

**HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE
PERFORMANCE OF KENYA REINSURANCE CORPORATION, NAIROBI
CITY COUNTY, KENYA**

JANET NDUNGE JOHN

D53/OL/CTY/32383/2017

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,
ECONOMICS AND TOURISM IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) OF
KENYATTA UNIVEERSITY**

FEBRUARY, 2025

DECLARATION

I declare that I am the only author of this project and that I have not submitted it to another institution with the intention of receiving an award.

Signature: Date:

JANET NDUNGE JOHN

D53/OL/CTY/32383/2017

SUPERVISOR

This is to certify that as the university supervisor, I have given my consent for the submission of this research project for review.

Signature: Date:

DR HANNAH ORWA BULA

LECTURER, DEPARTMENT OF BUSINESS ADMINISTRATION,

SCHOOL OF BUSINESS, ECONOMICS AND TOURISM,

KENYATTA UNIVERSITY

DEDICATION

I dedicate this endeavour to my parents Agerinnah Mwangeli Mulu and John Mukuli who ensured that I went through school and gained knowledge, my husband Victor Ochieng Oluoch who ensured that all was running when I was drafting this document late at night and finally my children Natasha Mwangeli Ochieng and Hazel Ngina Ochieng for their support when the going seemed impossible.

ACKNOWLEDGEMENT

First, I am grateful to God for the blessings of life, wellness, and the ability to access sound knowledge. I wish to appreciate my supervisor Dr. Hannah Orwa Bula for her tireless support, positive criticism and scholarly comments and I write this project. Many thanks to the other professors who participated in the process to make certain the concept accurately reflect the study topic. In a unique way, I would like to also thank my classmates for their input in critiquing my work, sharing experiences and inspirations. Lastly, I appreciate my family and friends' unwavering support throughout my study period.

TABLE OF CONTENTS

declaration	i
Dedication	iii
Acknowledgement	iv
Table of Contents	v
List of Tables	viii
List of Figures	ix
Operational Definition of Terms	x
Abbreviations and Acronyms	xi
Abstract	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1Background of the Study	1
1.1.1Employee performance	2
1.1.2Human Resource Management Practices	Error! Bookmark not defined.
1.1.3Kenya Reinsurance Corporation.....	6
1.2Statement of the Problem.....	7
1.3Objectives of the Study	8
1.3.1General Objective	8
1.3.2Specific Objectives	9
1.4Research Questions.....	9
1.5Significance of the Study	9
1.6Scope of the Study	10
1.7Limitations to the Study.....	10
1.8Organization of the Study	11
CHAPTER TWO	13
LITERATURE REVIEW	13
2.1Introduction.....	13
2.2Theoretical Review	13
2.2.1Ability, Motivation, and Opportunity Theory	13
2.2.2Resource Based View Theory	15
2.2.3Best Fit Theory	16
2.3Empirical Review.....	18

2.3.1 Training and development and employee performance	18
2.3.2 Performance appraisal and employee performance.....	20
2.3.3 Reward & compensation and employee performance	22
2.3.4 Employee empowerment and employee performance.....	25
2.4 Summary of Literature Review and Research Gap.....	26
2.5 Conceptual Framework.....	29
CHAPTER THREE	30
RESEARCH METHODOLOGY	30
3.1 Introduction.....	30
3.2 Research Design.....	30
3.3 Target Population.....	30
3.4 Sampling Design	31
3.5 Data Collection	32
3.6 Validity and Reliability of the Study	32
3.6.1 Pilot Test.....	32
3.6.2 Validity of Research Instruments	32
3.6.3 Reliability of Research Instruments	33
3.7 Data Collection Procedure.....	34
3.8 Data Analysis and Presentation	34
3.7.1 Multiple Regression Model	35
3.8 Ethical Considerations	35
CHAPTER FOUR.....	36
RESEARCH FINDINGS AND DISCUSSIONS	36
4.1 Introduction.....	36
4.2 Response Rate.....	36
4.3 Background Information.....	36
4.3.1 Gender	37
4.3.2 Age Bracket.....	37
4.3.3 Length of Stay at Kenya Re	38
4.4 Results of Descriptive Statistics.....	39
4.4.1 Training and Development.....	39
4.4.2 Performance Appraisal.....	41
4.4.3 Reward and Compensation.....	42

