as evidenced by the low degree of variability, the majority of employees' replies converge around the mean. Furthermore, the mean values of specific pointers range from 3.5172 to 4.3908 on the low end to the high end. Because of the low variability, the stated sample mean was a strong and accurate indication of the population mean, allowing generalizations to be formed on training aspects. Employees are motivated to work harder after training and mostly off job training is the mostly preferred training over the on the job training. Internal workshops were found to be the mostly used training in the ministry. The way an organization trains its employees have an impact on its productivity (Bashmakh, 2019).

The study results supported Manning (2015) that employees training improved job satisfaction, as well as devotion and collective empowerment. Effective training approaches capable of catching employees' attention and increasing the learning process are required for successful training (Makhamara 2016). Additionally, Chopra (2015) found that identifying training needs, selection of trainers, development of training courses and assessment of the training process were key to employee's performance. The results further showed that training, development, performance of employees and competitive advantage are all connected.

4.5.3 Descriptive Results on Performance Appraisal

The proxies on performance appraisal were presented in the statements in the Table 4.7 and respondents were requested to indicate the extent with which they agreed with them.

Table 4.7 Descriptive Results on Performance Appraisal

	Mean	Std. Deviation
My supervisors continuously assess my work progress for promotion	4.0923	.5165
My performance is assessed on the basis of performance metrics each quarter, semi-quarter and every year	4.1057	.5228
I always have my performance to be transferred	3.9021	.4933
My boss and I are discussing this at the performance evaluation	3.9598	.5339
Aggregate Score	4.0150	0.5166

Source: Field Data (2022)

The aggregated mean and standard deviation scores for the indicators of performance appraisal were 4.0150 and 0.5166, respectively, according to the findings of the descriptive analysis. On the five-point Likert scale used in the study, the sample mean translated to 'Agree.' The average answer variability was relatively minor, as evidenced by the variance score. The small range of mean responses and standard deviation across the responses to the different signs of performance appraisal only added to this. The aggregated sample mean proved to be a robust and reliable estimator of the population mean, and hence could be used to draw conclusions and judgments, thanks to the low variability of responses. The results clearly indicate that performance appraisal was effectively carried out in the ministry of interior of coordination. The study presents that work progress for promotion were well discussed amongst employees in the ministry of interior. Performance assessment is consequently considered that implementation, communication and management of circumstances where the subordinates operate are part of the process of establishing suitable assessment schemes.

The study agrees with Habib Rana, (2017) that performance appraisal must be done several times in a year. Shuakat Malik and Shu (2017) Abdul H.A, (2018) made some strong recommendations, including convening a meeting between the management and the subordinate to evaluate the past and work engagement. Further, Maaly *et al.*, (2016) performance evaluation process influenced employee motivation, how much evaluators influenced employee motivation and the obstacles to the assessment of employee performance. Kariuki (2017) further, found that employee productivity has been increased via work satisfaction as a result of performance assessment procedures that include fair remuneration and managerial assistance, according to the research.

To maintain its standards as a high-performing company, the business should improve its performance appraisal system with the goal of retaining top talent through best practices and creating additional chances for advancement inside the organization to boost employees' career progression.

4.5.4 Descriptive Results on Compensation and Reward

The results on compensation and reward were presented in the table 4.8. The statements reflected the views and opinion of the majority of the respondents.

Table 4.8 Descriptive Results on Compensation and Reward

	Mean	Std. Deviation
Performance in the ministry is linked to rewards	4.3343	.5881
Any outstanding performance receives special financial incentives	3.9678	.4851
The salary payment process is effective	4.0023	.4930
The ministry always promotes staff regularly	3.4598	.5017
Rewards and compensation given improves employee commitment	4.4138	.4937
The rewards and compensation in the ministry are in form of promotion certificate of merit and monetary are given	3.4713	.5020
Aggregate Score	3.9411	.5170

Source: Field Data (2022)

The aggregated mean of the compensation and reward measures was 3.9411, with an aggregated standard deviation of 0.5170, according to the descriptive analysis. Respondents agreed with assumptions about compensation and reward in general, according to the sample mean. This was exacerbated by the narrow range of mean response and variation among the several reward and compensation proxies used in

the study. Because of the low variability of responses, the sample mean's aggregated score was a reasonable estimator of the population mean and could thus be used to make generalizations. It is clearly demonstrated that employee performance is linked for the special financial incentives were a source of outstanding performance.

