

**HUMAN RESOURCE INSTRUMENTS AND EMPLOYEE PERFORMANCE
AMONG CIVIL SERVANTS IN THE MINISTRY OF INTERIOR AND
COORDINATION OF NATIONAL GOVERNMENT IN MAKUENI COUNTY,
KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF LAW, ARTS
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DECLARATION

This research project has not been presented in any other institution and I declare it to be my original work. I hereby consent that at its discretion, the University may make available this research project for reference.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I would like to dedicate this project to the Almighty my creator, my strong pillar, my source of inspiration, wisdom, knowledge and understanding. I also dedicate this work to my late father who has also been encouraging me all the way. To my family who have been affected in every way possible by this quest. Thank you, all my love, for you can never be quantified. God blee you.

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ABBREVIATIONS AND ACRONYMS

HRM	Human Resource Management
MICNG	Ministry of Interior and Coordination of National Government
NHIF	National Health Insurance Fund
NSE	Nairobi Stock Exchange
OLS	Ordinary Least Squares
PLC	Public Limited Company
RBV	Resource-Based View
SEM	Structural equation Modelling
SPSS	Statistical Package for the Social Sciences
UK	United Kingdom
USA	United States of America

OPERATIONAL DEFINITION OF TERMS

Career Development: Refers to the support a company offers to its employees to help them advance professionally, particularly when they move to a new project or role within the company. It was measured in terms of learning advancement opportunities, employee mentoring and skills development.

Employee Performance: It refers to an employee's capacity to accomplish set objectives and maximize outcomes. Metrics used to measure employee performance include quality of work, level of execution, client feedback and consistent improvement.

Human Resource Instrument: Refers to an essential tool that the human resource department uses to increase worker productivity. It was measured by performance appraisal, career development and training and development.

Performance Appraisal: Refers to the process of evaluating a worker's performance at work, informing them of the results, and, ideally, developing an improvement plan. Fairness, feedback and satisfaction with the process and system served as indicators of measurement in the study.

Training and Development: It involves increasing the effectiveness of groups, people, and organizations as a whole. It was assessed by training programmes, needs analysis and opportunities.

ABSTRACT

Kenya's civil service, following independence, grew quickly, surpassing all others in East Africa in size. Kenya's civil service has, however, experienced many setbacks over the years, such as inadequate organizational culture, lack of human resource management strategies, unsuccessful rules and regulations, discarded projects, and weak project delivery. Hence, the study seeks to assess human resource instruments and how they affect the employee performances of civil servants of the Ministry of Interior and Coordination of the National Government in Makueni County, Kenya. The study specifically assessed the effects of performance appraisal, career development and training and development on performance. The research was anchored by resource-based, goal-setting, and human capital theories respectively. The descriptive study design served as the foundation for investigation. The target population comprised ninety-five (95) employees of the ministry. Employing a census approach, responses were generated from amongst all ninety-five (95) employees. The study made use of primary data acquired qualitatively and quantitatively through the use of semi-structured open and close-ended questionnaires. The study tested validity by utilizing content and construct validity and reliability of the research instrument by utilizing Cronbach's alpha coefficient of 0.70. Data was analyzed with descriptive statistics involving mean and standard deviation while inferential statistics was done using a regression model. Qualitative data was analyzed using content analysis and presented using narrations. Analysed quantitative data was then presented using graphs, charts and frequency tables and percentages as well as a regression model. All ethical considerations were upheld duly. The outcome revealed that performance appraisal inversely and insignificantly affects employee performance; training and development positively and significantly affect employee performance in the ministry; while it was further revealed that career development positively but insignificantly affects employee performances of civil servants of the Ministry of Interior and Coordination of National Government in Makueni County, Kenya. The study recommends that the ministry should keep funding training initiatives that are created specifically to meet the demands and specifications of public employees. These programs should focus on enhancing job-related skills, knowledge, and competencies that directly contribute to improved performance. It is essential to ensure that the training content is relevant, up-to-date, and aligned with the goals and objectives of the ministry.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Globally, human resources are regarded as the most crucial element in an organization's efficacy and efficiency (William & Stoney, 2020). Humans are an especially significant reinforcement for achieving organizational goals, according to Mathis and Jackson (2019), given that they can bring all other affirmations material and financial ones included together and offer advice regarding how to implement them. Human resources encompass a range of activities such as job analyses, personnel needs planning, hiring qualified candidates, onboarding and education, managing wages and salaries, providing rewards and perks, evaluating performance, resolving conflicts, and interacting with all employees (Chang & Idung, 2020). Human resource departments of businesses and organizations are generally responsible for creating, putting into effect, and overseeing policies that deal with employees and relationships between employers and their staff (Rouse, 2019).

A higher level of performance within an organization can be attained by the human resource team through the use of human resource instruments, which is seen as a key tool (Bubis & Anthony, 2020). Employers have to find candidates, pay them, provide incentives, keep them on board, and eventually let go. Therefore, proper human resource functions are critical to the organization's performance and effectiveness and must be incorporated into it (Maric, 2021). The increasing importance of the issues and difficulties associated with making better use of human resources has led to an improvement in the human resource function, according to Imaga (2020). Pynes (2019)

argued that human resources are official structures that are built inside companies to ensure that information, abilities, and expertise are employed appropriately to accomplish objectives stated by organizations.

In the USA, numerous obstacles, including ineffective leadership or oversight, governance, and regulations, incompetent or negligent colleagues, adverse workplace conditions, minimal benefits and compensation, lack of appreciation or acknowledgment, weak communications, an inaccurate workload, excessively high or low, and technological issues, affect performance of the civil servants (Jerry, 2022). In UK, the performance of the entire civil service workforce increased by 0.6% in 2018, carrying on the upward trend that started in 2011. Over time, several obstacles have been noted, such as inadequate financial incentives, strict regulations, and policies, unfavourable working conditions, political sway, inadequate chances for training and growth, an inadequate delegation of power, and staff member job stress (Tessema & Soeters, 2020).

In China, according to a recent report from the IMF, China's performance of the civil service workforce has decreased over the last 20 years from 15% of the global frontier to only 30% (Hadir & Larek, 2021). Lack of interaction and cooperation, balancing work and life, inadequate engagement among employees, managing workloads, and the culture of the workplace are all factors that have an impact on worker performance (Pedkhan & Chang, 2019). In India, with numerous laws both at the federal level and in the individual states, labour laws in India are thought to be strict. The Indian civil servants' declining performance can be attributed to a lack of teamwork, training, leadership, communication, and time management (Singh, 2019).

In Nigeria, the lack of defined workplace goals, training, corporate culture, and work environment are among the problems that have an impact on civil servants' performance, along with low and inconsistent pay, and delays in or outright denials of staff promotions (Okojie, 2020). In Ghana, the inefficiencies of the Ghanaian civil servants are caused by mishandling timetables, a dearth of training sessions, and low employee motivation (Amaehule & Teerah, 2020). In Uganda, the International Labour Organization (ILO) estimates that Ugandan labour productivity is \$3.53 (UGX 13,200) per hour of work. The average productivity of low-income African nations is \$2.93. Uganda's labour productivity is below Kenya's, even though it is above average (\$4.75) (William & Stoney, 2020). The insecurity of employment and low, fluctuating wages are the main obstacles to worker performance in Uganda (Deleny & Dorthy, 2020).

In Kenya, determining the precise performance factors that apply to the workforce of civil servants may present opportunities for notable increases in performance (Kwaghat, 2019). Poor training, particularly concerning job rotation, absence of performance-based incentives and remuneration, and slow, opaque, and externally influenced recruitment are some of the factors impacting the performance of civil servants (Opatha, 2020). The working environment, employees' training and experience levels, and opportunities for skill development are important factors influencing employee performance in Kenya. Other factors are age, gender, education level, and motivation of the workforce (Gitonga, 2018).

Human resource instrument refers to a crucial tool that the human resource department uses to raise employee productivity (Sims, 2019). Every business needs to hire, pay, inspire, retain, and eventually let go of its workforce. This indicates that proper human

resource management functions are critical to the organization's efficacy and efficiency and must be incorporated into it (Maric, 2021). According to Imaga (2020), the importance of the issues and difficulties associated with making better use of human resources has led to an improvement in human resource management function today. The aim of attaining success within organizations aligns with its strategic objectives and short-term interests (Okojie, 2020).

Performance is the distinction between an organization's goals and objectives and its actual accomplishments (Ejiofor & Eze, 2019). Performance is evaluated by comparing actual findings or results achieved by an organization with its planned goals or objectives. Combining abilities, expertise, and experiences to complete specific tasks within a set amount of time is the key to success. How effectively a person carries out the tasks and duties assigned to them is known as employee performance (Kenton, 2019). A key element of organizational long-term viability which encompasses effectiveness and profitability is employee performance. Without sufficient motivation to the statement that officials strive to perform well within the company, performance cannot be assessed. The government apparatus is only managed by the civil service (Victor, 2019).

Makueni is the seventeenth county in Kenya's Eastern Province, out of forty-seven total counties (GOK, 2020). The National Government of Makueni County oversees the creation of laws, regulations, business finance, and research projects in a range of industries, such as agriculture and education (ROK, 2018). Ministry of Interior and Coordination of National Government (MICNG) in Kenya is a division of government responsible for a nation's internal affairs, particularly law and order (GOK, 2023). Maintaining national security, achieving its comprehensive concept, protecting citizens'

lives and property, communicating regularly with civil society institutions, and assigning the Governors to oversee and monitor projects and development plans are all part of its mandate (GOK, 2023). The ministry's duties include overseeing public affairs, betting control, printing governmental papers, immigration and individual enrolment, probationary control, and spearheading the fight against addiction to drugs and substances. Additionally, the Ministry provides all Government ministries with reception services and organizes state operations.

1.2 Statement of the Problem

Human resource functions in the civil service workforce involve job evaluations, coordinating personnel needs, selecting and employing suitable individuals, orienting and training new hires, managing compensation and benefits, providing awards and bonuses, evaluating performance, resolving issues, and communicating with all employees at all echelons (Ejim, Egbudu & Ezeh, 2020). The performance of civil servants greatly depends on the efficacy and efficiency of human resources (Rouse, 2019) and in the alternative, low output, inefficiency, and inefficiency of assets happen. Kenyan civil service workforce has faced numerous setbacks over the years, including poor project delivery, abandoned projects, and failed regulations, deficient organizational culture, and a dearth of performance management techniques (Esu & Inyang, 2020). Overcrowding and underpayment of civil servants result in subpar service delivery, noncompliance with recruiting and selecting practices, as well as an incompetent workforce with many employees without the necessary abilities and prerequisites to carry out the tasks to which they are designated (Ejim, Egbudu & Ezeh, 2020).

Furthermore, insufficient rewards in the civil service workforce comprising civil servants can hinder worker performance and worsen work ethics and service quality in government organizations, which are frequently typified by a bad work environment and outright corruption on the part of numerous officials (Wegrich, 2019). In Kenya as well as other global locations, public sector organizations such as MICNG face difficulties in finding and keeping valuable, competent employees, appraising the performance of employees, and giving good remunerations as at when due to meet the ever-changing demands of service delivery (Ogholaja, 2023). Not enough people are trained to carry out the essential tasks. Understaffing and insufficient training of employees have significant negative impacts on its performance in terms of capacity utilization and productivity. The inability of this commission to meet its objectives has led to shoddy work, extreme levels of stress and tiredness (Nzau, 2019).

Moraa and Datche (2019) assessed the effects of performance appraisals on employee performance in Kenya and discovered positively significant effects. Enekwe, Eziedo, and Agu (2019) looked at the impacts of appraisals of performance on worker performance in Nigeria, with a particular emphasis on the banking industry. In Afghanistan, Ahmadi (2019) looked into the impacts of training programs on worker performance using the telecoms sector as a case study. Mwangi and Munyua (2023) used census sampling to assess the effects of training and development on worker performance focusing on investment companies listed in Kenya. The aforesaid studies however demonstrated contextual, methodological, and conceptual gaps. Hence, the study aims to establish the effects of human resource instruments on employee performances among civil servants of MICNG in Makueni County, Kenya.

1.3 Objectives of the Study

- i. To assess the effect of performance appraisal on employee performance among civil servants of the Ministry of Interior and Coordination of National Government in Makueni County, Kenya.
- ii. To determine the effect of training and development on employee performance among civil servants of the Ministry of Interior and Coordination of National Government in Makueni County, Kenya.
- iii. To examine the effect of career development on employee performance among civil servants of the Ministry of Interior and Coordination of National Government in Makueni County, Kenya.

1.4 Research Questions

- i. How does performance appraisal affect employee performance among civil servants of the Ministry of Interior and Coordination of National Government in Makueni County, Kenya?
- ii. What is the effect of training and development on employee performance among civil servants of the Ministry of Interior and Coordination of National Government in Makueni County, Kenya?
- iii. To what extent does career development affect employee performance among civil servants of the Ministry of Interior and Coordination of National Government in Makueni County, Kenya?

1.5 Justification and Significance of the Study

The study examined how human resource instruments affect employee performances among public civil servants of MICNG in Makueni County, Kenya. In the public service

workforce, human resource instruments are positioned to guarantee and foster excellent human resource management procedures as well as to foster honesty and love of the public sector. A crucial component of ensuring the successful and effective handling of all human resources for increased performance of civil servants is human resource management.

Hence, how human resource instruments would specifically address issues of performance and serve to uphold the principles of candor, openness, patriotism, and building a workforce within the civil service workforce that exemplifies good governance in Kenya needs to be studied. As such, evaluating the impact of these human resources instruments on worker performance is critical. The effects of human resource instruments and government servants' job performance were the researcher's main areas of interest.

The study would be beneficial to the government and policymakers because it would give them a better understanding of the factors influencing civil servants' performance in Kenya. Additionally, policymakers would be able to create policies based on the researcher's recommendations to enhance the performance and efficiency of civil servants of the Ministry of Interior and Coordination of National Government (MICNG).

The findings of this study would have significant impacts on MICNG, which includes the theory and practice of human resource management. Since the study may foster an environment that is favourable for working and citizen representation, it would also assist the government in realizing Vision 2030.

Finally, the study would be of great significance to academicians and researchers as it would lay the groundwork for future investigations into human resource instrument

effects and performance. Future researchers in the field or related fields can use the research findings as a starting point and a point of reference for any further related research, conducted inside or outside of Kenya.

1.6 Scope of the Study

The study's main focus was on how MICNG civil officers in Makueni County, Kenya, performed as employees in relation to human resources tools. The study determined how employee performances of Ministry public workers are affected by performance reviews, training and development, and career advancement. Using primary data from MICNG employees, a descriptive research design was employed in the study. Both descriptive and inferential statistics were used to illustrate the analysis.

1.7 Limitations of the Study

Limitations of the study include respondents' unwillingness to disclose specific information unless they are guaranteed anonymity. They are unable to respond with succinct answers to questionnaire questions marked as confidential. As a result, the researcher guaranteed respondents that their answers were going to be reserved entirely private and utilized only for academic purposes. The researcher was also patient to obtain accurate data from respondents. It served as a reference for research on human resource instruments' effects and performance, but because it is restricted to MICNG in Makueni County, Kenya, it may not be very helpful for studies focusing on other sectors and counties.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The present chapter aims to examine and evaluate prior scholarly works and investigations on human resource instruments, in addition to relevant literature concerning the various aspects of the dominant theories, conceptual framework, and empirical studies of this research study. The researcher determined the current study's main focus areas, which comprised independent variables and particularly their impacts on the dependent variable.

2.2 Empirical Review

2.2.1 Employee Performance

The effects of electronic governance on the performances of employees in the Immigration Department of MICNG in Kenya were examined by Macotiende, Bula, and Ndegwa (2021). The research design employed was a cross-sectional descriptive survey. The study's target group consisted of 516 immigration department personnel from three specifically chosen sites in Nairobi City County, Kenya. Utilizing stratified proportionate random sampling, a sample size of 103 respondents was chosen. Regression analysis and descriptive statistics were utilized to analyze data. Findings showed that although e-governance techniques have significant impacts on employee performance, they have only been moderately embraced. A prior study that concentrated on Nairobi County utilized cross-sectional descriptive methodology. The present study employed a descriptive method of design with Makueni County in focus.