4.4.4	Employee Empowerment	44
4.4.5	Employee Performance	46
4.5	Results of Regression Analysis.....	48
CHAPTER FIVE		52
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS		52
5.1	Introduction.....	52
5.2	Summary of Findings.....	52
5.3	Conclusions of the Study	54
5.4	Recommendations of the Study	55
5.5	Suggestion for Further Research.....	56
REFERENCES.....		57
APPENDICES		60
APPENDIX I: LETTER OF INTRODUCTION		60
Appendix II: Questionnaire.....		61

LIST OF TABLES

Table 2.1: Summary of Literature Reviewed and Research Gaps	26
Table 3.1: Target Population.....	31
Table 3.2: Reliability Test Results	33
Table 4.1: Response Rate.....	36
Table 4.2: Age Bracket	37
Table 4.3: Training and Development	39
Table 4.4: Performance Appraisal	41
Table 4.5: Reward and Compensation	43
Table 4.6: Employee Empowerment.....	45
Table 4.8: Employee Performance.....	47
Table 4.9: Model Summary	48
Table 4.10: Analysis of Variance.....	49
Table 4.11: Coefficients.....	49

LIST OF FIGURES

Figure 2.1: Conceptual Framework	29
Figure 4.1: Respondents' Gender	37
Figure 4.2: Respondents' Length of Stay at Kenya Re.....	38

OPERATIONAL DEFINITION OF TERMS

Compensation	Fair workplace incentive schemes that relies on data from bonuses, perks, commissions, and other compensation.
Employee Performance	The ability of employees to meet set goals and objectives. Measured by the level of efficiency, competence, effectiveness, productivity and quality of work an employee achieves in fulfilling their set goals
Human Resource Management Practices	Planned human resources q activities undertaken by the reinsurance corporation. They consist of employee empowerment, performance appraisal, incentive and remuneration, and training and development.
Performance appraisal	Refers to the accomplishment of goals and objectives in regard to effectiveness, efficiency, and high-quality services.
Reinsurer	An entity that offers reinsurance services to several insurance providers. They are governed by Kenya's Insurance Regulatory Authority.
Training	Acquisition of skills to enhance employee performance in the Reinsurance Corporation

ABBREVIATIONS AND ACRONYMS

HR:	Human Resource
HRM:	Human Resource Management
HRMP:	Human Resource Management Practices
ICT:	Information Communication and Technology
IRA:	Insurance Regulatory Authority
KENYA – RE:	Kenya Re – insurance Corporation
KPIs:	Key Performance Indicator
NACOSTI:	National Council for Science Innovation and Technology
SPSS:	Statistical for the Social Sciences

ABSTRACT

Organizations are seeking to gain a competitive advantage via increased employee performance as the business environment becomes more volatile and unpredictable than ever before. To achieve this, businesses are increasingly focusing on human resources practices using more innovative techniques. The current study's objective was to determine how employee performance in Kenya's reinsurance business is impacted by HRM practices. The research explicitly examined the influence of selected practices on overall employee performance. The study utilized a descriptive research design with a case study of Reinsurance Cooperation. The target population was employees of Reinsurance industry in Kenya in Nairobi City County. The specific objectives of the study were to determine the effect of training and development, performance appraisal, reward and compensation, and employee empowerment on employee performance at Kenya Reinsurance Corporation. The study was underpinned Ability, Motivation, Opportunity Theory; Resource Based Theory; and Best Fit Theory. The target audience was all employees of the Reinsurance Corporation in Nairobi City County. The target population will be 149 employees and the study employed of the target population census since some other departments had less responses. Both qualitative and quantitative data approaches will be utilized in the study's data collecting. Tables, graphs, and charts were employed to display the results of the data analysis and summary utilizing both descriptive and inferential statistics. The study found that training and development, performance appraisal, reward and compensation and employee empowerment had a positive significant influence on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The study concludes that training and development helps companies gain and retain top talent, increase job satisfaction and morale and improve productivity. Performance evaluation measures an employee's contribution in terms of increased company revenue and job performance, compared to industry standards and employee return on investment. A rewarding compensation and benefits plan can attract loyal, motivated and engaged candidates and may reduce the turnover rate of people in a company and empowering employees through greater autonomy has been directly linked to increased employee motivation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, an organization's human resource is the key to gaining a competitive edge owing to their capacity to transform inputs (products or services) from other resources (money, machinery, processes, and materials) into outputs (resources). According to Ghalayini (2017), they are one of the key elements that provide organizations flexibility and adaptation. Saira (2016) said that it is important to remember that people (managers) rather than the company serve as the adaptive mechanism for defining how the business will react to the competitive environment. Competitors can copy other resources like raw materials, raw technology, and money, but it is very difficult to copy human resources. These elements combined to make them a special resource that required good management.