The study was supported by Nwokocha, (2016) that incentive system in businesses determines its efficacy on employee performance, retention, and productivity. In addition, the results found that the incentives system of the company should be developed by means of stated initiatives that are embedded in the culture of the organization and managing the needs/preferences of employees during pay structure design. Waruni (2016) further supported that the most essential and influential drivers of employee performance have been all independent elements, salary and recognition.

4.5.5 Descriptive Results on Employee Performance

The independent variable results (employee performance) were examined in the ministry of interior and national coordination in Kenya. The results were summarized in the Table 4.8.

Table 4.9 Descriptive Results on Employee Performance

	Mean	Std. Deviation
My individual performance is linked with that of the Ministry	3.8736	.4775
Feedback on my work as a ministry employee is always available	3.1724	.5321
Progress evaluations are carried out to compare employee standards	3.9494	.5179
I am reviewing my work plan to ensure efficiency	3.4488	.5002
Ministry workers are effective in their areas of jurisdiction	3.1598	.5014
The quality of work at the ministry is very impressive	3.0368	.4986
Aggregate Score	3.6111	.5069

Source: Field Data (2022)

The results in the Table 4.8 presents that employee performance aggregate mean of 3.611 corresponds to the score “Moderate agree” in the five likert scale provided in the questionnaire. The standard deviation score of 0.5069 indicates that there was a small variation in the responses of the in the questionnaire, a clear indication of dependability of mean score as a measure of results distribution in the table 4.8 presented. The highest mean was 3.9494 and the lowest mean was 3.0368 indicating that the employee performance level was moderate in the ministry of interior and national coordination. There was evident need to improve the quality of work, efficiency and number and times at which employee performance is given.

The results by Decke (2018) supported that high-commitment strategy may be adopted by the business, encompassing job practices, evaluation, competition,

equitable remuneration, and full training and development for workers relates to motivation and commitment. The building of the organization's management capabilities has important impacts on the organization's efficiency, efficiency, morality and profitability (Brewster, 2015). Mayrhofer (2016) highlights the practice of efficiency and quality is paramount in the public sector. Napitupulu (2017) results showed that the capacity of a company to give organizational support and incentives to promote emotional commitment and performance might have an effect on the employee performance.

4.6 Inferential Analysis

This section presents results on the correlation, model summary, analysis of variance and regression coefficients.

4.6.1 Correlation Results

The correlation results present the strength and direction of relationship amongst the study variables.

Table 4.10 Correlation Results

		CD	TR	PA	CR	EP
CD	Pearson					
	Correlation					
	Sig. (2-tailed)					
	N	87				
TR	Pearson	.305**				
	Correlation					
	Sig. (2-tailed)	.334				
	N	87	87			
PA	Pearson	.041	-.323**			
	Correlation					
	Sig. (2-tailed)	.707	.302			
	N	87	87	87		
CR	Pearson	.040	-.176	.901**		
	Correlation					
	Sig. (2-tailed)	.711	.103	.300		
	N	87	87	87	87	
EP	Pearson	.549**	.641**	.261*	.362**	
	Correlation					
	Sig. (2-tailed)	.000	.000	.015	.001	
	N	87	87	87	87	87

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

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

Source: Field Data (2022)

The results in Table 4.9 indicates that the correlation between career development and employee performance was strong and significant (P=549, sig=0.000). There was a positive, strong and significant relationship between training and employee performance (P=0.641, sig=0.000). The results on the relationship between performance appraisal and employee performance showed that it was weak and significant (P= 0.261, sig=0.015). The correlation between compensation and reward and employee performance was weak, positive and significant (P=362, sig=0.001). The results were supported by Shuakat Malik and Shu (2017) and Abdul (2018) that

training, employee career development, performance appraisal and reward significant affects employee performance.