Achuchi (2022) investigated how performance management techniques affected employees' performances in Kenya's Ministry. A descriptive research design was employed to gather qualitative and quantitative data. A total of 350 officers from different departments comprised the targeted population. Respondents were chosen using simple random sampling techniques. There were 187 employees in the study's sample. Ministry's department heads made up responses. According to the report, employee performances at Kenya's Ministry were greatly impacted by performance management procedures. Previous studies utilized qualitative and quantitative data and a simple random sampling method. The present study utilized quantitative data and a census sampling method.

Impacts of career development on employee performances in Nairobi County were studied by Ondere and Mackhamara (2023). The study's subjects were chosen with a stratified method of sampling. The study's sample size was 102, and the target population was 1022. A descriptive research design was utilized for investigation. Questionnaires were used to gather data. The validity and reliability of the research instrument were evaluated using test-retest method. Tables offered quantitative information, whereas content analysis employed qualitative data. According to the findings, career advancement in interior ministry was only averagely successful over the study period. The prior study utilized qualitative and quantitative data and was done in Nairobi County, Kenya. A recent study utilized quantitative data and was done in Makeni County.

2.2.2 Performance Appraisal and Employee Performance

Enekwe, Eziedo, and Agu (2019) investigated how employee performance in Nigerian banks was affected by performance appraisals. Descriptive research design method was

adopted. Research was conducted specifically focusing on Eco Bank. Most of the study's data came from primary sources, namely questionnaires. The study's sample was chosen using a stratified random sampling technique. Ordinary Least Square method was the econometric approach used for estimation. After being coded, gathered data were imported into the SPSS application for analysis. The study's conclusions showed employee performance is significantly impacted by performance appraisals. While the most recent study concentrated on Kenya's MICNG, the earlier study was conducted in Nigeria and focused on a banking institution there.

Ibrahim and Daniel (2019) evaluated how Nigerian Breweries sPLC employees' performance was affected by appraisals of performance. Specifically, the study assessed employee performance concerning performance appraisals, demonstrated the degree of awareness regarding these processes, and finally pinpointed issues with Nigeria Breweries Plc's efficient performance appraisal system. With the aid of SPSS, data acquired via census sampling were examined. The obtained results showed that employees have a comparatively high awareness of performance appraisals and that these evaluations have a major influence on their work output. Additionally, research reveals that one of the biggest obstacles to Nigeria Breweries Plc's performance appraisal was the company's inability to provide timely feedback. The aforementioned study was conducted in Nigerian breweries whereas present study was performed in Kenya and focused on MICNG.

The effects of performance appraisals on worker performances in Kenya were evaluated by Moraa and Datche (2019). Control, social cognitive, and goal-setting theories served

as the study's pillars. Target population was 306 workers at Nairobi County-based NHIF Head Office. Based on study hypotheses, structured questionnaires were utilized for collecting data. With SPSS version 23, data analysis was carried out. While inferential statistical analysis used regression and correlations, descriptive statistics included frequencies, distributions, percentages, and means. The study found positive correlations between employee performance and performance reviews. The current study used multiple regression analyses and focused on MICNG, whereas the previous study used linear regression analysis and examined NHIF in Kenya.

Muruiki and Wanyoike (2021) evaluated how employee performance was impacted by appraisals of performance. To ascertain how employee performance and performance appraisals are related utilizing a desk review approach with training and development as the parameter. The study was grounded in expectancy theory, which serves as the foundation for employee performance and performance appraisal. It was found through literature study that there were gaps in research on relationships between employee performances and performance appraisals. It was found that a wide range of academics had differing opinions regarding how to assess employee's performances. The study indicated that few flaws in performance appraisals are connected to the backdrop of organizational structure, while others are related to procedures. The previous study utilized desk review methodology. The present study utilized descriptive methodology.

Performance appraisals of employees in India were subjects of a study by Vasava and Pillai (2021). Essentially, the study's research design was descriptive. An investigation into the study of employee performance appraisals was conducted with primary and secondary data. However, utilizing the former through a questionnaire approach was the

main area of interest. There were 100 people in the sample, and data was obtained with using a standardized questionnaire. Data analysis was done with frequency and reliability tests. The following metrics have been utilized in the study analysis: mean, standard deviation, coefficient of skewness, and reliability test. Findings revealed that performance appraisal leads to improved employee performance. The previous study was done in India and utilized primary and secondary data. The recent study was done in Kenya and utilized primary data.

Agbo and Okebaram (2023) investigated how employee performance at 7up bottling companies in Aba, Abia state in Nigeria, was affected by performance appraisals. A survey methodology was implemented. The study's participants consisted of 182 employees of a 7up bottling company located in Aba, Nigeria. The study determined an optimal sample of 125 workers. To get sample components, a simple random sampling technique was utilized. There was usage of primary and secondary data. Publications were utilized to obtain data secondarily and structured questionnaires to obtain data primarily. With the aid of SPSS, the test statistic was simple regression. According to the study, performance reviews have favourable and substantial impacts on workers' efficacy and efficiency, which in turn affects performance. A prior study that was carried out in Nigeria made use of primary and secondary data. Therefore, the current study was done in Kenya and utilized primary data.

2.2.3 Training and Development and Employee Performance

Ahmadi (2019) utilized the telecommunications industry in Afghanistan as a case study to look into the impacts that training programs had on worker performance. The study

looked at four of Afghanistan's largest telecom companies. Thus, investigators were able to pinpoint decision-makers in telecom companies who had effective and competent human resource managers. This is the best approach to make the most of a company's training and development resources. Since there are no wasted resources, expenses may be avoided. Results showed that the employee performance of telecommunication workers in Afghanistan benefited from training and development. But unlike the current study, which concentrates on MICNG in Kenya, the previous study focused on telecommunications in Afghanistan.

The impacts of training on employee performances in investment companies listed in Kenya were evaluated by Mwangi and Munyua (2023). The study employed a descriptive design, with 72 participants selected from 15 listed investment firms on NSE as the target population. All 72 participants through the census sampling technique participated. Surveys were utilized to collect primary data. Inferential and descriptive statistics were applied to collected data using SPSS software. A correlation coefficient was implemented. Results showed employee performance is significantly and directly impacted by training and development. The previously mentioned study was centered on investment firms. Therefore, the current study focused on MICNG.

Khawaldeh (2023) assessed how training affected employees' ability to perform better in Jordan's Maan's Directorate of Education. In the study, the descriptive analytical method was applied. By using purposive sampling, 34 male and female employees were included. After the researcher's questionnaire's validity and reliability were established, data was gathered using it. There were twenty-seven items distributed in the questionnaire. Basic regression analysis's findings showed that overall training has moderately positive

impacts on raising employee performance. The previous study was conducted in Jordan and used a purposive sampling method. The recent study was conducted in Kenya and made use of the census sampling method.

Olanipekun (2023) examined how training and development affected how certain insurance companies in Lagos State, Nigeria, perceived their employees' job performance. The Foundation of research was provided by Douglas McGregor's Theories X and Y. Mutual Benefits, Oasis, and Mansard Insurances were three meticulously chosen insurance businesses with sample sizes of 137 employees through a simple random selection procedure. Following data collection, analysis, and presentation, SPSS was applied to develop basic distributions of frequencies and percentages. Results showed that training and development have beneficial effects on the performances of insurance companies' employees. These courses are conducted once a week. The previous study was centered on Nigerian insurance companies while the present study was centered on MICNG in Kenya.

2.2.4 Career Development and Employee Performance

Mwova and Langat (2021) investigated the influence of career development methods on staff performance at the selected private universities in Nairobi County, Kenya. A descriptive methodology was utilized. 2336 employees of Kenya's religiously affiliated private universities—Daystar, CUEA, St. Pauls, and KeMU—constituted the study's population. These comprised both non-teaching and academic professionals. A proportionate stratified sample design was used in the investigation. Questionnaires were the primary means of data collecting, and primary data were employed. Then, a

combination of inferential and descriptive analyses was applied. Descriptive analysis was a method to examine quantitative data. Findings showed employee performance is significantly predicted by career guidance. Previous studies focused on private universities and utilized stratified sampling. A recent study utilized the census method and focused on MICNG in Kenya.

Career development's impact on workers' performance at Kenya Forestry Research Institute in Muguga were examined by Ratemo, Makhamara, and Bula (2021). The foundation of the investigation was equity theory. A descriptive research design was employed. Kenya Forestry Research Institute served as an analytical unit with 178 employees as the target population. To get a sample of 121 respondents, a stratified random sampling technique was applied. A semi-structured questionnaire was used to collect primary data. Inferential and descriptive statistics were applied in data analysis. Career development plans have considerable impacts on staff performances at Kenya Forestry Research Institute, as per the report. The prior study employed the use of stratified and was focused on Kenya Forestry Institute while the recent study utilized a census sampling method and focused on MICNG in Kenya.

The effects of career development on employee engagement in Kenya's public health sector were assessed by Muchibi, Mutua, and Juma (2022). Descriptive research design was the approach utilized for investigation. The population comprised 3,092 respondents, with a sample of 342 chosen. Stratified and simple approaches to sampling were utilized. Quantitative and qualitative data types were collected using a questionnaire-based approach. Quantitative and qualitative analysis were utilized in a mixed-method approach to data analysis. Results showed that employee engagement in Kenya's public health

sector was positively, moderately, and significantly impacted by career development. The aforementioned research used simple and stratified random sampling and concentrated on the public health sector. A recent study utilized census sampling and concentrated on MICNG.

Suherman, Ahman, Disman, and Rofaida (2023) examined how career development and employee engagement affected the performances of employees in Indonesia. In this study, descriptive and explanatory research designs were employed for survey methodologies. Eighty-seven (87) PT Indonesia Pos (Persero) personnel participated in. The sampling method employed was saturation sampling. To evaluate data, multiple regression analysis was employed. Results indicated that employee engagement and career development may have a joint or partial effect on performance. The previous study utilized saturated sampling along with an explanatory and descriptive research approach. As a result, the descriptive research design and census sampling method was utilized in this study.

Dharmawansyah, Ariawan, Prasetyo, Priyadi, and Karunia (2023) evaluated the efficiency of career development in moderating the impacts of training and the workplace on employee performance. Using the causal technique, the research approach adopted a descriptive quantitative approach. There are 609 workers in the steel sector in the Banten Provinces and DKI Jakarta who make up the study's population and objects. Snowball sampling was adopted to pick 242 respondents. The data analysis approach evaluates the study's hypotheses by applying structural equation modeling (SEM), notably with the SEM-LISREL data processing tool. Findings indicated employee performance is directly impacted by work environment, training, and career development. Causal research design

was utilized in a prior study, which was conducted in Jakarta. Kenya hosted the current study, which made use of a descriptive research design.

In their study, Rahayu, Setiadi, and Agustina (2023) looked at how career development affects the caliber of work in Indonesia. Qualitative data from novels and scientific papers were employed in this investigation. The idea was examined and a new research model on the connection between compensation and the caliber of public services was formed using secondary data from earlier studies. The study's findings indicated that career advancement and training affect the caliber of labor. It was evident that professional growth and training have an indirect impact on the caliber of work. However, Indonesia was the location of the prior study. In Kenya, the current study was conducted.

2.3 Theoretical Review

The study was anchored on resource-based view, goal setting and human capital theories.

2.3.1 Resource-Based View Theory

Resource-based view, which contends that firms function more effectively when they have authority over their resources, was first proposed by Penrose (1959). The significance of workplace learning challenges and workforce strategic importance is emphasized by the resource-based theory of human resource management. Penrose conceived a set of assets that were productive. They distinguish between physical and human assets in their book Boxall Penrose (1987) and stress the significance of education, taking into account the leadership team's background and expertise.

Armstrong (2009) emphasizes the importance of human resources as an advocate of resource-based philosophy and contends that resources are essential to any organization's capacity to make future plans. The primary source of energy is the human or human being.

According to Davidson (2009), "capability" refers to complicated bundles of abilities, competence, talent, and experience that allow the business to manage its operations and use resources for optimal performance by managing and allocating resources to appropriate production uses. As per Hamel and Prahalad (2008), companies can gain a competitive edge by expanding their human capital via a learning organization and acquiring knowledge and skills ahead of their rivals. According to Heery and Noon (2007), a company has a competitive advantage when it employs a strategy that its rivals, either current or prospective, have not yet adopted. Purcell (2003) states that any company that creates exceptional, unique strategies, values, policies, and practices will have a sustained competitive advantage based on the resources-based strategy theory. Because of this, gaining a sustained competitive advantage requires that any strategy be constantly centered on optimizing resources.

RBV theory is based on the idea that managers and human resources are key components of human resource management (HRM). Resource-based theory states that developing and utilizing excellent human resources is essential to successfully achieving organizational and personal objectives. A company's competitive advantage cannot be realized without unique resources. The performance of a company is enhanced by the addition of important resources. As fewer businesses can access scarce resources, rarity fosters ideal competition. Since unique resources are costly to duplicate and non-

replaceable, there are no alternatives (Arend & Levesque, 2010). This theory supports performance which is the dependent variable.

2.3.2 Goal Setting Theory

Goal setting theory was developed by Latham and Locke (2002) and highlights the importance of setting goals and giving workers autonomy to determine how well they perform. According to goal-setting theory, performance and the definition of specific, quantifiable goals are inextricably linked. If managers have a specific objective in mind, they are more likely to work harder (Locke & Latham, 2002). According to De Waal (2007), members have to be empowered to positively influence outcomes and have the freedom to act to take accountability for them. Supervisors must give employees the authority to address issues without first seeking approval.

According to Locke and Latham (2002), employees who possess decision-making authority are more likely to participate in work-related decision-making. Armstrong (2006) states that employees who possess the independence to make decisions and resolve problems that impact the results they are accountable for are more likely to meet or exceed performance goals. The notion emphasizes how important relationships are between objectives and accomplishments. Research indicates that the most successful performances seem to happen when goals are specific, challenging, linked to performance review and feedback on results, and supportive of acceptability and commitment. It is feasible to observe how motivating aims are influenced by facilitators such as competence and optimism. Managers typically agree that setting goals is a good approach to improve and sustain performance.

According to Muriuki (2016), setting goals for workers can inspire them and enhance their output. Workers evaluate themselves concerning the organization's goals and adjust their behaviour to meet those targets. Specific goals increase motivation and performance. This also occurs when they are given feedback on their performance and given difficult but attainable goals. Additionally, feedback is crucial since it inspires workers to set and meet ambitious goals. According to Newstrom (2011), the need to close the performance gap between present and future performance drives motivation when goals are set. According to Luthans (2011), these objectives direct employees' behaviour and focus their efforts on specific results. The theory supports performance appraisal in this study.

2.3.3 Human Capital Theory

According to Armstrong (2010) who propounded the theory, businesses that invest in their staff see an improvement in performance, which benefits the business as a whole. This perspective holds that people have innate skills, dispositions, and vitality (Davenport 1999). The theory states that a product's value is derived from its users' understanding, abilities, and expertise. Therefore, developing and retaining human capital should be a top priority. According to Armstrong (2010), people create, hold onto, and use knowledge and intellectual capital. People's knowledge is enhanced by their interactions with one another (social capital), which turns it into the established knowledge that companies possess.

It is a flawed approach to understanding the value of capital, according to Block (1990), who was cited and quoted by Muchomb (2016). The only way to comprehend human activity is through the lens of trading. This disregards the fact that value is created by an

accumulation of capital, not the other way around, as capital is a social force. In such a scenario, it is usually viewed as more akin to a good than money. Another argument is that education boosts productivity, which could account for higher wages. These theorists did not take knowledge transfer into account.

Is there a connection between productivity and the duration of education and training? It is accurate to say that increased productivity does not always translate into higher wages. There are, nevertheless, additional situations that might be relevant. The industry, the employer's location, and labour union rules may all have an impact on compensation. The theory states that the knowledge, skills, and abilities of individuals are what give a product its value. As such, the commission functions better if it can draw in, hold onto, and expand its human capital. Considering that their competencies could benefit all judges, officers, staff members of general commissions, and administrators must obtain additional instruction and training. The theory supports career development and training and development.