HRM is described by Mahmood (2019) as the process of selecting the right number and kind of workers, providing them with the necessary training, monitoring their performance, and compensating them while also taking care of their labor relations, wellness, and safety. It is proactive and sees individuals as both assets and liabilities that must be actively managed from an economic standpoint. It involves the effective and efficient process of finding, training, inspiring, and retaining labor at the highest possible levels. Human resources are the most crucial resource for attaining the organization's vision, purpose, and goals at various levels. It immediately expands organizational effectiveness and lowers rates of employee turnover. The workers are the ones who enhance production, not the corporation.

There has been a lot of study on the effects of HRM strategies on employee performance for many years. According to some scholars, managing people is more challenging than managing money or technology (Nurun & Abu, 2017). The ability to efficiently acquire and deploy human resources is difficult and takes a lot more time, thus businesses who have mastered this skill will have an advantage over rivals for a very long period (Kiiru, 2015).

Reinsurance companies in Kenya seem to be revolutionizing considerably more quickly than in the past due to growing competition and the constantly shifting business climate. Eight local-domiciled businesses and a number of foreign firms without physical presence in Kenya operate the company (Kenya Re Strategy 2014-2018). Environmental volatility in the sector in recent years has necessitated the development of strategies in order for the company to survive. The key developments have been the development of technology, an educated, discerning, and sophisticated clientele, as well as an escalation of competition brought on by the entry of foreign reinsurance firms into the market. These issues must be resolved in order for businesses to be successful in the contemporary market.

1.1.1 Employee performance

World over, it is impossible to overstate how important employee performance is since it has been an issue for all enterprises, public or private. Over the last several decades, there has been a noticeable shift from the previous perception that the private sector alone should be concerned about the significance of performance, where both embrace and appreciate performance equally (Tursunbayeva, 2019).

Employee performance is one of the essential elements that determines an organization's success. A profitable company realizes the value of its people resources

as a crucial element that immediately affects and enhances performance (Camppesino, 2016). Although there are numerous other factors, including as the organization's size, the environment in which it works, and its activities, contributing to that success, the success of any business relies on the actions and choices of its employees. Human resource management approaches are frequently employed to assess an employee's performance inside a business, and the tendency is to strengthen HRM practices in order to boost employee performance in the present time and highly competitive corporate setting (Sagwa, 2017).

Omayya (2016) posit that an employee's performance is the utilization of information, skills, experiences, and talents to carry out the given task that is needed of them by their superiors. The value of an employee's performance can be seen in a variety of ways, including how it affects how much money is spent on resources, how much and how well work is done, how it helps a company compete and succeed, how it helps evaluate and meet performance goals, and how it improves the effectiveness of the employee in making decisions (Shanodhini & Srividhya, 2018).

Armstrong and Baron (1998) consider numerous factors when assessing an employee's performance. One of them is the degree to which an employee generates work of the required quality and quantity, which is assessed by the employee's level of productivity. How well a person can articulate solutions to issues is another indicator of their success. Another indicator of performance is a worker's capacity to finish tasks and meet other time-sensitive requirements on schedule. Competency and efficiency, according to Blaise (2018), are also important elements taken into account when evaluating an employee's work performance. Efficiency determines how well-organized a worker's production processes are in the sense of the steps necessary to finish a task, whilst competency evaluates the extent to which an employee exhibits

ethical corporate behavior and uniformity between his or her values and performance. Other measures of an employee's success include their job abilities, their working connections, their degree of flexibility, their level of self-motivation, their level of inventiveness, and their tolerance for stress, among other things.

Efficiency is the contrast between what is produced or done and what might be done with the same amount of resources (money, time, labor, etc.), according to Kuruppu et al. (2021). It has a significant role in determining how well employees perform. The extent to which goals are met and specific issues are resolved may be used to determine effectiveness. Efficiency is described as "doing the thing right," but effectiveness is described as "doing the right thing" and is assessed without taking expenses into account. The phrase "quality of work" relates to the standards, errors, waste, and rework that are present in the work created. It also recognizes workers who produce high-quality work, adhere to standards, and minimize faults or mistakes. To assess the performance of Kenya Re personnel in Nairobi, Kenya, the present study will utilize these metrics.