4.6.2 Regression analysis Results

The regression results present the linear relationship between the independent and dependent variables. The results show the magnitude and directional change of dependent variable as a result of changes in the independent variables. The results on correlation coefficient and coefficient of determination, overall model fitness and beta coefficients were present in table 4.10, table 4.11 and table 4.12

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870 ^a	.757	.745	1.47785

a. Predictors: (Constant), CD, TR, PA, CR

Source: Field Data(2022)

The results in the Table 4.10 presents that 74.5 % (Adjusted R² = 0.745) variation in employee performance was explained by the variation in training (TR), Career Development (CD), Performance Appraisal (PA) and Compensation and rewards. There was a strong correlation between the independent variables and dependent variable (R=0.870).

Table 4.12 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	558.725	4	139.681	63.956	.000 ^b
	Residual	179.091	82	2.184		
	Total	737.816	86			

a. Dependent Variable: EP

b. Predictors: (Constant), CD, TR, PA, CR

Source: Field Data (2022)

The results in the ANOVA table 4.11 indicates that the overall model was significant (sig=0.000) at 95% confidence interval. This is evidenced in that the F calculated of 63.956 is greater than F critical ($F_{4,82}$) = 2.986. These explains that the beta coefficient could be used to show the linear relationship between variables.

Table 4.13 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	18.594	2.973		6.254	.000
1	.672	.119	.327	5.637	.000
TR	1.215	.118	.660	10.331	.000
PA	.353	.218	.221	1.615	.110
CR	.432	.212	.266	2.032	.045

a. Dependent Variable: EP

Source: Field Data (2022)

The study results indicates that three independent variables; Career Development(CD), Training(TR), and Compensation and Reward (CR) were significant in explaining the changes in the dependent variable; Employee Performance (EP) (Sig<0.05). Three independent variables were included in the adopted model below;

$$EP=18.594+0.672CD+1.215TR +0.432CR+\varepsilon$$

4.6.2.1 Career Development and Employee Performance

The model interpretation was as follows. The model indicates that holding other factors constant the value of employee performance would be 18.594 units. The changes of employees performance was influenced significantly by the changes in career development (sig=0.000<0.05). The unit variation in career development would results to 0.672 unit variation in employee performance. The study results

agree with Napitupulu (2017) that career development positively affects employee performance. Mark *et al.*, (2018) found a positive correlation between career development programs and employee performance.

4.6.2.2 Employee Training and Employee Performance

The coefficient of regression results on the effect of training on employee performance indicates that the two had a positive significant relationship ($\text{sig}=0.000<0.05$). Unit changes in training results to significant 1.215 significant units changes in employee training ($B=1.215$). The study results supported Manning (2015) that employees training improved employee performance significantly. Additionally, Chopra (2015) found that training significantly influences performance of employees and competitive advantage.

4.6.2.3 Performance Appraisal and Employee Performance

The regression results on performance appraisal indicates that the variable was insignificant in explaining the units changes in employee performance ($\text{sig}=0.110>0.05$). The results clearly present that units changes in performance appraisal was insignificant in explaining the changes in employee performance. The study disagrees with Habib Rana, (2017) that performance appraisal has a positive and significant effect on employee performance. Shu (2017) and Abdul (2018) further disagreed that performance appraisal significantly affects employee performance.

4.6.2.4 Compensation and Reward and Employee Performance

The regression coefficient results present that compensation and reward significantly affected employee performance ($\text{sig}=0.045$). The results indicates that a unit change in compensation and reward results 0.452 units changes in employee performance. The study was supported by Nwokocha (2016) that incentive system in businesses

significantly determines its efficacy on employee performance, retention, and productivity. Waruni (2016) further supported that reward have significantly affected employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS OF STUDY

5.1 Introduction

The chapter presents the brief presentation of the summarized results based on the findings, conclusions based on the descriptive and inferential statistics results, and recommendations for further study guided by the objectives and results.

5.2 Summary of Findings

The first objective was to determine the effect of career development on employee performance in the ministry of interior and national coordination. The practice of internal promotions in order to generate the impression that career development gives strong opportunities for advancement, which, in his opinion, inspires employees to stay in the public sector. The results indicate that career development in the ministry of interior was moderately effective in the period under study. It clearly shows career aspirations, coaching and mentoring of employees in various departments were not effective. The results of the research were statistically significant benefits to staff training, career counseling, employee coaching and skills.