2.4 Summary of Literature and Gaps to be filled by the Study

Table 2:1: Summary of Gaps

Author (Year)	Study Variables	Main Findings	Gap(s)	The focus of the current study
Ibrahim and Daniel (2019)	Evaluated how Nigerian Breweries Plc's employees' performance was affected by appraisals of performance.	Research revealed that one of the biggest obstacles to Nigeria Breweries Plc's performance appraisal was the company's inability to provide timely feedback	The aforementioned study was conducted in Nigerian breweries	The present study was performed in Nigeria focusing on the Ministry of interior and coordination of national government.
Muchibi, Mutua, and Juma (2022)	Evaluated impacts of career development on employee engagement in Kenya's public health sector.	The results showed that employee engagement in Kenya's public health sector was positively, moderately, and significantly impacted by career	The aforementioned study utilized simple random and stratified random sampling and concentrated on the public health sector	The recent study utilized census sampling and concentrated on the Ministry of Interior and coordination of the national government in Kenya

		development		
Achuchi (2022)	Investigated how performance management techniques affected workers' productivity at Kenya's Ministry of Interior and Coordination of National Government.	Employee productivity at Kenya's Ministry of Interior and Coordination of National Government was greatly impacted by performance management procedures.	The previous study utilized qualitative and quantitative data and a simple random sampling method.	The present study utilized quantitative data and a census sampling method.
Agbo and Okebaram (2023)	Investigated how employee performance at 7up bottling company in Aba, Abia state in Nigeria, was affected by performance appraisals.	Performance reviews have favourable and substantial impacts on workers' efficacy and efficiency, which in turn affects performance	. A prior study that was carried out in Nigeria made use of primary and secondary data.	Therefore, the current study was done in Kenya and utilized primary data.
Suherman, Ahman, Disman, and Rofaida	Examined how career development an	The results of the study indicated that	The previous study utilized saturated	As a result, the descriptive research design

(2023)	d employee engagement affected the performances of employees in Indonesia	employee engagement and career development may have a joint or partial effect on performance	sampling along with an explanatory and descriptive research approach	and census sampling method were utilized in this study
Olanipekun (2023)	Examined how training and development affected how certain insurance companies in Lagos State, Nigeria, perceived their employees' job performance.	Results showed that training and development have beneficial effects on the performance of the insurance companies' employees.	The previous study was centered on Nigerian insurance companies	The present study was centered on the Ministry of Interior and the coordination of the national government in Kenya.
Ondere and Mackhamara (2023).	Studied impacts of career development on employee performance in Nairobi County, City's Ministry of the Interior and National	According to the findings, career advancement at the interior ministry was only averagely successful over the study period.	The prior study utilized qualitative and quantitative data and was done in Nairobi County, Kenya.	The recent study utilized quantitative data and was done in Makueni County.

	government coordination			
Khawaldeh (2023)	Assessed how training affected employees' ability to perform better in Jordan's Maan's Directorate of Education.	Basic regression analysis's findings showed that overall training has moderately positive impacts on raising employee performance.	The previous study was conducted in Jordan and used a purposive sampling method.	The recent study was conducted in Kenya and made use of the census sampling method.

Source: Researcher (2024)

2.5 Conceptual Framework

An illustration of a design that shows relationships and suggests relationships between independent and dependent variables is called a conceptual framework. Employee performance is the dependent variable, and the independent factors that are shown are performance evaluation, training and development, and career growth.

Independent Variables

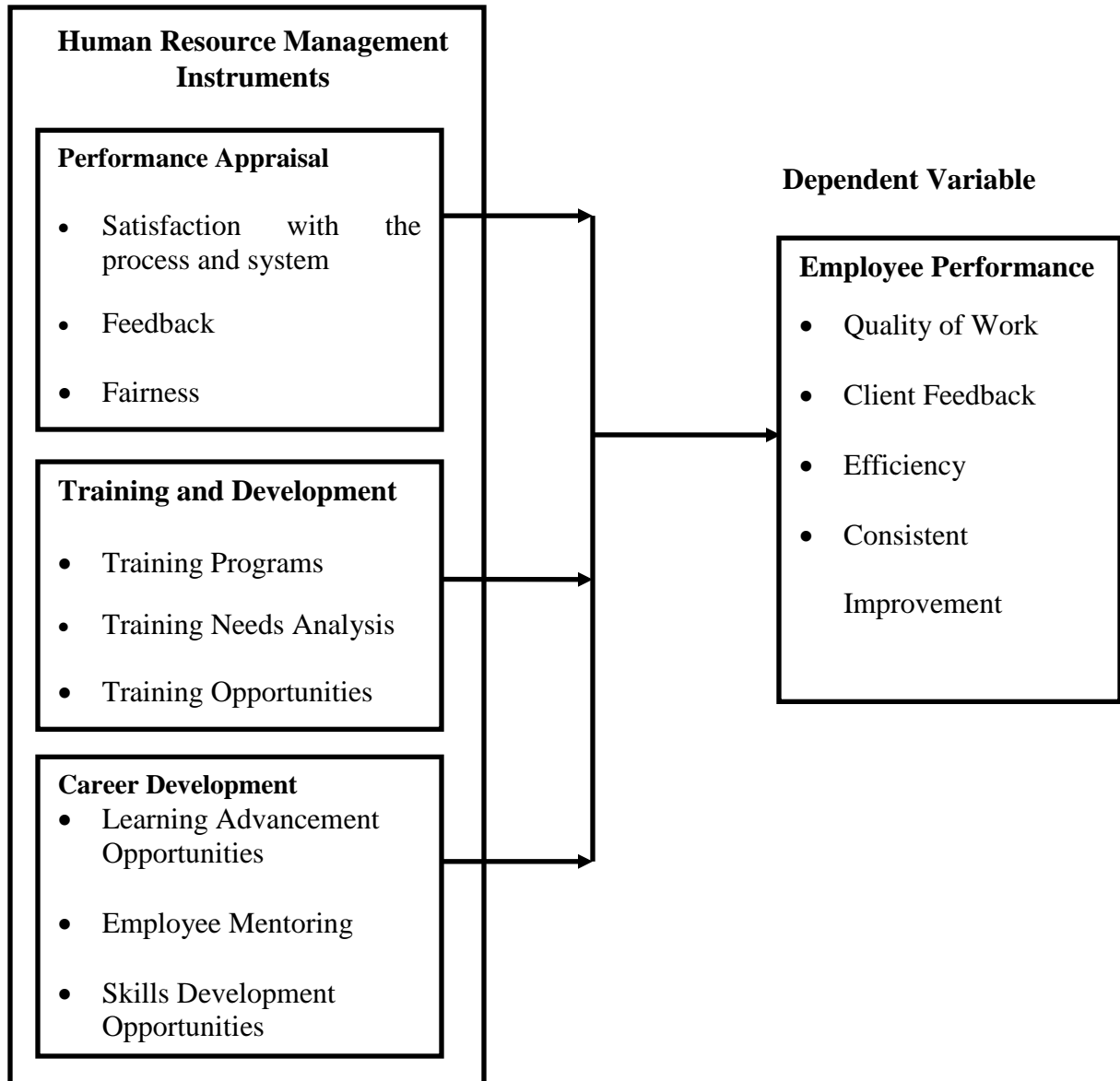


Table 2:2: Conceptual Framework Source: Researcher (2024)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology which includes study design, variables, study site, target population, sampling size, instruments, validity and reliability of tools, data collection process, analysis and presentation, and ethical considerations were explained in this section.

3.2 Research Design

Descriptive study design, according to Kothari (2004), is a scientific method that allows a variable modification without altering the data. The goal of a descriptive research design is to give a thorough explanation of the features of particular research variables at a given moment in time. Regarding the target population, it discusses the what, who, and why of the study (Mugenda & Mugenda, 2003). This study utilized a descriptive research design to carry out an extremely thorough and productive investigation. Descriptive research design was utilized to determine the characteristics, patterns, trends, and classifications of the research and to answer the research problem's what, when, where, and how questions. This research design was chosen to enable the researcher to assess variables and provide results without interfering with the outcome.

3.3 Description of Variables

This study was guided by three independent variables, namely, performance appraisal, training and development and reward system. The impacts of these factors on performance and dependent variables were examined. Data gathered was used to analyze each independent variable and ascertain how it affects the dependent variable.

Variables	Variable type	Indicators	Measurement scale	Question Type	Method of Analysis
Employee Performance	Dependent variable	Quality of Work Client Feedback Efficiency Consistent Improvement	Ordinal and nominal	Open and close-ended	Quantitative and qualitative
Performance Appraisal	Independent variable	Satisfaction with the process and system Feedback Fairness	Ordinal and nominal	Open and close-ended	Quantitative and qualitative
Training and Development	Independent variable	Training Programs Training Needs Analysis Training Opportunities	Ordinal and nominal	Open and close-ended	Quantitative and qualitative
Career Development	Independent variable	Learning Advancement Opportunities Employee Mentoring Skills Development Opportunities	Ordinal and nominal	Open and close-ended	Quantitative and qualitative

Source: Researcher (2024)

3.4 Site of the Study

This study focused on MICNG in Makueni County, Kenya, located between latitudes 1° 35' south and longitudes 38° 30' and 37° 10' east covering 8008.7KM². About one million people live in Makueni County, and significant portions of the population, especially in larger towns, are from other communities. Ministry officers comprised of senior, middle and junior management employees from five (5) departments of MICNG which includes provincial administration services, administration police, Kenya police, government press, and National Agency for Campaign against Drug Abuse (NACADA) departments.

3.5 Target Population

Ninety-five (95) employees drawn from the five (5) departments of MICNG in Makueni County, Kenya constituted the target population to clearly define scope and purpose of the study. A census approach was adopted by the study due to its accuracy and reliability when used for data collection and given that the size of the population was not too large.

3.6 Research Instrument

Primary data was collected using a semi-structured open and close-ended questionnaire from respondents. The questionnaire was made using a 5-point Likert scale. The semi-structured questionnaire was utilized because it minimizes the possibility of errors that could influence the outcome and guarantees reliability and precision in the data analysis. Additionally, it is efficient at gathering vast volumes of non-biased data from responders at a low cost. The questionnaires consisted of a set of closed-ended questions from which respondents were able to select five (5) feasible responses.

3.7 Pilot Study

The validity and reliability of the research instrument were assessed through a pilot study at the neighbouring Machakos County. Ten (10) respondents (10%) of the sample size who are employees of selected Ministry were utilized for pre-testing of the research instrument. Through piloting, the researcher was able to guarantee the clarity of the research instrument and steer clear of ambiguity. Pre-testing also guaranteed that the researcher got rid of any flaws in the research instrument. To guarantee results were impartial, participants from the pilot study thereafter were excluded from the main research.

3.7.1 Validity of Research Instrument

The content and construct validity of the research instrument were tested by the study. Content validity was tested by utilizing expert reviews shared by academicians, including lecturers and supervisors. Researchers examined theoretical and empirical literature on human resource management instruments to test for construct validity.

3.7.2 Reliability of Research Instrument

Cronbach Alpha (α) internal consistency measure was utilized by the researcher to test for the reliability of research instruments. A coefficient value greater than 0.7 suggests research instrument is reliable. Cronbach-Alpha coefficient value of greater than 0.70 was utilized for the study threshold of the questionnaire to test for internal consistency reliability.

3.8 Data Collection Procedure

The researcher obtained approval from NACOSTI, Kenyatta University Graduate School, and the County Commissioner of MICNG in Makueni County, Kenya before the data was collected. The questionnaire was in the format of a Google form to ensure easy distribution to respondents via email and facilitate communication with potentially dispersed respondents.

3.9 Data Analysis and Presentation

Data was analyzed quantitatively with the utilization of descriptive statistics including mean and standard deviation and inferential statistics which include Pearson Product Correlations and multiple regression analyses with the aid of SPSS. Multiple regression analysis was employed to determine relationships between variables. Data was analyzed qualitatively via content analysis. To make it easier to evaluate and describe data, results were given as percentages as well as frequencies in tables. The Regression Model is shown below:

$$EP = \beta_0 + \beta_1PA_1 + \beta_2TD_2 + \beta_3CD_3 + \varepsilon$$

Where:

EP = Employee Performance

PA= Performance Appraisal

TD= Training and Development

CD = Career Development

β_0 = Constant Term

β_1 - β_3 = Beta Coefficients

ε = Error term

3.10 Ethical Considerations

Research ethics were followed in the course of this research. Respondents' right to anonymity was respected, and all data they provided was solely utilized for research and handled with the highest secrecy. Before data collection, the study's purpose was communicated to the respondents, and their participation was only allowed with their voluntary and informed consent. Every participant in the exercise was informed beforehand and their consent was requested before proceeding. Only willing participants in the study provided consent; no form of coercion was used. The researcher also ensured the confidentiality of the participants and made it clear that their responses were only used for academic purposes before giving them an overview of the study's objectives. The respondents were reminded as well of their right to at any time, stop participating in it. Kenyatta University made available research approval permission. In addition, a NACOSTI letter of authorization was necessary.

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter presented the survey findings and led a discussion comparing them to other researchers' previously discovered conclusions. The data, which were used for the survey analysis, were summed up in the chapter according to the number of participants who answered and those who did not. As a result, both descriptive and inferential data analysis approaches were used in the survey, and the results were compared with the other scholars' works that were discussed in the chapter.

4.2 Response Rate

This section of the survey presents the responses that were collected from the field to show how many respondents took the time to complete the questionnaire and share their opinions regarding the research phenomenon. These answers were contrasted with the researcher's access to the unretrieved questionnaire. The results derived from these answers are recorded in Table 4.1.

Table 4:1: Response Rate

Response	Frequency	Percent
Retrieved	72	75.8
Unretrieved	23	24.2
Total	95	100

Source: Research Data (2024)

The response rate from the survey participants showed that 72 responses were retrieved, accounting for 75.8% of the total while 23 responses were unretrieved, representing 24.2%. A comparatively high degree of interest and participation from the survey

respondents is indicated by the high response rate of 75.8%. This implies that a considerable number of respondents to the survey provided a great amount of data, which improved the validity and reliability of the results. The quantity of replies that were retrieved makes statistical analysis more reliable and improves the conclusions' generalizability to a larger population.

4.3 Demographic Data

The survey took into account the socio-demographic characteristics of the respondents to gain an understanding of the quantity and categories of individuals who participated in the survey. Factors including department of the survey participants, years of service, education level, and gender were all looked at in the study. The survey's results provided insight into the characteristics of each individual participant.

4.3.1 Gender of the Respondents

In survey research, it is important to look at participant gender distribution. It provides insightful information about how different genders are represented and expressed within the research population. This portion of the survey is dedicated to gathering information about the gender distribution of respondents and examining any possible trends or differences in responses according to gender. The results concerning gender-related elements found in the analysis are shown in Figure 4.1.

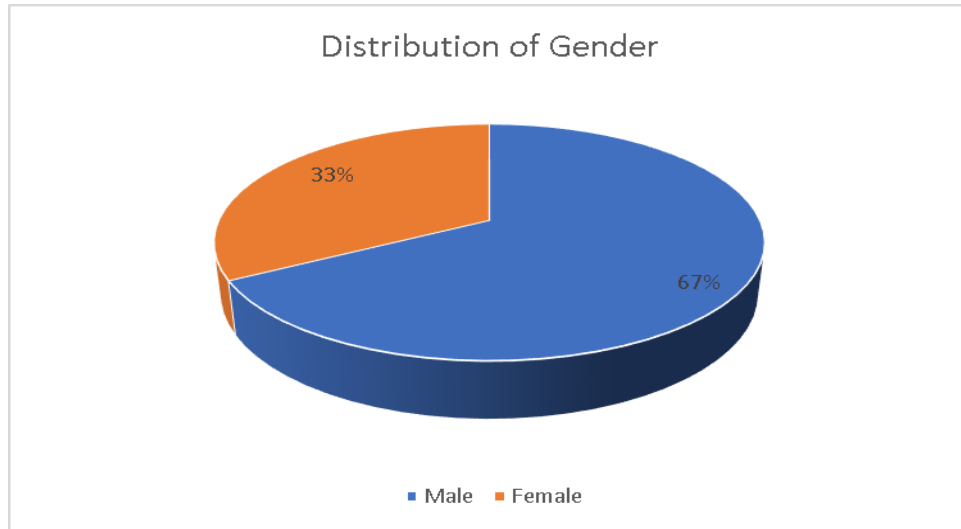


Figure 4:1: Gender Distribution of the Respondents

Source: Research Data (2024)

The gender distribution of the participants showed that 67% of them were women and 33% of men. The fact that women made up 67% of the study's participants indicates that they are more actively involved in the ministry's workforce. This result emphasizes how crucial it is to take into account a variety of viewpoints and life experiences while attempting to comprehend how human resource management tools relate to worker performance. Furthermore, the significant representation of women in the study population showcases their role and contribution within the Ministry of Interior and Coordination of National Government in Makueni County. It highlights the importance of gender equality and inclusivity in the workplace, as well as the need to address gender-specific factors in human resource practices and policies. The outcome is consistent with Crossland *et al* (2021) who discovered that women are increasingly engaged in farm management in Makueni County, Kenya, with aspirational narratives focusing on commercializing farm activities.