1.1.2 Human Resource Management Practices

Human resource management practices refer to the approaches used to manage people (Armstrong, 2012). An organization may choose to implement a set of HRMPs if they align with its operational requirements. According to Pfeffer (2008), there are seven HRMPs that impact business performance. These include job security, targeted recruiting, workplace teams and decentralization, high remuneration based on organizational success, employee training, a reduction in status discrepancies, and sharing firm information with personnel. When facing intense and multifaceted

competition, firms analyze their organizational structures, particularly how they manage their workforce.

With the increasing focus on the human element in organizations, establishing HR programs for continuous growth has become essential (Esther, Elegwa, & James, 2012; Longenecker et al., 2001). Business practices have evolved toward Strategic Human Resource Management (SHRM), which involves adopting operational patterns and decision-making processes related to employee management. This shift demonstrates how a company can effectively manage its human resources to achieve better results (Boxall & Purcell, 2003).

Globally, competitive firms rely on the uniqueness of their human resources and the effectiveness of their HR management mechanisms to gain a competitive advantage (Pfeffer, 1994; Tomson, 2008). In a knowledge-based economy, human resources serve as both intellectual capital and infrastructure investment, driving sectoral output. As a result, recruitment, training, retention, and employee motivation are critical success factors for any knowledge-based organization. To enhance both individual and corporate achievements, a company must ensure that its HR management strategies are aligned with and complementary to its overall organizational strategy (Nzuve, 2007), much like its competitive strategy (Robin, 2007).

Several studies have explored the link between improved corporate performance and effective HRM practices. According to Ulrich (2003), survey findings indicate that HR practices are significant. However, the exact correlation between investments in HR and organizational performance may vary depending on the selected population and the metrics used. Some scholars, including Purcell et al. (2003), have questioned the validity of certain research attempts to establish this connection.

In the present study, HRM practice indicators include recruitment, self-managed teams, performance-related pay, workforce development, status disparities, and information sharing. Ahmad and Schroeder (2003) argue that while advanced manufacturing techniques and cutting-edge technologies contribute to operational performance, they are not sufficient on their own. Without the appropriate human resource management techniques, a workplace cannot function as a cohesive socio-technical system.

1.1.3 Kenya Reinsurance Corporation

The Kenyan government established the publicly traded State Reinsurance Corporation in 1970 through a parliamentary statute (State Reinsurance Corporation statute 1970), to stop the exodus of capital. According to the provisions of the 1977 Statutory Law (Miscellaneous Amendment) Act, the State Reinsurance Corporation changed its name to Kenya Reinsurance Corporation, more often known as Kenya Re. Kenya Re's goals included giving Kenyan insurance companies access to reinsurance capacity, doing research and consulting with the sector, offering regulatory services, conducting training programs, and raising money for investments in the country's economy. 25% of all policy and treaty business in Kenya was its due.

Through an initial public offering (IPO) on the Nairobi Stock Exchange in 2007, Kenya Reinsurance Corporation made 40% of its shares available to the public (Kenya Re IPO prospectus 2007). Following the IPO, the corporation found itself caught in a web of several new laws, including the Company's Act and the Capital Markets Authority Act. It is governed by the State Corporation Act since it is a state corporation, and the Insurance Act applies to it because it is in the insurance business. Kenya Re's key principles include objectivity, cooperation, learning and innovation,

service culture, and excellent corporate citizenship (Kenya Re, 2018). To date the Corporation has progressively grown its portfolio that spans over 70 countries with a Global AM Best Rating of B+ which is Very Good. Despite this growth, it cannot compete with the leading markets in the world with a rating of A+ thus need for more input to ensure excellent performance and growth across the world not just the current subsidiaries; Zambia, Ivory Coast and Uganda.

Kenya Re has a fully-fledged Human resource management department which is tasked with numerous functions which include: hiring, firing, disciplinary functions, appraisal, training and development, employee welfare, promotion, employee motivation, creation and execution of benefit schemes among many. The department is headed by the Human Resource Manager with two Assistant Managers, one who undertakes staff training and development issues, while the other undertakes other various staffing duties. Being a State Corporation, the performance of employees is of great importance to the general public thus the need the current study on HRMP and employee performance of Kenya Reinsurance Corporation.

1.2 Statement of the Problem

Previous research has shown that employees and the way they are managed play a crucial role in both their performance and that of businesses, potentially serving as a source of sustained competitive advantage. This has led to increased interest in human resource practices. When implemented effectively, HRM approaches align with the overall objectives and operational processes of a company. However, despite the extensive literature on HRM, most studies focus on industrialized countries rather than emerging economies.