The second objective was to determine the effect of training on employee performance. Employees were motivated to work harder after training and mostly off job training is the mostly preferred training over the on the job training. Internal workshops were found to be the mostly used training in the ministry. The way an organization trains its employees have an impact on its productivity. Employees training improved job satisfaction, as well as devotion and collective empowerment.

Effective training approaches capable of catching employees' attention and increasing the learning process are required for successful training.

The third objective was to evaluate the effect of performance appraisal on employee performance in the ministry of interior and national coordination. The results clearly indicate that performance appraisal was effectively carried out in the ministry of interior of coordination. The study presents that work progress for promotion were well discussed amongst employees in the ministry of interior. Performance assessment is consequently considered that implementation, communication and management of circumstances where the subordinates operate are part of the process of establishing suitable assessment schemes.

The fourth study specific objective was to evaluate the effect of compensation and reward on employee performance in the ministry of interior and national coordination. The special financial incentives were a source of outstanding employee performance. The effective reward system was found to be a key determinant on employee performance. The most essential and influential drivers of employee performance was found to be dependent elements on reward and compensation.

5.3 Conclusions

Conclusions were made based on the inferential results from the correlation and regression analysis. The conclusions from the correlation were; the correlation between career development and employee performance was strong and significant. There was a positive, strong and significant relationship between training and employee performance. The results on the relationship between performance appraisal

and employee performance showed that it was weak and significant. The correlation between compensation and reward and employee performance was weak, positive and significant.

The conclusion based on linear relationship were; The variation in employee performance was explained by the variation in training (TR), Career Development (CD), Performance Appraisal (PA) and Compensation and rewards. The overall model was significant and that the beta coefficient could be used to show the linear relationship between variables. The changes of employee's performance was influenced significantly by the changes in career development. The effect of training on employee performance indicates that the two had a positive significant relationship.

The study concluded that performance appraisal was insignificant in explaining the units changes in employee performance. The results clearly presents that units changes in performance appraisal was insignificant in explaining the changes in employee performance. The compensation and reward significantly affected employee performance.

5.4 Recommendations of the Study

Career development policies for all businesses, regardless of their size, industry, market or profile, are essential strategic considerations in the ministry of interior and national coordination. Human resources are the most valuable asset in modern businesses, making employee skills a key element in defining the present state and future of an organization, both of which are influenced by human resource

performance. Several training approaches may be used to enhance employee work performance in the ministry of interior and national coordination.

Employee productivity has been increased via work satisfaction as a result of performance assessment procedures that include fair remuneration and managerial assistance. To maintain its standards as a high-performing company, the business should improve its incentive system with the goal of retaining top talent through best practices and creating additional chances for advancement inside the organization to boost employees' career progression.

5.5 Suggestions for Further Study

The study was on the influence of HR practice on performance of employees in the Interior Ministry and National Government Coordination in Nairobi City County, Kenya. The study was limited to career development, employee training, performance appraisal and compensation and reward as indicators of HR practices who determined 74.5% changes in employee performance. Further study is recommended of the effect of other proxies of HR practices on employee performance. The study focused on ministry of interior and national coordination and therefor, further study is recommended on other sectors of economy.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Benard Anjili Ondere
P.O. BOX 1942,50100
Kakamega
Cell phone. 0723919319.

To ,

Ministry of Interior and Co-ordination
Of the National Government of Kenya

Dear sir/Madam,

REF: REQUEST FOR RESEARCH DATA COLLECTION.

I am a student at Kenyatta University in the School of Business, where I am pursuing a Master of Arts degree in Human Resource Management. It is necessary for me to submit a research project evaluation. HRMP and employee's performances at the Ministry of Interior and Coordination of the National Government in Nairobi City County, Kenya is the subject of my proposal.

As part of the proposal, I have come up with questionnaire to assist me to collect data from the various departments. I therefore seek your permission to collect the required data. The data gathered will only be used for scholarly purposes. Your assistance and co-operation will be highly appreciated.

Yours faithfully,

Bernard Anjili Ondere

REG. NO. D53/CITY/PT/38682/2017

APPENDIX II: QUESTIONNAIRE

This study is for academic purposes only. You are cordially asked to answer these questions as truthfully and clearly as possible. The answers to these questions will be kept private. Please mark [] when applicable.