4.3.2 Age of the Participants

This section of the study focused on examining the role of age among the respondents concerning human resource instruments and employee performance. Specifically, it investigated how age influences the relationship between various human resource practices and strategies and the performance outcomes of civil servants in the Ministry of Interior and Coordination of National Government in Makueni County, Kenya. The outcome is demonstrated in Figure 4.2.

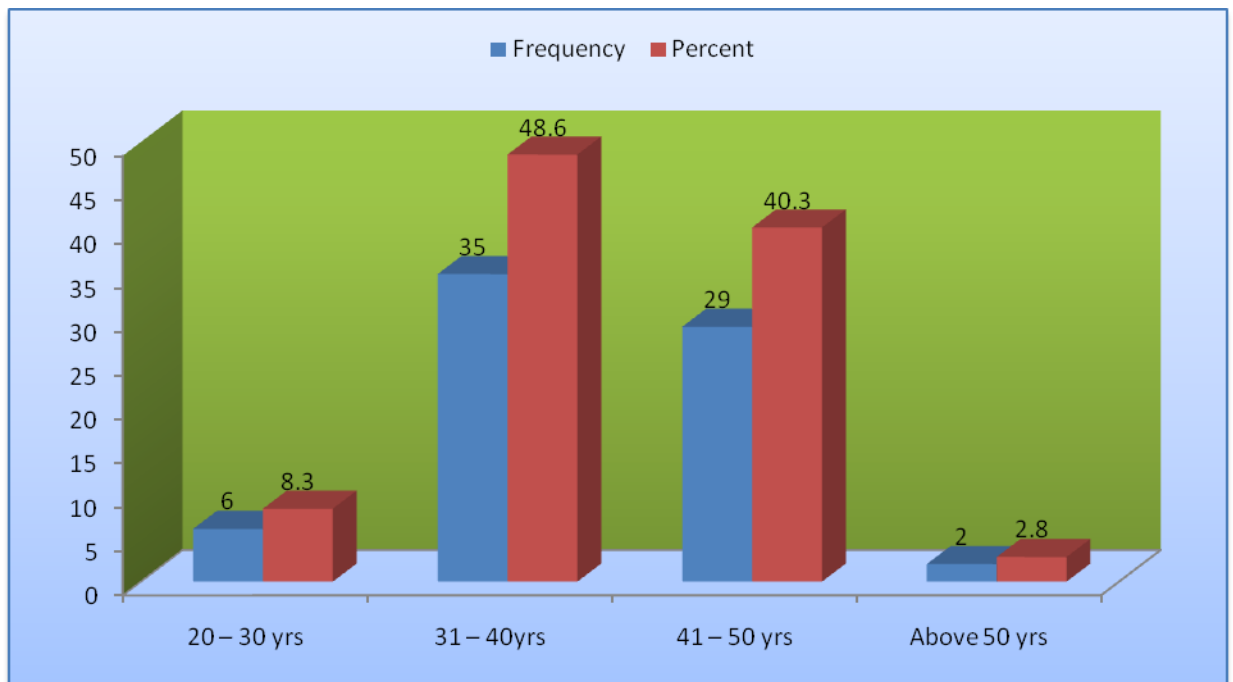


Figure 4:2: Distribution of the participants' age

Source: Research Data (2024)

The results of the survey showed that 48.6% of the sample's respondents were between the ages of 31- 40. The other significant group consisted of individuals aged 41-50 years, comprising 40.3% of the participants. A smaller proportion of respondents were in the age groups of 20-30 years (8.3%) and above 50 years (2.8%). This result suggests that a

significant portion of the research population consists of workers in their thirties and forties. This suggests that these age groups are regarded as having reached the pinnacle of their professional lives and that they offer a plethora of knowledge and experience to their roles in Ministry of Interior and Coordination of National Government, Makueni County, Kenya. The findings corroborate with Amahwa and Otuya (2020) who noted that employees in this age range typically possess significant institutional knowledge and skills that contribute to effective service delivery and organizational performance.

4.3.3 Respondents Educational Qualification

This section of the study focused on examining the educational qualifications of the respondents and their implications for human resource instruments and employee performance. Specifically, it investigated how educational attainment influences the relationship between various human resource practices and strategies and the performance outcomes of civil servants in the Ministry of Interior and Coordination of National Government in Makueni County, Kenya. The results in this section are visually represented in Figure 4.3.

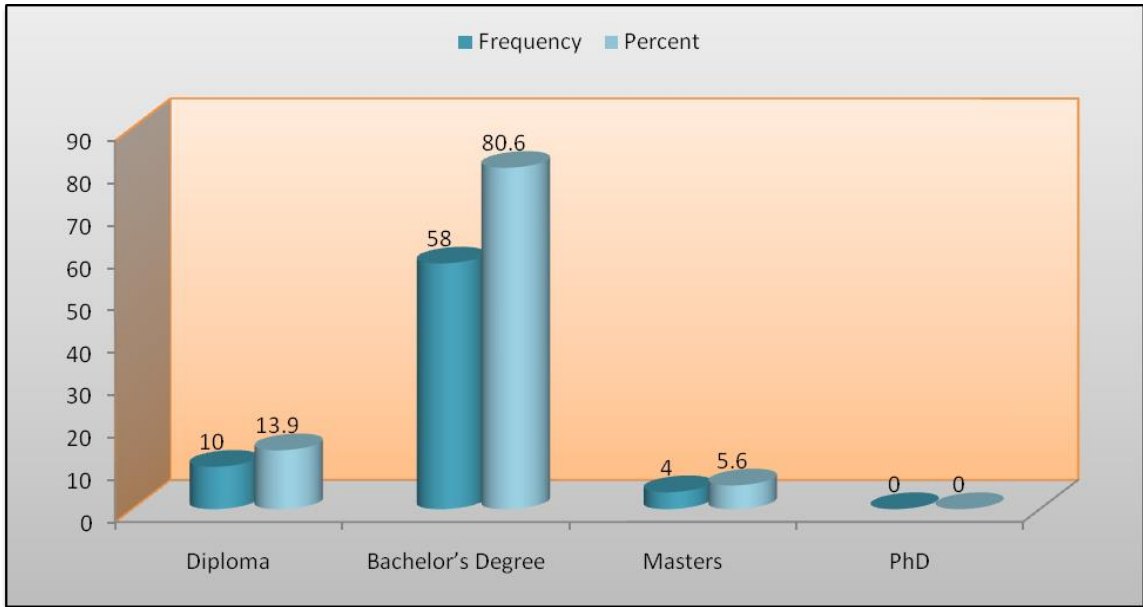


Figure 4:3: Respondents Educational Qualification

Source: Research Data (2024)

The results showed that most (80.6%) of the civil service workers had a bachelor's degree, which is a noteworthy degree of higher education attained. Furthermore, 13.9% of the participants had a diploma, demonstrating a notable representation of those with technical or vocational training. A smaller percentage of participants (5.6%) held a Master's degree, signifying a smaller but notable proportion of individuals with advanced postgraduate qualifications. Notably, no participants in the study held a Ph.D. degree. This finding suggests that a substantial proportion of civil servants in the Ministry of Interior and Coordination of National Government in Makeni County hold bachelor's degree certifications, a strong academic background, and specific understanding in their respective disciplines. This outcome aligns with the World Bank (2022) which highlighted that human resource development, including education and training, significantly impacts service delivery outcomes in Kenya's devolved government system,

emphasizing the need for skilled personnel to meet public service demands. Additionally, Ituma (2024) discovered that Nigeria's civil service sector showed that adequate training and human resource development programs lead to increased productivity and improved work attitudes among employees, reinforcing the notion that a strong educational background is essential for effective public service.

4.3.4 Years of Experience

Years of experience are crucial factors that can shape individuals' knowledge, skills, expertise, and overall job proficiency. By analyzing the impact of years of experience, this section aimed to provide insights into how the accumulation of professional experience can influence the effectiveness of human resource practices and subsequently impact employee performance. The outcomes revealed are demonstrated in Figure 4.4.

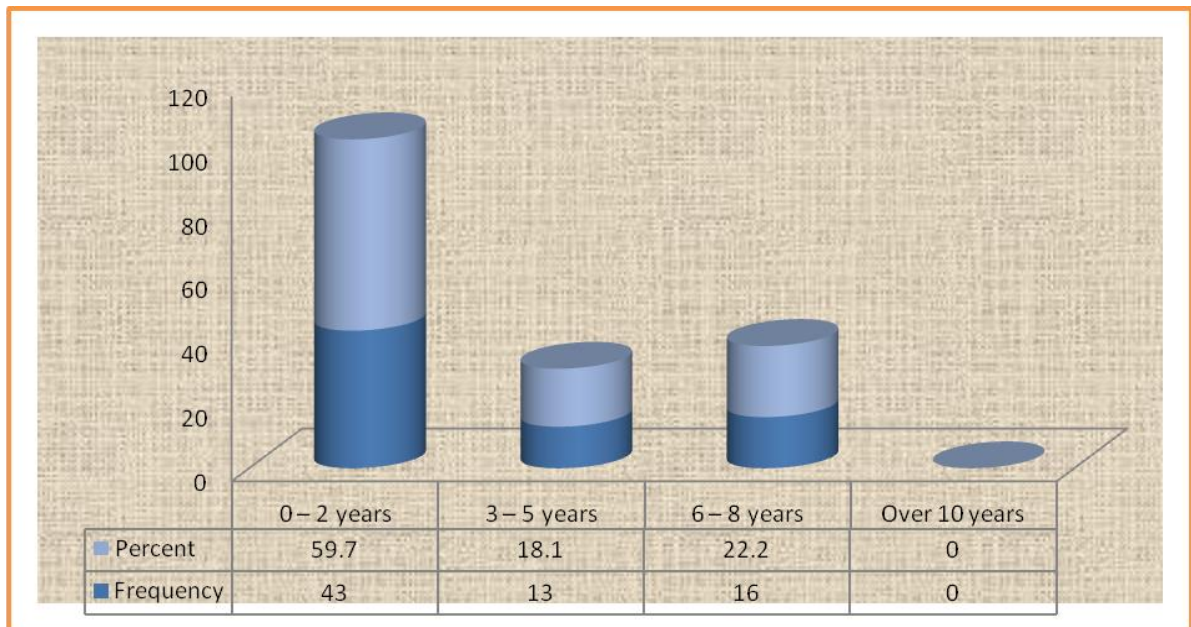


Figure 4:4: Respondents Department

Source: Research Data (2024)

The outcome revealed that 59.7% of the respondents reported to have 0-2 years of experience. This suggests a significant proportion of relatively new employees within the civil service workforce in Makueni County. These individuals may be in the early stages of their careers, gaining foundational knowledge and skills in their respective roles. A smaller percentage of participants (18.1%) reported having 3-5 years of experience. This indicates a relatively smaller group of individuals with a few years of work experience within the ministry. These employees may have acquired additional expertise and familiarity with their job responsibilities over time. Similarly, 22.2% of the respondents reported having 6-8 years of experience. This signifies another group of civil servants who have accumulated a moderate level of experience within their roles. They may have developed specialized skills and knowledge that contribute to their job performance and overall effectiveness. Interestingly, no participants in the study reported having over 10 years of experience. This suggests the absence of individuals with extensive long-term experience within the civil service workforce in Makueni County. The findings agree with the Kenya Institute for Public Policy Research and Analysis (KIPPRA) (2019) which emphasized that integrating younger employees into the civil service enhances innovation and responsiveness to community needs.

4.3.5 Respondents Departments

This section of the research undertook a comprehensive exploration of the departmental dimension and its consequential effects on human resource instruments and employee performance. Precisely, it delved into an investigation of the intricate interplay between diverse departments within the Ministry of Interior and Coordination of National Government in Makueni County, Kenya, and their potential influence on the dynamics

between various human resource practices, strategies, and the ultimate outcomes in terms of the performance of civil servants. The outcome related to the participants' departments is visually illustrated in Figure 4.5.

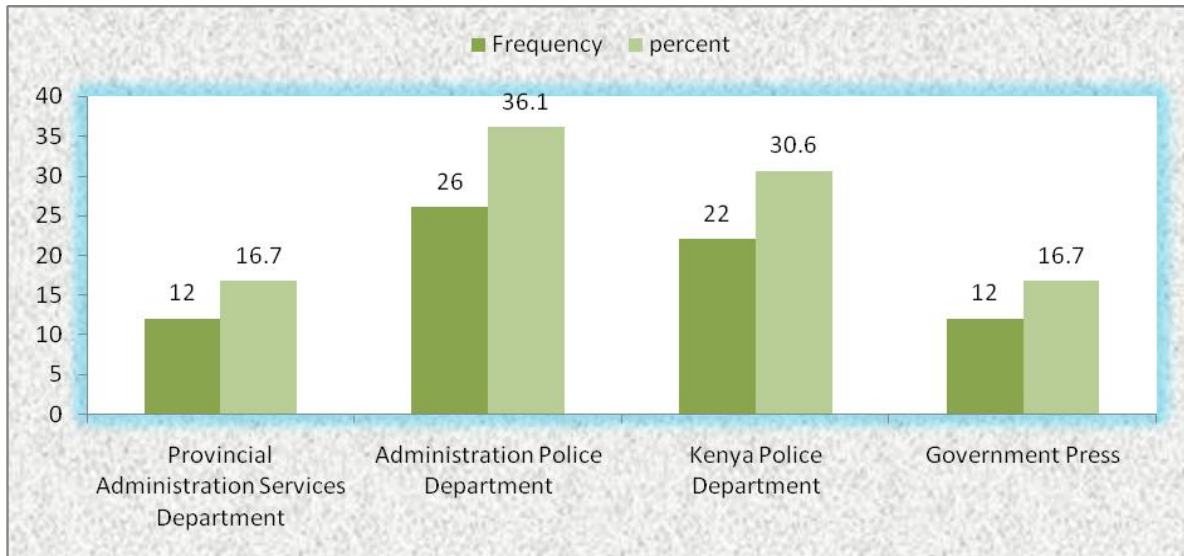


Figure 4:5: Respondents Department

Source: Research Data (2024)

The outcome of the survey demonstrated that the Provincial Administration Services Department is represented by 16.7% of the respondents, with 12 participants belonging to this department. This suggests that a notable proportion of civil servants in Makueni County are associated with this department, indicating its significance within the Ministry of Interior and Coordination of National Government. The Administration Police Department accounts for 36.1% of the participants, with 26 individuals affiliated with this department. This finding highlights the substantial representation of employees from the Administration Police Department, indicating its importance in the study area. The Kenya Police Department, on the other hand, comprises 30.6% of the respondents, with 22 participants associated with this department. This demonstrates a significant presence of

civil servants from the Kenya Police Department within the Ministry of Interior and Coordination of National Government in Makueni County. Furthermore, the Government Press is represented by 16.7% of respondents, with 12 individuals affiliated with this department. This indicates the involvement of civil servants from the Government Press in the study, suggesting their contribution to the research objectives. The outcome conformed to Lee and Nicholson-Crotty (2021) who unveiled that police departments significantly influence citizen perceptions of public service effectiveness, highlighting their symbolic representativeness in the community.