Empirical researches have shown a growing connection between HRMP and corporate performance. Considerable empirical research has been done on the link between HRMP and company performance (Khatri,2000; K'Obonyo, Busienei, & Ogutu, 2013; Dimba & K'Obonyo, 2009). Researches have been conducted in other economic sectors, but none that have been researched have centered on manufacturing enterprises in Kenya. According to studies, companies who use a certain HRMP in their human resource processes, policies, and practices often surpass their competitors in terms of results (Kidombo, 2007).

Some researchers have asserted that better HRMP packages may turn a company's human resources into a strategic asset since there may be complementarities between HRMP and firm resources (Ulrich & Lake, 2000). The previous research we studied focused on the effects of certain HR practices on performance. Cho et al.,2005; Barringer et al.,2005; Benson et al.,2004; Brewster 2004; Storey 2002; Collings and Clark2003; Morishima 2001; Paul and Anantharaman 2003; Roberts,2005; Widener2005; Zhu2004). Less focus has been placed on the impact of pay, training, recruiting, and information exchange on performance. Based on this, the research concentrated on shedding some light on murky regions and views that weren't included in earlier empirical studies of business performance.

1.3 Objectives of the Study

1.3.1 General Objective

The study's general objective was to ascertain the effect of Human Resource Management Practices on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya.

1.3.2 Specific Objectives

The following specific objectives served as the study's guidance:

- i. To determine the effect of training and development on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya.
- ii. To assess the effect of performance appraisal on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya.
- iii. To evaluate the effect of reward and compensation on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya.
- iv. To establish the effect of employee empowerment on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya.

1.4 Research Questions

The research questions were:

- i. What is the effect of training and development on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya?
- ii. How does performance appraisal affect employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya?
- iii. What is the effect of reward and compensation on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya?
- iv. How does employee empowerment affect employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya?

1.5 Significance of the Study

The study would be beneficial to Kenya Reinsurance Corporation's management since it will provide them with a variety of suggestions regarding to challenges facing

employee performance and be able to restructure the Corporation's HRM practices to benefit both the staff and the Corporation. The employees of Kenya Re will benefit from the research since they will be able to identify and articulate the challenges they face and be able to applaud the strengths of HRM practices in the Corporation. The decision makers for example stakeholders and management will benefit from this research since it provides them with policies which will be useful in advancing the State Corporation bodies. The study will establish the groundwork for more research on the subject, which will be advantageous to other academics interested in the issue it addresses.

1.6 Scope of the Study

The focus of the research was on Kenya Reinsurance Corporation's performance in Nairobi City County, Kenya, in order to determine how HRM practices affect performance. There is little question that include all companies in Kenya would have led to a more favorable outcome, however the survey was only conducted in Nairobi CBD. The study participants was purposefully selected staff Reinsurance Corporation in Nairobi City. The study made utilization of a descriptive design. The main actors in the economic area are the reinsurance businesses. This is justified by the fact that they are the thing that should be driving business and that unsuccessful policies can be directly attributed to the actions or inactions of personnel working for these Reinsurance businesses.

1.7 Limitations to the Study

The study sought to investigate the Kenya Reinsurance Corporation at Nairobi City County and is directed towards attaining the objectives. Kenya Reinsurance Corporation is a single-level unit of analysis which might not give a general view of

other sectors outside this scope. Thus, the researcher advises on more studies on HRM practices and its influence on employee performance for multi-level unit of analysis to ensure generalization of study findings. This research adopted cross-sectional design which is constrained by its inability to predict causal relationship as longitudinal research design does. The researcher choice for the design was due to the fact that respondents might not be willing to cooperate on a long-term period due to fear of the unknown. The restriction of some respondents' lack of participation will be eliminated by providing institutional letters approving the study's conduct and informing respondents fully of the study's goal— that the information was only going to be utilized for academic reasons. By making the following phone calls to study participants, the slow response by respondents in filling out the research instrument was overcome. Deductive arguments were made to circumvent the limitations of operationalizing theoretical notions in connection to research variables by utilising the results of analogous studies carried out in Kenya, but in the setting of Kenyan universities.

1.8 Organization of the Study

The three chapters that make up this project project are classified. The study issue, the research questions, and the introduction backdrop are all included in chapter one. Following an explanation of the importance, scope, and restrictions, the study's structure will be discussed. The second chapter includes theoretical and empirical research that guides the use of human resources and performance. The mentioned hypotheses relate to the investigation. Literature gaps have been found and are related to the proposed study's research challenge. Finally, a conceptual framework for the research variables will be given and explored. The suggested research methodology is outlined in Chapter 3, along with the study design, target audience, the equipment to

be utilized, sample and data collection procedures, and techniques to be utilized for data analysis. Chapter Four presents the research findings and discussions, while Chapter Five provides a summary of the findings, conclusions, recommendations, and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The current section of the research reviews literature. The specific components addressed are theoretical review, empirical review and the conceptualization of the study variables. The chapter further gives a diagrammatic summary of review of literature and research gaps.