SECTION A: PERSONAL INFORMATION

1. State your gender

Male Female

2. Age

18-30 years 31-40 years 41-50 years 51-60 years above 60 years

3. Level of education

post graduate university Tertiary KCSE Other (Specify)

4. How long have you been a part of the community project?

Less than 5 years 5-10 years' 15-20 years

SECTION B

PART A: CAREER MANAGEMENT ON EMPLOYEE PERFORMANCE

On a scale of 1 to 5, how would you rate this? (5 means strongly agree, 4 agree, 3 neither agree nor disagree, 2 disagree, and 1 strongly disagree). Indicate your level of agreement or disagreement with the following statement on career management and employee performance at Kenya's Ministry of Interior and Coordination of National Government.

No.	Indicators	5	4	3	2	1
5	My ministry supports my development and career aspirations					
6	Employees in the ministry are employed in their rightful jobs that correspond to their careers					
7	My ministry coaches and mentors me to raise my level of competence					
8	Employees are mentored on their career paths for advancement					
9	Employees are encouraged to advance in their respective career paths					
10	Career programs for employees are implemented and monitored in the institution					

PART B: TRAINING ON EMPLOYEE PERFORMANCE

1 through 5 scale (5 means strongly agree, 4 agree, 3 neither agree nor disagree, 2 disagree, and 1 strongly disagree). In terms of training of employees at the Ministry of Interior and the National Government Coordination in Kenya, express the degree to which you agree nor disagree with the following declaration.

No.	Statements	5	4	3	2	1
11	The ministry organizes internal workshops for training employees to improve their skills					
12	The ministry has put in place training and development funds for employees who want to train					
13	The training I receive impacts on my motivation to work harder					
14	The HR department consults employees on the type of training that they would prefer to attend					
15	Employees prefer off-the job training as compared to on the job training.					

PART C: PERFORMANCE APPRAISAL ON EMPLOYEE PERFORMANCE

1 through 5 scale (5 means strongly agree, 4 agree, 3 neither agree nor disagree, 2 disagree, and 1 strongly disagree). In terms of performance assessment on the performance of employees within the Ministry of the Internal Republic and the coordination of Kenya, express your agreement or your disagreement with the following statement.

No.	Opinion item indicator	5	4	3	2	1
16	My supervisors continuously assess my work progress for promotion					
17	My performance is assessed on the basis of performance metrics each quarter, semi-quarter and every year					
18	I always have my performance to be transferred					
19	My boss and I are discussing this at the performance evaluation.					

PART D: REWARD AND COMPENSATION ON EMPLOYEE

PERFORMANCE

1 through 5 scale (5 means strongly agree, 4 agree, 3 neither agree nor disagree, 2 disagree, and 1 strongly disagree). Express your agreement/disagreement with the following statement Employee performance rewards and pay at the Interior Ministry and National Governance Coordination in Kenya.

No.	Opinion item indicator	5	4	3	2	1
20	Performance in the ministry is linked to rewards					
21	Any outstanding performance receives special financial incentives					
22	There is a fixed and variable payment of salaries					
23	The ministry always promotes staff regularly					
24	Rewards and compensation given improves					


	employee commitment					
25	The rewards and compensation in the ministry are in form of promotion certificate of merit and monetary are given					

PART E: PERFORMANCE

On a 1-5 scale (5 means strongly agree, 4 agree, 3 neither agree no disagree, 2 disagree, and 1 strongly disagree). Express the extent to which the following assertion is accepted or disagree Performance in the Interior Ministry and National Government Coordination of Kenya

No.	Statements	5	4	3	2	1
26	My individual performance is linked with that of the Ministry					
27	Feedback on my work as a ministry employee is always available					
28	Progress evaluations are carried out to compare employee standards					
29	I am reviewing my work plan to ensure efficiency.					
30	Ministry workers are effective in their areas of jurisdiction					
31	The quality of work at the ministry is very impressive					


APPENDIX III: RESEARCH PERMIT



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RESEARCH LICENSE




This is to Certify that Mr. BERNARD ANJILI ONDERE of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN THE MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL GOVERNMENT IN NAIROBI CITY COUNTY, KENYA for the period ending : 09/April/2023.


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