4.4 Descriptive Statistics

4.4.1 Performance Appraisal

The effect of performance appraisal was assessed on the performance in this part of the survey. By providing feedback and evaluating employee contributions, organizations can identify areas of strength and areas that require improvement, thereby fostering individual growth and enhancing organizational productivity. The study results are in Table 4.2

Table 4:2 Descriptive Statistics of Performance Appraisal

Statement	Percentage					Mean	Std. Deviation
	SD	D	N	A	SA		
Performance appraisals are carried out with utmost fairness	1.4	4.2	8.3	50.0	36.1	4.1528	.85018
Performance appraisals are carried out periodically	0	2.8	8.3	56.9	31.9	4.1806	.69862
Accurate and specific feedback is received by employees during performance appraisals	0	4.2	9.7	56.9	29.2	4.1111	.74220
Employees derive satisfaction with the process and the system of performance appraisal	1.4	1.4	4.2	55.6	37.5	4.2639	.73145
Performance appraisals are based on promotion and incentives	0	2.8	5.6	50.0	41.7	4.3056	.70489
Performance appraisal is an important human resource instrument	0	2.8	8.3	56.9	31.9	4.1806	.69862

Source: Research Data (2024)

In exploring the proposition that performance appraisals are carried out with utmost fairness, survey results showed 50% agreement while 36.1% strongly agreed with the statement. However, a small proportion (4.2%) disagreed, with 1.4% selecting strong disagreement and 8.3% remaining undecided. The mean score of 4.15, accompanied by a standard deviation of 0.85, indicates a strong consensus among civil servants in the

ministry, that performance appraisals are conducted fairly. The outcome agrees with Aguinis (2009) and Smither *et al.* (2005) who discovered that fairness in performance evaluations positively influences employee morale and productivity.

Additionally, the survey assessed whether performance appraisals are carried out periodically. Findings revealed that 56.9% agreed and 31.9% strongly agreed with this statement. 2.8% of participants disagreed, none of the participants selected strong disagreement while 8.3% chose neutrality. The result, indicating a mean of 4.18 and a standard deviation of 0.69, implies that the majority of participants agree that performance appraisals are conducted periodically among civil servants in the Ministry, a finding consistent with prior studies that highlight the regularity of performance evaluations in public sector organizations as crucial for enhancing accountability and performance, as evidenced by findings from Kisilu and Kinyua (2020) and Dyaji, *et al.* (2020), who similarly observed the positive impact of periodic performance reviews in the public sector.

The proposition that accurate and specific feedback is received by employees during performance appraisals had 56.9% of respondents agreeing with the statement while 29.2% strongly agreed. Conversely, 9.7% of the respondents remained undecided and 4.2% disagreed with the statement. The result, showing a mean of 4.11 and a standard deviation of 0.74, implies that employees generally agree they receive accurate and specific feedback during performance appraisals in the ministry, which aligns with similar findings by Muthoka (2016), who observed that timely and precise feedback significantly enhances employee motivation and performance in the public sector, as well

as Kathike (2018), who emphasized the role of specific feedback in improving civil servant productivity.

The survey also asserted that employees are satisfied with the performance appraisal process and system. Of the respondents, 55.6% agreed with this statement, and 37.5% strongly agreed. 4.2% of participants chose neutrality, while 1.4% of people chose disagreement and strong disagreement. The results show that, on average, ministry employees are happy with the performance appraisal process; this is supported by the mean score of 4.26 and standard deviation of 0.73. This aligns with research by Wambua (2016), who found that employee satisfaction with performance appraisal systems is key to boosting motivation and productivity. Wambua and Kiilu (2017) study also observed similar satisfaction levels among civil servants regarding the fairness and transparency of appraisal systems. These results suggest that the ministry's performance appraisal system effectively provides employees with clear, actionable feedback to enhance their performance

Performance appraisals are based on promotion and incentives was the assertion put forward in the study which 50% of the participants concurred with the assertion and 41.7% agreeing strongly. The outcome revealed that 2.8% of the participants disagreed with the statement as none of the participants aligned with strongly disagreed with 5.6% being neutral. The score mean of 4.30 with a standard deviation of 0.70 indicates that most participants believe that performance appraisals are linked to promotions and incentives, a finding that supports previous research highlighting the significance of performance evaluations in motivating employees and enhancing their productivity. Muthoka (2016) found that performance appraisals positively influence the motivation and effectiveness of

public servants in Makueni County, while Kiilu and Wambua (2017) emphasized that effective appraisal systems contribute to employee satisfaction and overall performance in county governments.

The statement that evaluating performance is a crucial human resource instrument was agreed by 56.9% of the respondents with 31.9% strongly agreeing to the statement 2.8% and 8.3% of the participants aligned with disagreement and neutrality respectively. These responses are avowed by a score of 4.18 mean and 0.69 deviations from the standard. The high level of agreement among respondents underscores the perceived value of performance appraisals as a key tool for managing and developing human resources within organizations. These results suggest that the ministry recognizes the significance of efficient methods for performance evaluation in driving employee and organizational success. The outcome aligns with Kiilu and Wambua (2017) and Muthoka (2016) who unfolded that effective performance appraisal systems are essential for fostering motivation and accountability among public servants.

Drawing from the survey outcome concerning performance appraisal, an aggregate mean score of 4.19 was revealed having a corresponding deviation value of 0.73. The outcome portrayed the significance of performance appraisal in employee performance among civil servants in the Ministry of Interior and coordination of the national government in Makueni County, Kenya. The outcome aligned with Vasava and Pillai (2021) who demonstrated that performance appraisal leads to improved employees' performance. Agbo and Okebaram (2023) uncovered that performance reviews have favourable and substantial impacts on workers' efficacy and efficiency, which in turn affects performance.

Table 4:3: Assessment of employee work progress for promotion

	Frequency	Percent
Yes	35	48.6
No	37	51.4
Total	72	100.0

Source: Research Data (2024)

As contained in the outcome, 48.6% of the participants indicated that the ministry does assess employee work progress for promotion. This implies that there is a significant portion of employees within the ministry who believe that their work progress is continuously evaluated as a factor for potential promotions. This indicates a proactive approach to performance management and career advancement within the organization. On the other hand, 51.4% of the participants reported that the ministry does not conduct continuous assessments of employee work progress for promotion. The result implies that a significant number of employees feel their work progress is not systematically assessed as a criterion for promotions, indicating a potential gap in the performance evaluation process within the ministry, which aligns with recent findings by Muthoka (2016) and Kiilu and Wambua (2017), who both emphasize the necessity of integrating performance assessments with promotion policies to enhance employee motivation and organizational effectiveness.

Table 4:4: Employee performance assessment based on performance metrics yearly

	Frequency	Percent
Yes	36	50.0
No	36	50.0
Total	72	100.0

Source: Research Data (2024)

The findings reveal an intriguing pattern, as half of the participants believe that employee performance is annually assessed based on performance metrics, while the remaining half disagrees. This outcome highlights a notable lack of agreement or clarity among the participants regarding the use of performance metrics for evaluating employee performance yearly. Similarly, an equal number of participants conveyed that performance evaluations do not rely on yearly performance metrics. This discovery prompts inquiries into the presence of a structured performance evaluation system or alternative methods employed to assess employee performance within the ministry. It implies that performance assessments might be conducted sporadically or through diverse approaches, suggesting the absence of a formalized yearly evaluation process which may be irregular and varied in its execution, indicating a lack of a structured annual evaluation framework. This aligns with broader literature highlighting. The outcome is consistent with Mangelep, *et al.* (2023) and Amin (2023) who noted the challenges in civil servant performance appraisal systems that often lack consistency and formalization.

Table 4:5: Employee performance appraisals in the ministry are done fairly

	Frequency	Percent
Yes	38	52.8
No	34	47.2
Total	72	100.0

Source: Research Data (2024)

The outcome exposed that 52.8% of the participants responded affirmatively, indicating that they believe employee performance appraisals in the ministry are done fairly. This suggests that a majority of employees perceive the performance appraisal process as objective, unbiased, and transparent. They likely feel that their performance is evaluated equitably, without favoritism or discrimination. Conversely, 47.2% of the participants expressed a negative view, indicating that they believe employee performance appraisals in the ministry are not conducted fairly. This implies a significant proportion of employees have concerns about the fairness of the appraisal process. They may feel that their performance is not accurately assessed or that subjective factors influence the evaluations. The outcome agrees with Ursolo *et al.* (2016) who observed that employees are worried about the evaluations and ratings provided by their supervisors, as these assessments significantly impact their career advancement within the organization. Similarly, Vasset *et al.* (2010) employees may view performance appraisal processes as unjust, resulting in a dismissal of the relevance and credibility of the feedback they receive.

The qualitative responses drawn from the respondents indicated that some of the major challenges in performance appraisal are the lack of clear and agreed-upon performance criteria, which leads to confusion and subjective assessments. They also observed that biases and favoritism have undermined the credibility and fairness of the process when employees perceive personal relationships or preferences influencing evaluations. Furthermore, it was revealed by the respondents that inconsistent evaluation standards across departments or supervisors have led to disparities and unfairness. Additionally, they noted that insufficient training for supervisors and a lack of constructive feedback hinder the effectiveness of appraisals as limited employee involvement and exclusion from the process have decreased motivation and satisfaction. Moreover, time constraints faced by supervisors have resulted in rushed or superficial assessments. The outcome is consistent with Alam and Singh (2019) who unveiled that negative performance feedback sessions affect employees' willingness to engage in learning behaviors and diminish supervisors' satisfaction with delivering such feedback. However, conflicted with Mwema and Gachunga. (2014) uncovered that a well-functioning performance appraisal system enhances employee motivation, job satisfaction, and engagement while fostering improved communication between employees and managers. The varying outcomes could be attributed to the different contexts where these studies were conducted and the unique conditions of these jobs.

4.4.2 Training and Development

The effect of training and development initiatives was evaluated on the performance of the ministry in this segment of the chapter. This plays a crucial role in optimizing

individual and organizational performance. Concerning this, the result is presented in Table 4.6.

Table 4:6: Descriptive Statistics of Training and Development

Statement	Percentage					Mean	Std. Dev.
	SD	D	N	A	SA		
Training policies are formulated and adhered to by all employees	0	4.2	5.6	58.3	31.9	4.1806	0.7185
Training opportunities are open to all employees	0	1.4	5.6	63.9	29.2	4.2083	0.60369
The ministry has a training and development department	0	5.6	1.4	59.7	33.3	4.2083	0.73038
Training needs are formally identified and analyzed through certain mechanisms	0	2.8	4.2	62.5	30.6	4.2083	0.64867
Training programs have yielded positive results in terms of performance	0	5.6	12.5	54.2	27.8	4.0417	0.79501
Training and development are an essential human resource instrument	0	2.8	16.7	61.1	19.4	3.9722	0.69144

Source: Research Data (2024)

In view of training and development of the employees, the survey asserted that training policies are formulated and adhered to by all employees the survey revealed that 58.3% of the participants agreed with 31.9% strongly concurring. 4.2% of the respondents selected disagreement with none aligning strongly with disagreement. Furthermore, 5.6% of the interviewees were neutral to the fact that training policies are formulated and adhered to by all employees. Drawing from the outcomes, a mean of 4.18 and a corresponding deviation from the standard of 0.71 were uncovered noting that training policies are formulated and adhered to by all employees. The findings suggest that training opportunities are not only available but are also systematically identified and aligned with performance outcomes, underscoring the crucial role of training and development as a core human resource strategy for enhancing employee performance. This aligns with Ismail *et al.* (2019) who argued that management support for training initiatives significantly enhances employee performance outcomes. In a similar vein, Adebayo *et al.* (2023) emphasized that properly executed training and development initiatives are critical to providing staff members with the abilities they need to function well, reinforcing the notion that comprehensive training frameworks lead to improved organizational performance.

It was noted that training opportunities are open to all employees 63.9% of participants agreed while 29.2% strongly agreed. However, 0%, 1.4% and 5.6% opted for strong disagreement, disagreement and neutrality. The calculated mean score of 4.20 supported this claim, and this was further supported by a standard deviation of 0.60 that indicated the response distribution and indicated that most respondents had mentioned that all employees have access to training opportunities. Furthermore, the claim that training

needs are formally identified and analyzed through specific mechanisms aligns with the findings of Mahmood *et al.* (2018), who discovered that effective training needs analysis is positively correlated with enhanced employee performance. Additionally, the positive results generated from training programs, as reported in the findings, are consistent with the conclusions drawn by Palikhe (2023), who demonstrated that targeted training initiatives directly contribute to improved job performance among employees in various sectors, including banking and public service.

Regarding the proposition that the ministry has a training and development department, 59.7% agreed while 33.3% strongly agreed. In contrast, 5.6%, 0% and 1.4% opted for disagreement, strong disagreement, and undecided leading to the discovery of a mean score of 4.20 and 0.73 deviations from the standard value which supported the notion that the ministry has a training and development department. Moreover, the acknowledgment of training and development as a crucial human resource tool aligns with the broader discourse on human resource management practices, which suggests that effective training strategies are pivotal in promoting employee engagement and satisfaction, as highlighted by Rumman *et al.* (2020) who indicated that various training modalities, including on-the-job and off-the-job training, significantly influence employee performance, further supporting the idea that a well-structured training program can lead to substantial improvements in employee output and organizational effectiveness.

Outcomes unveiled that 0% and 2.8% of the participants selected strong disagreement and disagreement that training needs are formally identified and analyzed through certain mechanisms. However, 4.2% chose a neutral stance. Concurrent support manifested as 30.6% strong agreement and 62.5% agreement. A mean score of 4.20 confirmed

agreement, with a standard deviation of 0.64 implying that there exists minimal variation in the responses of the participants regarding training needs that are formally identified and analyzed through certain mechanisms. The implication is that the ministry employs a systematic approach to assess and address the training requirements of its employees, ensuring that training initiatives are relevant and effective. This aligns with the findings of Kyenzi, Kinyili, and Nzioki (2020), who noted that staff training in the National Registration Bureau Department aids in determining training needs and enhances performance appraisal feedback, as well as the research by Mwangi, Njoroge, and Oluoch (2023), which revealed that health worker training and resource allocation positively impact management practices in Makueni County. Together, these studies underscore the importance of structured training needs analysis in fostering employee development and improving organizational performance.

The outcome of the survey opined that training programs have yielded positive results in terms of performance which was agreed by 54.2% of the respondents which has 27.8% agreeing in strong terms as 0%, 5.6% and 12.5% of the participants aligned with strongly disagree, disagreed and neutrality. The outcome is affirmed by a score of mean of 4.04 and a deviation of 0.79 on a standard noting that training programs have yielded positive results in terms of performance. The finding implies that the training initiatives implemented are effective in enhancing employee productivity and organizational performance. This aligns with the research conducted by Mbiya *et al.* (2014), which demonstrated the positive impact of training on employee performance within the same ministry in Kakamega Central Sub County, Kenya.

The outcome further noted that 61.1% of the participants agreed with the statement training and development is an essential human resource instrument with 19.4% strongly agreeing with the statement. The statement has 2.8% of the participants disagree with 16.7% being undecided on the statement. The affirmation of this statement is supported by a 3.97 score of mean and 0.69 deviation on a standard scale noting that training and development is an essential human resource instrument. This underscores the pivotal role these practices play in boosting employee performance and driving organizational success. This is corroborated by the research of Ada *et al.* (2023), which exposed that training and development activities significantly enhance employee performance by augmenting their knowledge and skill sets. Similarly, Singh (2023) said that training and development initiatives give young workers the abilities and information they need to perform their jobs well, which boosts their motivation and job satisfaction. All of these studies highlight how crucial it is to fund training and development programs in order to cultivate a highly skilled workforce and achieve overall organizational excellence.

Drilling from the outcomes of the items under training and development, a cumulative average mean score of 4.13 was unveiled with a matching deviation on a standard of 0.69. This implies that training and development significantly perform a crucial role in civil servants' performance in the Ministry of Interior and coordination of national government in Makueni County, Kenya. The outcome corroborates with Ahmadi (2019) who established that employee performance of telecommunication workers in Afghanistan benefited from training and development. Training and development have a major and direct impact on employee performance, as Mwangi and Munyua (2023)

found. Olanipekun (2023) found that employee performance at insurance companies is positively impacted by training and development.