2.2 Theoretical Review

The study is underpinned on Ability, Motivation, and Opportunity Theory, Resource Based View Theory, and Best Fit Theory to provide more insight into the study and show the linkage between the independent and dependent variables.

2.2.1 Ability, Motivation, and Opportunity Theory

Appelbaum, Bailey, Berg, and Kalleberg (2000) proposed this theory to conceptualize work systems that affect aggregate attributes of employees that boost flexible efforts, which in essence help to achieve overall organizational objectives. Effective discretionary effort, according to the AMO model, depends on an employee's skills, motivation, and participation opportunities (Boselie, 2010). This implies that when workers have the ability, desire, and opportunity to engage, it is anticipated that they will do well at their jobs. The link between a collection of HRM practices that improve employees' human capital—knowledge, skills, and abilities (KSAs)—and motivate and enable individuals to succeed in organizations is explained theoretically by the AMO model (Gardner et al., 2012).

Researchers in the area of HRM have heavily utilized and mobilized the Ability, Motivation, and Opportunity theory to support the connection between HRM systems and employee performance (Savanevicienne & Stankeviciute, 2012). Despite the value of the AMO hypothesis, several of its shortcomings have led to criticism. The AMO model is seen to place a focus only on organizational objectives at the cost of employee outcomes, and as a result, it may serve as a ruse to overwork individuals inside the organization. The AMO approach has also come under fire for failing to completely avoid HR practice overlap (Obeidat et al., 2016).

Despite the critique, AMO models have been a common starting point for investigations in the HRM literature. The "people and performance model" was created by Kinnie, Hutchinson, Rayton, and Swart in 2003 utilizing the AMO framework. According to the concept, proximal outcomes like as training and development, performance evaluation, reward and remuneration, and employee empowerment would be influenced by an individual's AMO to perform, which will ultimately improve performance outcomes at work. It is argued that employee's ability to perform a task determines the extent of performance of the task, and motivation of the employees impacts the extent to which the employee commitment to performance role given their ability, and that opportunity to perform provides the chance for the employee to perform their role as expected (Katou & Budhwar, 2010; Macky & Boxall, 2007). At the core of this theory is autonomy, engagement, empowerment, motivation, learning and development and support. Additionally, it is claimed that effective human resource management techniques encourage behavior change, boost employee productivity, and assist the accomplishment of corporate goals and objectives (Rose, Kumar & Pak, 2009)

Boselie (2010) suggested that the AMO model should be linked to HRMPs—such as hiring, training, empowerment, compensation, and performance appraisal—to enhance employee performance. As a result, the AMO theory serves as the fundamental framework supporting the present research.

2.2.2 Resource Based View Theory

The Resource Based View (RBV) hypothesis is based on Penrose's (1959) work. The Resource-Founded View (Crook et al., 2008), which contends that businesses compete in a dynamic and continuously evolving business environment, is backed by substantial data. Barney (2001) asserts that via their workforce, organizations may gain and maintain a competitive edge. A company may achieve this if its human resource pool is unique and cannot be replicated or replaced by those of its rivals or competitors. The key component of the RBV as a basis for a competitive edge is making utilization of the assortment of precious resources at the company's disposal. The company must identify the major prospective resources that would meet the characteristics of being valued, uncommon, unique, and unassailable by the company's rivals (Galbreath, 2005) in the industry in which the company competes.

According to the Valuable, Rare, In-imitable, and Non-substitutable (VRIN) criteria, organizations must determine their key future resources and determine if they satisfy these standards. According to Barney (2001) and Amit and Schoemaker (1993), a resource must be appraised before a corporation can adopt a value-creating strategy. It must either outperform its rivals or make up for its own inadequacies. Rareness is a necessary condition for a resource to have value. In a market for strategic elements that was very competitive, the resource's cost reflected the discounted predicted above-average future profits (Barney, 1986). As stated by Barney (2001), exclusive means that only one company has control over a valuable resource, which may

provide that company a competitive edge. In the event that rivals are unable to replicate this strategic asset exactly, this advantage may persist over time (Peteraf, 1993; Barney, 1986). A resource's lack of substitutability, even if it is scarce, has the potential to create value, and is only partially imitable, is nonetheless essential (Dierickx & Cool, 1989; Barney, 2001). Companies must take care of and maintain the resources that include these assessments since doing so may boost organizational performance (Crook et al., 2008).

According to Dierickx and Cool (1989) and Priem and Butler (2001), the VRIN traits that have been outlined are each required, but not sufficient, requirements for a persistent competitive advantage. In the context of the resource-founded strategy, it should be stressed that the resource must show each of the four attributes for it to be a possible source of a long-term competitive edge since the saying goes, "A chain is only as strong as its weakest link." (Barney, 2001). It is essential to distinguish between assets and liabilities by defining capabilities as a certain kind of resource, particularly an organizationally embedded, non-transferable, company-specific resource, with the aim of increasing the productivity of the other resources the business possesses (Barney, 2001). Capabilities refer to a corporation's ability to utilize resources effectively, while resources are the readily available assets that a business owns or controls. Essentially, capabilities are developed through the strategic combination of resources.

2.2.3 Best Fit Theory

Best Fit theory, commonly referred to as universalistic theory, contends that certain sets of HRP are always more considerate of others, and that companies should adopt these behaviors to improve employee performance. Regardless of size, sector, or company strategy, best practices are relevant for all firms (Arthur, 1994; Delery & Doty, 1996). The performance of employees is significantly improved, according to

researchers, as a result of internal fit and alignment of human resource procedures. Many of the best practices that make up the best practice bundles that are associated with performance have been emphasized by universalistic model proponents including Pfeffer (1994, 1998) and Huselid (1996). This point of view is demonstrated by Pfeffer's (1998) seven practices, which claim that employment security, selective hiring, self-managed teams and decentralized decision-making, high contingent pay, extensive training, the removal of status differentiation and obstacles and broad information sharing will all have an advantageous influence on employee performance.

Delery and Doty (1996) identified seven 'best practices' that include professional growth chances, formal training frameworks, assessment methods, revenue distribution, employee security, right to be heard mechanisms, and occupation descriptions. The assumption behind human resource management strategies is that they will aid businesses in maximizing the value of their human capital, promote operational effectiveness, foster innovation, and improve employee performance (Dyer, 1985). It is assumed that HRM methods have an impact on employee motivation in addition to improved productivity, according to Ichniowski et al. (1996).

According to the universalistic theory, there are certain top HRM techniques that help employees perform better. Although many academics support the idea that the best HRMP exists, there hasn't been much agreement on what the "best practice" really is, which seems to undercut this strategy in some manner. The universalistic paradigm has certain flaws, such the fact that researchers employ diverse methods when analyzing best practices. The current study will adopt this Best Fit Theory to measure

the HRM Practices. The indicators of HRMPs, therefore, will include training and development, performance appraisal, reward & compensation, and employee empowerment.

2.3 Empirical Review

This section contains a review of earlier academic writing by other researchers. Following is a list of the numerous research gaps and how each one will be filled.

2.3.1 Training and development and employee performance

Van Dersal (2012) stated that training is the process of instructing, enlightening, or educating individuals so they are well-equipped to carry out their professions and perform in roles that need more skill and responsibility. Training is a purposeful and structured effort to enhance knowledge, skills, and attitudes through an educational experience, enabling individuals to successfully perform a task or set of activities (Buckley & Caple, 2000).

Mamy, Shabbir, and Hasan's (2020) sought to determine how training and development affected employee performance in the garments sector in Dhaka, Bangladesh. The research employed qualitative as well as quantitative approaches, and 170 participants from two different clothing sectors filled out questionnaires with certain structured questions as part of the data gathering process. The findings suggest that training has a definite advantage for employee performance. The findings of this research may be pertinent to decision-makers in government and academic organizations as well as human resource managers. The findings showed that an employee's level of performance improved with more training.

Paul and Audu (2019) conducted study to determine the impact of academic staff training on workers' performance at Federal Polytechnics in Nigeria. A structured,

closed-ended questionnaire was used to collect data from 220 participants who were randomly selected from among the seven schools and the Polytechnic Library by utilization of a stratified random selection procedure. According to the research, training academic staff has a big impact on staff members' productivity, improved timeliness in service delivery, and job quality. The report suggests, among other things, periodic staff retraining while taking into account the dynamics of human activities.