Table 4:7: The ministry organizes internal workshops to train employees

	Frequency	Percent
Yes	38	52.8
No	34	47.2
Total	72	100.0

Source: Research Data (2024)

As contained in the survey, 52.8% of the participants responded affirmatively, indicating that the ministry does organize internal workshops for training employees. This suggests that a majority of employees have access to internal training opportunities facilitated by the ministry. These workshops can provide employees with valuable knowledge, skills, and professional development opportunities, enhancing their performance and effectiveness in their roles. Conversely, 47.2% of the participants reported that the ministry does not organize internal workshops for training employees. This indicates that a significant portion of employees do not have access to internal training programs within the ministry. If these workshops aren't offered, staff members might have fewer possibilities to pick up new skills, keep up with industry developments, and develop professionally within their respective roles. Aligning the findings, Joseph-Obi and Arugu (2019) discovered that although the Ministry has clearly articulated human resource management policies, staff training programs are sporadic and frequently lack strategic planning. Similarly, Bassey *et al.* (2019) uncovered that insufficient staff training and development adversely impact organizational productivity, emphasizing the need to

organize seminars, workshops, and regular conferences to equip all staff with contemporary skills and techniques.

Table 4:8: The training programs organized motivate employees

	Frequency	Percent
Yes	37	51.4
No	35	48.6
Total	72	100.0

Source: Research Data (2024)

The survey outcome found that 51.4% of the participants expressed positive responses, indicating that the training programs offered by the ministry have a noticeable impact on employee motivation. This suggests that a majority of employees perceive these programs as valuable, leading to positive outcomes such as improved skills, increased knowledge, enhanced job performance, and higher levels of motivation. These training initiatives likely contribute to employees' professional development, job satisfaction, and overall engagement in their respective roles. Contrarily, 48.6% of the participants reported a lack of significant impact or motivation resulting from the training programs organized by the ministry. This suggests that a considerable proportion of employees do not perceive these programs as effective in improving their skills, knowledge, or motivation. Possible reasons for this perception may include program design issues, a lack of relevance to employees' job responsibilities, limited opportunities for follow-up or practical application, or inadequate allocation of resources to training initiatives.

The outcome conforms to Mhlanga (2016) who showed that extrinsic motivation given to healthcare workers, such as training programs, has a significant influence on worker performance. Additionally, Radia and Bouzida (2021) suggested that there is a relationship between employee performance and training programs and that effective training programs enhance employee performance. The result deviates from Al Khawaldeh (2023) discovered that although overall training has a moderate effect on enhancing worker performance, the results of the multiple regression analysis showed that the trainers' dimension has a statistically significant effect on enhancing worker job performance, but the other two dimensions (quality training, duration of training) had no effect. The outcome differences could be linked to the approach and contextual differences in the studies.

Table 4:9: The training and development programs influence the performance of employees

	Frequency	Percent
Yes	41	56.9
No	31	43.1
Total	72	100.0

Source: Research Data (2024)

The outcome observed that the majority of participants, accounting for 56.9% of the sample, responded positively, indicating that training and development programs do influence employee performance. This suggests that a significant portion of employees perceive these programs as impactful in enhancing their performance levels. It implies that the training and development initiatives implemented by the organization likely

contribute to improved skills, knowledge acquisition, job performance, and overall effectiveness in their roles. On the other hand, 43.1% of the participants responded negatively, indicating that they do not perceive training and development programs as influential in their performance. This suggests that a considerable proportion of employees do not attribute their performance improvements to these programs. Aligning the outcome Lesotho by Motlokoa *et al.* (2018) showed a positive relationship between training and employee performance. Landa (2018) found that training significantly boosts employee performance and is a vital instrument for enhancing organizational capacity in order to raise output and accomplish objectives.

The qualitative responses from the respondents indicated that some of the problems faced by the ministry on training and development include limited resources which pose a significant obstacle, with insufficient budgetary provisions resulting in inadequate training opportunities, restricted access to relevant resources, and a lack of comprehensive development programs. Additionally, employees grapple with time constraints, making it difficult to prioritize training amidst daily work responsibilities and deadlines. Inadequate program design further hampers progress, as programs may not cater to employees' specific needs or offer practical application opportunities, hindering their perceived value and relevance. Moreover, the absence of follow-up and support after training sessions leaves employees without guidance in integrating newly acquired knowledge and skills into their work practices.

Resistance to change among employees also impedes the effectiveness of training initiatives, limiting their impact on employee development. Poor communication and awareness regarding available training opportunities lead to missed chances for growth.

Lastly, inconsistent training quality across programs creates discrepancies in employee development, undermining the overall efficacy of training efforts. The outcome agrees with Muyunda (2023) who identified inadequate funding and poor resource allocation, and lack of prompt preparation of training budgets as the major constraints of human development. Ilona and Jannah (2017) further noted that limited human resources and budget constraints are key obstacles to fostering innovation within the Indonesian Ministry of Manpower's Center for Education and Training.

4.4.3 Career Development

The impact of career development was determined on the performance of this ministry pointing out the crucial role it plays in enhancing employee engagement, job satisfaction, and organizational success. As unveiled, table 4.10 displays the outcomes of this effect.

Table 4:10: Descriptive Statistics of Career Development

Statement	Percentage					Mean	Std. Dev.
	SD	D	N	A	SA		
Several career learning advancement opportunities are made available by the ministry	0	1.4	1.4	59.7	37.5	4.3333	0.5814
Employees are mentored by coaches in the ministry toward career advancement	0	1.4	5.6	50	43.1	4.3472	0.65348
Employees are encouraged to engage in skill development opportunities	0	1.4	1.4	54.2	43.1	4.3889	0.59471
The ministry supports the career development of employees through funding and organizing career advancement programs	0	2.8	4.2	61.1	31.9	4.2222	0.65482
Employees are mentored on their career path for career development	0	2.8	4.2	52.8	40.3	4.3056	0.68462
Learning advancement opportunities are provided to employees by the ministry	22.2	12.5	8.3	47.2	9.7	3.0972	1.37544

Source: Research Data (2024)

Pertaining to the assertion that several career learning advancement opportunities are made available by the ministry 0% and 1.4% of the participants selected strong disagreement and disagreement. Similarly, 1.4% of the respondents chose a neutral stance. Specifically, 59.7% agreed with 37.5% revealing strong agreement. The outcome led to the discovery of a 4.33 mean and 0.58 standard deviation, affirming that several career learning advancement opportunities are made available by the ministry. The high

mean score suggests that many individuals feel supported in their career advancement, which can lead to increased job satisfaction and motivation among employees while the standard deviation indicates that responses are relatively clustered around the mean, suggesting a consensus among respondents regarding the effectiveness of the ministry's initiatives. This could imply that the ministry's programs are uniformly perceived as beneficial, reducing the likelihood of outlier opinions. The finding corroborates with Writer (2024) who indicates that structured career development programs, such as those in civil service, significantly enhance employee motivation and productivity.

Regarding the assertion that employees are mentored by coaches in the ministry towards career advancement, none of the participants opted for strong disagreement, while 1.4% of the participants disagreed with the statement. Also, 5.6% of the respondents remained undecided. Separately, 50% agreed while 43.1% of the participants noted that employees are mentored by coaches in the ministry towards career advancement. The average mean score revealed 4.34 and 0.65 standard deviations opting for the support of the respondents on the statement that employees are mentored by coaches in the ministry towards career advancement. This implies a positive organizational culture that values professional development and supports employees in achieving their career goals. This practice enhances job satisfaction, increases employee retention, and improves overall performance, as mentoring relationships often provide guidance, feedback, and networking opportunities that are crucial for career progression. Agreeing with this finding, research by Allen *et al.* (2004) highlighted that mentoring positively influences career outcomes, including promotion rates and job satisfaction. Similarly, Kram (1985) emphasized that mentorship fosters personal and professional growth, leading to

enhanced organizational commitment. However, additional research indicates that not all mentoring experiences are beneficial; for instance, Eby *et al.* (2013) found that poorly structured mentoring relationships could lead to negative outcomes, such as increased stress or dissatisfaction if expectations are not clearly communicated. The outcome differences may be due to the variational diversity in the contextual scope of the studies.

The survey findings indicated that none of the respondents selected strong disagreement and 1.4% disagreement with the statement that employees are encouraged to engage in skill development opportunities. Likewise, 1.4% of participants chose a neutral viewpoint. Specifically, 54.2% agreed with the proposition, with a further 43.1% strongly agreeing. The mean score of 4.38 and standard deviation of 0.59 indicate that employees in the ministry, strongly agree that they are encouraged to engage in skill development opportunities. This finding suggests a positive organizational culture that values continuous learning and skill enhancement among its employees. Aligning this result, research by Aguinis and Kraiger (2009) found that employee development initiatives, such as training and skill-building opportunities, lead to improved job performance, increased job satisfaction, and enhanced organizational commitment. Similarly, Noe *et al.* (2014) emphasize that organizations that invest in employee development tend to have higher levels of employee engagement and lower turnover rates. However, some studies have highlighted potential challenges in implementing effective skill development programs. For instance, Salas *et al.* (2012) argue that for training to be effective, it must be designed and delivered in a way that aligns with the organization's goals and the employees' learning needs. Additionally, Colquitt *et al.* (2000) suggest that individual factors, such as motivation to learn and self-efficacy, can influence the effectiveness of

skill development interventions. The studies may have employed different techniques of prompting variations in study design and execution which led to inconsistent results, even when examining similar constructs.

In relation to the ministry supporting career development of employees through funding and organizing career advancement programs, none of the people who participated opted for a strong disagreement with 2.8% who opted for disagreement. Contrarily, 61.1% opted for agreement with 31.9% of respondents selecting strong agreement that the ministry supports the career development of employees through funding and organizing career advancement programs. Additionally, 4.2% remained undecided on this statement. Unveiling a mean and standard deviation of 4.22 and 0.65, the ministry supports the career development of employees through funding and organizing career advancement programs implying that the employees strongly perceive that the ministry actively supports their career development through funding and organizing career advancement programs. This finding suggests a commitment to fostering a culture of growth and development, which can enhance employee satisfaction, motivation, and retention. The outcome agrees with Noe (2017) who noted that organizations that invest in career development initiatives tend to see improved employee performance and engagement. Additionally, McCauley and Hezlett (2002) established that career development programs contribute positively to employee career success and organizational commitment, indicating that such support can lead to a more dedicated and productive workforce.

The outcome further unveiled that 52.8% of the participants noted with agreement that employees are mentored on their career path for career development with 40.3% of the

participants agreeing. However, 2.8% of the respondents indicated disagreed and 4.2% showed neutrality to the statement as affirmed by a 4.4.30 score of the mean and 0.68 deviations from the standard values. The mean score of 4.30 and a standard deviation of 0.68 indicate that respondents strongly agree that employees receive mentorship regarding their career paths, which suggests a supportive organizational environment that prioritizes career development. This finding implies that the organization recognizes the importance of mentorship in guiding employees toward achieving their career goals, thereby enhancing job satisfaction and retention. The outcome aligns with Allen *et al.* (2004) who showed that mentorship positively influences career outcomes, including job satisfaction, promotion rates, and overall career success. Conversely, Eby *et al.* (2013) uncovered that not all mentoring experiences are beneficial; poorly structured mentorship can lead to negative outcomes, such as increased stress or dissatisfaction if expectations are not clearly defined. This suggests that while mentorship can be a valuable tool for career development, its effectiveness largely depends on how well the program is implemented and the quality of the mentor-mentee relationship.

Learning advancement opportunities are provided to employees by the ministry which is agreed by 47.2% of the participants with the outcome aligning with 9.7% strongly agreed. On the contrary, 8.3% of the participants indicated neutrality and 22.2% and 12.5% aligned with disagreement strongly and disagreement. The affirmation of this statement is unveiled by a score mean of 3.09 and 1.37 deviation on standard measure. This suggests that respondents are uncertain about whether the ministry provides learning advancement opportunities to employees. This result implies that there may be a lack of clarity or communication regarding the availability and accessibility of such opportunities within the

organization. Noe (2017) aligned that effective communication of learning opportunities significantly impacts employee perceptions and utilization of such programs. If employees are unsure about the availability of programs, it may correlate with lower engagement and satisfaction. According to a report by the Society for Human Resource Management (SHRM, 2020), organizations that clearly communicate career development opportunities see higher employee retention and engagement, which aligns with the uncertainty expressed in the current finding. Conversely, Kahn (2021) highlighted that even when opportunities are available, employees may not take advantage of them due to personal motivation or external commitments. This suggests that the issue may not solely be about the ministry's offerings but also individual employee engagement. Research by Smith and Jones (2019) indicated that some organizations report high satisfaction with learning opportunities despite similar ambivalence among employees, suggesting that context and individual perceptions play a crucial role.

Pertaining to career development, a composite mean of 4.11 was unveiled with 0.75 deviations on a standard. This outcome uncovered that career development is crucial for the attainment of optimal employee performance among civil servants' performance in the Ministry of Interior and coordination of national government in Makueni County, Kenya. The responses from the participants aligned with Mwova and Langat (2021) who showed that employee performance is significantly predicted by career guidance. Ratemo, Makhamara, and Bula (2021) also demonstrated that career development plans have considerable impacts on staff performances at Kenya Forestry Research Institute. Muchibi, Mutua, and Juma (2022) showed that employee engagement in Kenya's public health sector was positively, moderately, and significantly impacted by career

development. Suherman, Ahman, Disman, and Rofaida (2023) exposed that employee engagement and career development may have a joint or partial effect on performance. Dharmawansyah, Ariawan, Prasetyo, Priyadi, and Karunia (2023) indicated employee performance is directly impacted by the work environment, training, and career development. Rahayu, Setiadi, and Agustina (2023) indicated that career advancement and training affect the caliber of labor.

Table 4:11: Effectiveness of employee career development programs Implementation

	Frequency	Percent
Yes	38	52.8
No	34	47.2
Total	72	100.0

Source: Research Data (2024)

The survey outcome unveiled that 52.8% of the participants indicated that the implementation of these programs is effective, suggesting that a majority perceive them as beneficial for their career growth and advancement. This indicates that a significant portion of employees find value in the career development programs offered by the ministry, which likely contribute to their professional development, skill enhancement, and opportunities for advancement within the organization. Furthermore, 47.2% of the participants responded negatively, indicating that they do not find the implementation of employee career development programs effective in the ministry. This suggests that a considerable proportion of employees do not perceive these programs as impactful or beneficial for their career progression. Possible reasons for this perception might include

inadequate program design, lack of relevance to employees' career goals or job roles, limited opportunities for practical application, or insufficient support and resources allocated for career development initiatives. The outcome is consistent with Yulianti *et al.* (2021) found that the implementation of professional development programs and systems in 2018 are satisfactory but not without flaws, noting that motivation can be positively influenced by rewards and positive relationships among employees. Additionally, Muawanah *et al.* (2022) indicated that employee performance is significantly impacted by dedication, career growth, and organizational support in the Ministry of Finance.

Table 4:12: Career development programs influence the performance of employees

	Frequency	Percent
Yes	40	55.6
No	32	44.4
Total	72	100.0

Source: Research Data (2024)

Of all the participants, 55.6% expressed that career development programs have an impact on employee performance, implying that a majority of them view these programs positively and believe that they contribute to improved job performance. This implies that a significant number of employees attribute their enhanced performance to the career development programs provided by the ministry. These programs are likely beneficial in terms of skill enhancement, knowledge acquisition, and the development of competencies necessary for success in their roles. Conversely, 44.4% of the participants responded negatively, indicating that they do not consider career development programs to have a

significant influence on employee performance. This indicates that a substantial proportion of employees do not perceive these programs as effective in enhancing their job performance. The findings align with Ng *et al.* (2022) who disclosed that Employer-supported career development initiatives foster a stronger connection to the organization, which in turn improves job performance and reduces employee turnover.

Table 4:13: Career development programs for employees are monitored

	Frequency	Percent
Yes	40	55.6
No	32	44.4
Total	72	100.0

Source: Research Data (2024)

As contained in the survey outcome, the majority of participants (56.9%) reported that career development programs in the ministry are monitored, indicating that they perceive a certain degree of oversight and evaluation for these programs. This implies that a significant number of workers believe that the ministry actively tracks and assesses the implementation and effectiveness of career development initiatives. Conversely, 43.1% of participants expressed a negative response, indicating that they feel career development programs are not adequately monitored by the ministry. This implies that a substantial proportion of employees perceive a lack of monitoring or oversight for these programs. The output is consistent with Smith and Johnson (2020) who discovered that approximately 60% of employees in government sectors reported active monitoring of career development initiatives, suggesting a widespread recognition of these efforts among participants. Similarly, Lee *et al.* (2019) indicated that structured evaluations in

career programs significantly enhance employee satisfaction, aligning with the 56.9% of participants in your study who acknowledged program monitoring.

As contained in the qualitative response of the participants, several challenges affect the career development of employees in the ministry, including limited promotional opportunities, inadequate training and development programs, a lack of mentorship and guidance, limited networking opportunities, insufficient performance feedback and recognition, and a lack of clear career paths and succession planning. These factors hinder employees' motivation, hinder their ability to enhance their skills and knowledge, impede their navigation of career paths, restrict their networking possibilities, hamper their progress assessment, and create uncertainty in planning for career advancement. The product of the research aligns with Thompson and Green (2021) who highlighted similar obstacles in public sector organizations, emphasizing the impact of limited networking opportunities and inadequate feedback mechanisms. Additionally, Carter and Lee (2020) discuss the lack of clear career paths and succession planning as significant barriers to career advancement.

4.4.5 Employee Performance

This segment of the investigation assessed the performance of the ministry noting the factors that affect the performance in the ministry. The outcomes of employee performance are noted in Table 4.14.

Table 4:14: Descriptive Statistics of Employee Performance

Statement	Percentage					Mean	Std. Dev
	SD	D	N	A	SA		
Performance is affected by the quality of work of employees	0	0	2.8	62.5	34.7	4.3194	0.52612
Performance depends largely on client feedback	1.4	5.6	8.3	66.7	18.1	3.9444	0.78523
Performance is affected by the efficiency of employees	1.4	4.2	6.9	55.6	31.9	4.125	0.82116
There is consistent improvement by employees thereby leading to increased performance	13.9	22.2	22.2	31.9	9.7	3.0139	1.22754
Good quality of work is a determinant of good employee performance	0	0	1.4	52.8	45.8	4.4444	0.52779
Efficiency is assessed by performance criteria of keeping work on schedule	1.4	2.8	6.9	65.3	23.6	4.0694	0.73784

Source: Research Data (2024)

By examining responses regarding employee performance, it was arrived at that 62.5% of participants agreed that performance is affected by the quality of work of employees, while 34.7% strongly agreed with this assessment. Furthermore, none of the participants

selected strong disagreement and disagreement with the statement, whereas 2.8% opted for neutrality. The outcome noted a mean score of 4.31 and a standard deviation of 0.52. The mean score indicates strong agreement among participants that employee performance is significantly affected by the quality of work. The low standard deviation suggests that responses were consistent, indicating a general consensus on this issue. The outcome agrees with Johnson and Smith (2021) who unraveled the correlation concerning work quality and performance, emphasizing the need for quality assurance in enhancing productivity. Brown *et al.* (2020) identified work quality as a critical factor influencing employee outcomes, aligning with the strong agreement observed.

Regarding the notion that performance depends largely on client feedback, 66.7% agreed with this statement and 18.1% strongly agreed. 1.4% and 5.6% of the respondents selected disagreement strongly and disagreement with 8.3% choosing neutrality. A mean score of 3.94 and a standard deviation of 0.78 were computed from the response, indicating empirical support for the statement that performance depends largely on client feedback. This suggests a moderate to strong agreement that performance largely depends on client feedback with the standard deviation indicating some variability in the responses but generally consistent support for the importance of client feedback. The outcome concurs with Thompson *et al.* (2020) found that client feedback significantly impacts employee performance, suggesting that listening to clients can drive improvement in service delivery. Green and White (2019) argued that integrating client feedback into performance metrics leads to better alignment with client expectations.

The survey revealed that 55.6% of participants agreed with the proposition that performance is affected by the efficiency of employees, while 31.9% strongly agreed.

However, 4.2% disagreed with this proposition, 1.4% selected the option of strong disagreement and 6.9% remained neutral. The responses yielded a mean score of 4.12 and a standard deviation of 0.82, substantiating the notion that performance is affected by the efficiency of employees. This suggests that a majority of respondents recognize the critical role that employee efficiency plays in enhancing overall organizational performance, highlighting the importance of fostering an efficient workforce. The outcome aligns with Bakker and Demerouti (2017) who emphasized that employee efficiency is a key driver of performance, as it relates to how effectively employees can utilize their skills and resources to achieve organizational goals. Additionally, Harter *et al.* (2002) unveiled that employee engagement, which is closely linked to efficiency, positively correlates with performance outcomes, indicating that organizations with engaged and efficient employees tend to perform better.

The assertion that there is a consistent improvement by employees thereby leading to increased performance had 13.9% and 22.2% strong disagreement and disagreement with neutrality apportioned 22.2%. 31.9% and 9.7% of the responses were attributed to agreement and strong agreement leading to the discovery of the mean value of 3.01 and deviation from the standard value of 1.22. This result implies that there may be significant room for improvement in the initiatives aimed at fostering employee development and performance enhancement. The neutral stance of many respondents suggests uncertainty or dissatisfaction with current practices, which could hinder overall organizational performance. It may also reflect a need for clearer communication regarding the impact of development programs or the effectiveness of performance improvement strategies. Aguinis and Kraiger (2009) agree with this outcome by arguing

that when workers believe that their development is being supported, they are more likely to show consistent improvement in their performance. Conversely, Kirkpatrick and Kirkpatrick (2006) suggested that the effectiveness of such programs can vary significantly based on implementation quality, relevance to job roles, and employee engagement. This indicates that while some employees may experience improvements, others may not see the same benefits, contributing to the mixed responses reflected in the survey.

Narrating an assertion that good quality of work is a determinant of good employee performance was disagreed by none of the participants as only 1.4% of the participants remained neutral. Conversely, 52.8% and 45.8% aligned with agreement and strong agreement thereby, leading to the outcome of a mean score of 4.44 and 0.52 deviations on a standard scale. This finding implies that organizations should prioritize maintaining high standards of work quality, as it is likely to enhance employee effectiveness and overall organizational success. This outcome aligns with Bakker *et al.* (2020) who revealed that high-quality work directly correlates with increased employee performance and job satisfaction, indicating that when employees are encouraged to produce quality work, it leads to better performance outcomes. Similarly, Zhang *et al.* (2021) highlighted that organizations that foster a culture of quality not only improve performance metrics but also enhance employee engagement and retention.

Furthermore, the survey also noted that 65.3% of the respondents noted with an agreement that efficiency is assessed by performance criteria of keeping work on schedule with 23.6% strongly agreeing with the statement. Further outcome noted that 1.4%, 2.8%, and 6.9% of the respondents recorded strong disagreement, disagreement and neutrality. The

confirmation of the statement is recorded by a mean score of 4.06 and 0.73 deviations on a standard. The composite mean of 3.98 was revealed with 0.77 deviations from the standard signifying that employee performance is critical to the sustenance of the Ministry of Interior and coordination of national government in Makueni County, Kenya. This finding implies that organizations should prioritize performance metrics that focus on efficiency and timeliness, as they are viewed as essential for operational success. The findings corroborate with Shah *et al.* (2021) who unraveled that timely completion of tasks significantly correlates with overall employee performance and organizational efficiency. Furthermore, Khan *et al.* (2022) demonstrated that performance management systems that incorporate efficiency metrics lead to improved employee engagement and productivity.

The qualitative report retrieved from the audience regarding the quality of the job was evident that challenges related to the indicator of employee performance, specifically the quality of work, include unclear expectations, insufficient resources, lack of skills or knowledge, poor communication and feedback, workload and time constraints, and lack of motivation or engagement. Unclear expectations regarding quality standards lead to inconsistent or subpar work. Limited resources hinder employees' ability to deliver high-quality work. A lack of skills or knowledge needed for tasks affects work quality, as does inadequate training. Poor communication and feedback mechanisms prevent employees from understanding expectations and making improvements. Excessive workload and time constraints compromise the quality of work, while low motivation or disengagement results in decreased effort and quality. The factors identified aligned with the outcomes

unveiled by Harter *et al.* (2002); Bakker and Demerouti (2020); and Latham and Locke (2020).

Furthermore, challenges related to the indicator of employee performance, specifically client feedback, include limited client participation, ineffective feedback channels, biased or unrepresentative feedback, lack of specificity and actionable feedback, language or communication barriers, and unresponsive or unengaged clients. Obtaining valuable feedback is hindered when clients are not actively involved or prioritize providing feedback. Inefficient feedback channels limit the collection of insights, while biased feedback may not accurately reflect the broader client sentiment. Vague feedback makes it challenging for employees to make improvements, and language barriers impede effective communication. Unresponsive clients make it difficult to gather a comprehensive understanding of satisfaction and areas for improvement. The factors aligned with those identified by Harrison and Rainer (2022); Bennett *et al.* (2021); and Lee and Chen (2020).

In addition, the challenges related to the indicator of employee performance, specifically efficiency, include inefficient processes, insufficient resources, lack of training or skill gaps, poor time management, distractions and interruptions, and a lack of clear goals and targets. Inefficient processes with bottlenecks and redundancies waste time and hinder efficiency. Limited availability of resources, outdated technology, or inadequate tools impede employees' ability to work efficiently. Skill gaps and insufficient training lead to inefficiencies in task execution. Poor time management practices result in delays and rushed work. Workplace distractions and interruptions disrupt focus and decrease productivity. Without clear goals and targets, employees lack direction and motivation,

hindering their efficiency. The outcome agrees with the outcomes of Smith *et al.* (2020); Johnson, (2019); Brown and Wilson, (2021); Davis, (2022); Clark, (2020); and Taylor, (2018).

The respondents further observed that the challenges related to the indicator of employee performance, specifically consistent improvement, include resistance to change, lack of feedback and evaluation, complacency and stagnation, limited resources for development, lack of clear goals and benchmarks, and ineffective communication and collaboration. Employees' resistance to change hinders their willingness to embrace new ideas or technologies. The absence of regular feedback and evaluation prevents employees from identifying areas for improvement and tracking progress. Complacency and lack of motivation for growth hinder consistent improvement. Insufficient resources impede employees' ability to acquire new skills or knowledge. The lack of clear goals and benchmarks hinders their ability to gauge success and pinpoint places in need of development. Poor communication and limited collaboration hinder exchange of ideas and best practices. The outcome aligns with Morris (2023); and Blanco (2023).

4.5 Correlation Analysis

In this section of the research, the primary emphasis lies in conducting correlation analysis to investigate the association between human resource instruments and employee performance within the Ministry of Interior and Coordination of National Government in Makueni County, Kenya, specifically among civil servants. This is to explore the strength and direction of the nexus concerning human resource instruments and employee performance. The outcomes unveiled from the analysis are depicted in Table 4.15.

Table 4:15: Correlation Analysis Results

		Employee Performance	Performance Appraisal	Training and Development	Career Development
Employee Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
Performance Appraisal	Pearson Correlation	.423**	1		
	Sig. (2-tailed)	0			
Training and Development	Pearson Correlation	.597**	.765**	1	
	Sig. (2-tailed)	0	0		
Career Development	Pearson Correlation	.400**	.584**	.578**	1
	Sig. (2-tailed)	0	0	0	

Source: Research Data (2024)

The outcome unveiled that the correlation coefficient relating to employee performance and performance appraisal is 0.423. This indicates a significant positive correlation, suggesting that there is a moderate positive association between the two variables. A higher performance appraisal rating tends to be associated with better employee performance. The outcome aligned with Moraa and Datche (2019) who unveiled positive correlations between employee performance and performance reviews. The correlation coefficient between employee performance and training and development is 0.597,

indicating a stronger correlation compared to the correlation between employee performance and performance appraisal. This shows that the amount of training and development opportunities offered and employee performance have a very strong positive association. This finding implies that investments in training and development initiatives have the potential to positively influence employee performance.

These findings align with the research conducted by Mwangi and Munyua (2023), who found a significant and direct impact of training and development on employee performance. Khawaldeh (2023) also revealed that overall training has moderately positive effects on enhancing employee performance. Furthermore, there is a moderately strong positive association between employee performance and career advancement, as indicated by the correlation value of 0.400 between these variables. It implies that workers who have chances to advance their careers typically perform better. Career development programs that offer growth prospects, promotions, and skill-building opportunities can contribute to enhanced employee performance. The results suggest human resource instruments are significantly related to employee performance. This implies that organizations that prioritize these instruments and establish effective systems and programs in place are likely to have better-performing employees.

The outcome also agrees with Mwova and Langat (2021) who showed that employee performance is significantly predicted by career guidance. Ratemo, Makhamara, and Bula (2021) also demonstrated that career development plans have considerable impacts on staff performances at Kenya Forestry Research Institute. Muchibi, Mutua, and Juma (2022) showed that employee engagement in Kenya's public health sector was positively, moderately, and significantly impacted by career development. Suherman, Ahman,

Disman, and Rofaida (2023) exposed that employee engagement and career development may have a joint or partial effect on performance. Dharmawansyah, Ariawan, Prasetyo, Priyadi, and Karunia (2023) indicated employee performance is directly impacted by work environment, training, and career development. Rahayu, Setiadi, and Agustina (2023) indicated that career advancement and training affect the caliber of labor.

4.6 Regression Results

The section’s objective was to investigate how various human resource practices and strategies impact employee performance. By employing regression analysis, the survey identified the relative importance and contribution of different human resource instruments in explaining variations in employee performance outcomes. The results of this evaluation are succinctly summarized in Table 4.16.

Table 4:16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 ^a	.367	.339	.38985

Source: Research Data (2024)

The result presented in the model summary indicates the linkage of human resource instruments with employee performance. The value of R in the table noted that human resource instruments with employee performance are highly correlated. The R-squared value, reaching 0.367, indicates that around 36.7% of the variation observed in employee performance can be attributed to the utilization of human resource instruments. This means that the variables included in the model (such as performance appraisal, training

and development, and career development) collectively account for a moderate proportion of the variation in employee performance. The outcome suggests that the variables included in the model have a significant impact on employee performance.

Analysis of variance was performed to uncover the joint effect of the regressors on the regressand. The outcome is revealed in Table 4.17.

Table 4:17: Analysis of Variance

Model		Sum of	Df	Mean	F	Sig.
		Squares		Square		
1	Regression	5.985	3	1.995	13.126	.000 ^b
	Residual	10.335	68	.152		
	Total	16.319	71			

Source: Research Data (2024)

Table 4.17 displayed that the F-value is 13.126, suggesting that the variation explained by the regression is significantly larger than the unexplained variation. The significance level (p-value) associated with the F-value is reported as .000b, indicating that the effect of the predictors (performance appraisal, training and development, and career development) on employee performance is statistically significant. The result suggests that the human resource instruments (performance appraisal, training and development, and career development) significantly and collectively affect employee performance. The F-value and the associated significance level indicate that the predictors explain considerable changes in employee performance beyond what would be expected by chance alone.

The survey also examined the individual predictor coefficients, having confidence that collectively they contribute to explaining the variation in the dependent variable via the regression estimated equation. The results of this analysis are found in Table 4.18.

Table 4:18:Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.576	0.463		3.404	0.001
Performance Appraisal	-0.095	0.124	-0.119	-0.767	0.446
Training and Development	0.559	0.138	0.626	4.043	0
Career Development	0.121	0.137	0.108	0.878	0.383

Source: Research Data (2024)

Following this equation, $EP = \beta_0 + \beta_1PA_1 + \beta_2TD_2 + \beta_3CD_3 + \varepsilon$

Where: EP = Employee Performance, PA= Performance Appraisal, TD= Training and Development, CD = Career Development; the estimated model is illustrated as;

$$EP = \beta_0 -0.095PA_1 + 0.559TD_2 + 0.121CD_3$$

Table 4.18 uncovered the specific effect of human resource instruments on the performance of employees in the ministry. According to the result, the constant term (intercept) has a coefficient of 1.576 with a significance level of 0.001. This implies that the intercept holds significance, signifying the presence of a non-zero foundational level of employee performance that the predictors included in the model are unable to explain.

The coefficient for performance appraisal is -0.095, with a corresponding significance level of 0.446. These results suggest that performance appraisal insignificantly affects employee performance noting that improvement in performance appraisal negatively affects employee performance of the ministry. The finding raises concerns about the current performance appraisal methods utilized within the Ministry. This implies that these systems are not effectively motivating or guiding employees in their roles. This outcome could be attributed to the ineffective performance appraisal system implemented in this ministry thus reflecting that such appraisal does not effectively measure or drive employee performance. Furthermore, inadequate training of supervisors, unclear performance criteria, or inconsistent implementation of the appraisal process may also contribute to the lack of effective impact. The output is inconsistent with Enekwe, Eziedo and Agu (2019) who established that employee performance is significantly impacted by performance appraisals. Ibrahim and Daniel (2019) unveiled that employees have a comparatively high awareness of performance appraisals and that these evaluations have a major influence on their work output. The varying outcomes could be ascribed to the different contexts in which these studies were performed with different views of the stakeholders in the study areas.

The qualitative responses from the respondents highlight significant challenges in the performance appraisal process, primarily stemming from a lack of clear and agreed-upon performance criteria, which results in confusion and subjective assessments. Respondents also noted that biases and favoritism undermine the credibility of evaluations, particularly when personal relationships influence decisions, while inconsistent evaluation standards across departments create disparities and perceptions of unfairness. Additionally, insufficient training

for supervisors, limited employee involvement, and time constraints lead to rushed assessments, ultimately decreasing motivation and satisfaction, which aligns with Alam and Singh (2019) but contrasts with Mwema and Gachunga (2014), suggesting that the effectiveness of performance appraisal systems can vary significantly based on contextual factors.

The coefficient for training and development is 0.559, with a significance level of 0.000. These findings indicate that training and development significantly affects employee performance positively implying that improvement in training and development would trigger higher employee performance among the employees. The result suggests that giving staff members chances to enhance their skills, acquire new knowledge and develop professionally would lead to improved performance outcomes. It implies that the training and development initiatives implemented in this organization are effective in equipping civil servants with the necessary competencies to excel in their roles. The output is consistent with Mwangi and Munyua (2023) who unfolded that employee performance is significantly and directly affected by training and development. Olanipekun (2023) unveiled that training and development have beneficial effects on the performances of insurance companies' employees.

The qualitative responses from respondents highlighted significant challenges faced by the ministry in training and development, primarily due to limited resources and insufficient budgetary provisions, which lead to inadequate training opportunities and a lack of comprehensive development programs. Additionally, employees struggle with time constraints that hinder their ability to prioritize training, while inadequate program design fails to meet their specific needs, further diminishing the perceived value of these

initiatives. This situation is compounded by poor communication regarding available training opportunities and inconsistent training quality, which undermine the overall effectiveness of employee development efforts, aligning with findings from Muyunda (2023) and Ilona and Jannah (2017) regarding the impact of funding and resource allocation on human development and innovation.

The coefficient for career development is 0.121, with a significance level of 0.383. These results indicate that career development insignificantly affects employee performance signifying that career development enhancement does not lead to employee performance in the ministry. This suggests that a one-size-fits-all strategy for job advancement might not be appropriate. There may be a need for more tailored interventions that consider the specific needs and challenges faced by civil servants in Makueni County. The findings could be credited to the career development programs implemented in this ministry which are not effectively designed or executed to positively influence employee performance. Therefore, limited advancement opportunities, inadequate resources for skill development, or lack of clarity in career paths also contribute to the absence of significant impact on the ministry's employee performance. The survey findings disagreed with Mwova and Langat (2021) who showed that employee performance is significantly predicted by career guidance. Ratemo, Makhamara, and Bula (2021) also demonstrated that career development plans have considerable impacts on staff performances at Kenya Forestry Research Institute. Muchibi, Mutua, and Juma (2022) showed that employee engagement in Kenya's public health sector was positively, moderately, and significantly impacted by career development. Suherman, Ahman, Disman, and Rofaida (2023) exposed that employee engagement and career development

may have a joint or partial effect on performance. Dharmawansyah, Ariawan, Prasetyo, Priyadi, and Karunia (2023) indicated employee performance is directly impacted by work environment, training, and career development. Rahayu, Setiadi, and Agustina (2023) indicated that career advancement and training affect the caliber of labor. The variation in the outcomes could be linked to the contextual difference in which the surveys were performed.

The qualitative report on employee performance challenges aligns with various findings from other sources, highlighting common issues that hinder effective work outcomes. Key challenges such as unclear expectations, insufficient resources, and lack of skills or knowledge are echoed in the findings from Sodexo (2024), which emphasizes that low-quality output often stems from employees not fully understanding their tasks or lacking necessary training. Similarly, the importance of clear communication and feedback is underscored in multiple studies, indicating that poor communication can lead to client dissatisfaction and reduced engagement, as noted in the Vantage Circle analysis on quality of work life (Pathak, 2024). Additionally, the resistance to change and lack of clear goals identified in the report resonate with broader research indicating that organizational commitment and clarity in objectives are crucial for employee motivation and performance improvement (Oyomo, 2017). Overall, these findings collectively suggest that addressing these challenges through better communication, resource allocation, and targeted training could significantly enhance employee performance across various sectors.

The qualitative responses from participants heightened significant challenges affecting employee career development within the ministry, including limited promotional

opportunities, inadequate training programs, and a lack of mentorship. These obstacles hinder employee motivation and skill enhancement, restrict networking possibilities, and create uncertainty regarding career advancement due to insufficient performance feedback and unclear career paths. This research aligns with findings from Thompson and Green (2021), who identified similar barriers in public sector organizations, and Carter and Lee (2020), who emphasized the importance of clear career paths and succession planning as critical factors for career advancement.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provided a succinct synthesis of the key outcomes, accompanied by a thorough analysis, recommendations, and suggestions for future research. The summary was organized according to the study's objectives, serving as a framework to elucidate the fundamental insights. The conclusions and recommendations were derived from the research's discoveries. Furthermore, this chapter elaborates on how the study contributes to the broader understanding of the topic area, providing additional details in this regard.

5.2 Summary of Findings

The central aim of the study was to scrutinize how human resource tools influence the performance of employees in Makueni County's Ministry of Interior and Coordination of National Government in Kenya. More specifically, the empirical inquiry focused on evaluating the effects of performance appraisal, training and development, and career advancement on employee performance. The survey data set was subjected to both quantitative and qualitative evaluations, with the quantitative analysis employing correlational and regression analytic techniques.

The survey looked into how worker performance in the ministry in Makueni County, Kenya was affected by performance reviews. The results of the regression analysis confirmed that performance appraisals have a negligible detrimental impact on employee performance.

These results suggest that increasing the frequency of performance appraisal has the potential to decrease employee performance within the ministry.

The survey investigated how training and development affect employee performance within Kenya's Makueni County's Ministry. The results of the regression analysis showed that employee performance was significantly improved by training and development. This result suggests that improving programs related to training and development could raise the efficiency of employees in the ministry.

The objective of the survey examines career development's effect on employee performance within the Makueni County's ministry in Kenya. By employing regression analysis, it was ascertained that career advancement exhibited a positive yet insignificant effect on the ministry's performance of employees. These results imply that although enhancing career development may have some positive implications, it would not significantly enhance employee performance within the ministry.

5.3 Conclusion

The research delved into the influence of human resource tools on the performance of civil servants working in the Ministry of Interior and Coordination of National Government in Makueni County, Kenya. The study uncovered a range of noteworthy discoveries and conclusions regarding the various aspects of human resource instruments and their impact on employee performance within the ministry. Notably, the investigation revealed that the assessment of employee performance had a detrimental and inconsequential effect. The survey comes to the conclusion that improving employee performance in the ministry is not significantly impacted by the performance evaluation

process. This result implies that the ministry's present performance appraisal system is ineffective in motivating or improving civil servants' work output.

Additionally, the study looked into how staff performance in the ministry in Kenya's Makueni County was affected by training and development. In line with this goal, the survey results showed that staff performance in the ministry is significantly improved by training and development. In light of the findings, the study draws the conclusion that efforts for training and development are essential to raising employee performance levels in the ministry. This suggests that giving workers the chance to grow professionally, learn new things, and increase their skill sets results in better work outputs.

The survey assessed the career development effect on employee performance within the ministry in Makueni County, Kenya. Regarding this particular goal, the survey results showed that employee performance in the ministry was positively but statistically not significantly impacted by career development. The conclusion drawn from the result is that career development initiatives currently in place in this ministry do not significantly impact employee performance in the studied context. This result implies that the career development programs implemented in the Ministry may not have been effectively designed or executed to positively influence employee performance.

5.4 Recommendations

Regarding the outcomes of the investigation, the recommendations were provided in view of the significant factor(s) of human resource instruments. The survey recommends that the ministry should continue to invest in training courses that are designed with government workers' needs and requirements in mind. These programs should focus on

enhancing job-related skills, knowledge, and competencies that directly contribute to improved performance. Ensuring that the training material is current, pertinent, and in line with the ministry's aims and objectives is crucial.

The ministry should establish a culture of continuous learning by offering various opportunities for learning such as seminars, workshops, mentoring programs and online courses. By encouraging employees to continually update their skills and knowledge, the ministry can foster a motivated and high-performing workforce.

The ministry should create mechanisms that facilitate skills and knowledge transfer gained through training to the actual work environment. This can be achieved through post-training support, on-the-job coaching, and opportunities for employees to apply knowledge that is newly acquired in their day-to-day tasks. Providing a supportive environment that encourages the practical application of training outcomes can further enhance employee performance.

5.6 Contribution to Knowledge

The research findings have enhanced understanding of the connections between human resource instruments and the ministry's employee performance. The empirical investigation has contributed to the advancement of theoretical concepts, by further exploring theoretical foundations of the resource-based view, goal setting, and human capital within the analytical framework of the study, thus increasing the relevance and applicability of these theoretical perspectives to the unique context of the ministry.

By implementing a practical framework to evaluate the hypotheses concerning various facets of human resource instruments and employee performance in examined context,

the analysis generated fresh viewpoints. Specifically, by quantitatively examining theoretical assumptions through regression modeling of survey data, new quantitative perspectives were obtained. The utilization of a rigorous analytical approach to address the research inquiries thus constituted a significant contribution of additional empirical insights to the field.

5.7 Suggestion for Further Research

Taking into account the research objective of exploring the impact of human resource tools on employee performance within the Makueni County's Ministry of Interior and Coordination of National Government in Kenya, further investigations can be undertaken to delve into the reasons behind the lack of significant influence observed in relation to performance appraisal and career development. Additionally, it would be beneficial to conduct studies focusing on other ministries in Makueni County, Kenya to broaden the understanding of this subject matter.

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APPENDICES

Appendix 1: Letter of Introduction

MOHAMED HUSSEIN MOHAMED

Department of Public Policy and Administration

School of Law, Arts and Social Sciences

Kenyatta University

Kenya.

RE: Request to fill the Questionnaire

Dear Respondent,

My name is **MOHAMED HUSSEIN MOHAMED**, a post graduate student at Kenyatta University who wants to conduct research on Human Resource Instrument and Employee Performance among Civil Servants in Ministry of Interior and Coordination of National Government in Makueni County, Kenya. In order to partially complete requirements for honour of master’s degree in public policy and administration, I want to conduct a study to ascertain effects of performance appraisal, training and development and career development on employee performance. I humbly ask for your patience in responding to the questionnaire based on your expertise and experience; rest assured that your answers was treated in strictest of confidence. Thanks

Yours Faithfully,

.....

Appendix II: Questionnaire

Section A: Background Information

Instructions

Kindly tick the appropriate option in the spaces provided.

1. Gender: Male () Female ()
2. Age Bracket: 20 – 30 yrs. () 31 – 40yrs () 41 – 50 () Above 50 ()
3. Highest education qualification: Diploma () Bachelor’s Degree () Masters ()
PhD ()
4. Years of service: 0 – 2 years () 3 – 5 years () 6 – 8 years ()
9 – 10 years () Over 10 years ()
5. Department: Provincial Administration Services Department () Administration
Police Department () Kenya Police Department () Government Press ()
NACADA ()

Section B: Human Resource Instrument Effect and Employee Performance

Please select the choices you consider correct: Strongly Agree=5, Agree=4 Neutral=3,
Disagree=2 and Strongly Disagree=1

Performance Appraisal and Employee Performance

N/O	Statements	1	2	3	4	5
1	Performance appraisals are carried out with utmost fairness					

2	Performance appraisals are carried out periodically					
3	Accurate and specific feedback is received by employees during performance appraisals					
4	Employees derive satisfaction with the process and the system of performance appraisal					
5	Performance appraisals are based on promotion and incentives					
6	Performance appraisal is an important human resource instrument					

7. Does the ministry continuously assess employee work progress for promotion?

Yes

No

8. Is employee performance assessed based on performance metrics yearly?

Yes

No

9. Are employee performance appraisals in the ministry done fairly?

Yes

No

10. What are some of the challenges that are affecting performance appraisal of employees in the ministry?

.....

Training and Development and Employee Performance

N/O	Statements	1	2	3	4	5
1	Training policies are formulated and adhered to by all employees					
2	Training opportunities are opened to all employees					
3	The ministry has training and development department					
4	Training needs are formally identified and analysed through certain mechanisms					
5	Training programmes have yielded positive results in terms of performance					
6	Training and development is an essential human resource instrument					

7. Does the ministry organize internal workshops for training employees?

Yes

No

8. Does training programmes organized by the ministry impacts and motivates employees?

Yes

No

9. Do training and development programs influences the performances of employees?

Yes

No

10. What are some of the challenges that are affecting training and development of employees in the ministry?

.....

Career Development and Employee Performance

N/O	Statements	1	2	3	4	5
1	Several career learning advancement opportunities are made available by the ministry					
2	Employees are mentored by coaches in the ministry towards career advancement					
3	Employees are encouraged to engage in skill development opportunities					
4	The ministry supports career development of employees through funding and organizing career advancement programs					
5	Employees are mentored on their career path for career development					
6	Learning advancement opportunities are provided to employees by the ministry					

7. Is the implementation of employee career development programs effective in the ministry?

Yes

No

8. Do career development programs influence the performance of employees?

Yes

No

9. Are career development programs for employees monitored in the ministry?

Yes

No

10. What are some of the challenges that are affecting career development of employees in the ministry?

.....

Employee Performance

N/O	Statements	1	2	3	4	5
1	Performance is affected by quality of work of employees					
2	Performance depends largely on client feedback					
3	Performance is affected by the efficiency of employees					
4	There is consistent improvement by employees thereby leading to increased performance					

5	Good quality of work is a determinant of good employee performance					
6	Efficiency is assessed by performance criteria of keeping work on schedule					

Indicate some of the challenges relating to the below indicators of employee performance:

7. Quality of Work.....

.....

8. Client feedback.....

.....

9. Efficiency.....

.....

10. Consistent Improvement.....

.....

THANK YOU

Appendix III: Authorisation Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: C153/OL/CTY/22379/2021

DATE: 4th June, 2024

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR MOHAMED HUSSEIN MOHAMED – REG. NO. C153/OL/CTY/22379/2021

I write to introduce Mohamed Hussein Mohamed who is a Postgraduate Student of this University. The student is registered for MPPA degree programme in the Department of Public Policy and Public Administration.

Mohaed intends to conduct research for a MPPA Project Proposal entitled, “Human Resource Instruments and Performance of the Ministry of Interior and Coordination of National Government Employees in Makueni County, Kenya.”

Any assistance given will be highly appreciated.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'Eliud Njagi'.

PROF. ELIUD NJAGI
EXECUTIVE DEAN, GRADUATE SCHOOL

DL/mo

Appendix IV: Research Permit


REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION


NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 200400 Date of issue: 02 October 2024

RESEARCH LICENSE



This is to Certify that Mr. **Muhammad Hamza Mohamed** of **Kenya** University, has been licensed to conduct research as per the provisions of the Science, Technology and Innovation Act, 2012 (Rev.2014) in **Makindu** on the topic: **HUMAN RESOURCE DEVELOPMENTS AND EMPLOYEE PERFORMANCE AMONG CIVIL SERVANTS IN THE MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT BY MAKINDU COUNTY, KENYA** for the period ending: **02 October 2024**.

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Director General
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