Odhiambo (2018) aimed to look at how training and development affected the productivity of employees at Safaricom Company Limited. 377 participants were randomly chosen from the target demographic of 1892 permanent workers for this study, which utilized a descriptive research approach. It is concluded that assessing training needs had a major impact on employee performance. This was due in part to the company's frequent skill set evaluations, which identified areas where workers needed training. Employee performance was significantly impacted by the staff trainings' compliance with organizational rules and procedures and material that was in accordance with the identified training requirements. The research went on to show that employee development programs had a substantial impact on employee performance since all new hires participated in a well-organized orientation session.

Salah (2016) looked at the link between training and development and workers' productivity and performance in selected Jordanian private sector transportation enterprises. According to the research, there is a substantial link between these practices and staff performance and productivity since "training and development were positively correlated." The purpose of this study was to determine if training affected the performance of public university staff in Kenya.

Sal and Raja (2016) looked at the effect of training and development on workers' productivity and performance. A quantitative strategy is employed. Through the utilization of a structured questionnaire, pertinent data was gathered. 254 workers were chosen at random from a populace of 420 respondents to participate in the survey. Structured questionnaires were dispersed to employees for on-the-job completion; 212 filled-out questionnaires were received, though only 188 could be statistically evaluated. The findings supported the assumption that there is a positive link between training and development and worker performance and productivity. According to the study, training and development have a substantial influence on staff performance and productivity.

2.3.2 Performance appraisal and employee performance

An employee's performance in his assigned tasks is evaluated logically as part of the performance review process (Singh, 2004). According to Francis and Kleiner (1994), performance reviews are an essential component of HRP for both employee advancement and business operations. It is required to rate workers since it enables employers to see an employee's areas of strength and development. The implementation of the performance evaluation system is a complex task since it calls for an accurate and objective assessment of an employee's performance as opposed to one that is subjective. Nevertheless, the majority of performance evaluations are always seen as being subjective. Performance assessments have to focus on boosting motivation and self-worth. Performance reviews should encourage progress.

Al-Jedaia and Mehrez (2020) aimed to look at how performance reviews affected job performance in the public sector. The research identified purpose, criteria, leadership, and assessment techniques as the four primary components of performance appraisal. The analysis revealed that the performance assessment indicators had an influence on

employees' motivation and work performance by using a descriptive research approach and 294 respondents. The results also show a favourable connection between employee motivation and performance.

Benson et al. (2020) aver that businesses that employ performance assessment procedures to ensure conformity and compliance while placing a high priority on disciplinary action may not fully benefit from these crucial human resource management procedures. This is due to the fact that such management reactions will lead to distrust and trust to decline. Employee morale will suffer if appraisal findings are not used properly because they would believe that management does not have trust in the process.

A research by Moraa and Datche (2019), which intended to ascertain if performance evaluation in NHIF head offices resulted in enhanced performance suggested a favorable correlation between performance review and employee performance. According to the research conducted at Kenyan colleges on the benefits of performance reviews on employee productivity, these reviews increase individual productivity, which in turn boosts the performance of the whole firm.

Mulwa and Weru (2017) intended to determine the effect of performance management systems on employee performance of commercial banks in Kitui Town, Kitui County, Kenya. 118 workers were the target group for the research, which used questionnaires to identify them. It was discovered that a performance management system improves worker performance by offering a trustworthy performance measure, raising staff competence, and subsequently realizing predetermined goals. The research found that putting in place a performance management system enhances employee performance by allowing employees to define personal goals that are based

on corporate objectives as a whole and by detecting skills gaps that can be filled via trainings to raise staff competence levels.

Mayes et al. (2017) list three activities that surround the performance appraisal process: self-assessment, which gives workers the ability to evaluate themselves, peer appraisal, which involves evaluation by individuals with comparable job rankings, and supervisor appraisal. Due to the importance placed on the customer, the customer assessment component has been incorporated to several evaluation tools. Additionally, they contend that performance evaluations should highlight workers' faults while also highlighting their strengths, helping to recognize outstanding performers while also providing a chance for employees to improve their deficiencies.

2.3.3 Reward & compensation and employee performance

Performance-founded remuneration is the most common HR approach adopted by businesses to assess and reward employee performance (Collings and Clark, 2003). There is general agreement that performance-based pay benefits both employees and organizations (Brown et al., 2003; Cardon and Stevens, 2004). Perceived expectations, which form the basis of employee motivation, might establish a connection between pay and performance. According to the expectation theory, pay level will affect employee performance when (a) workers believe there is a connection between their efforts and performance and (b) Employees believe that achieving success will benefit them in some manner (Ngo et al., 2008).

Performance and compensation have traditionally been shown to be positively correlated, but a growing body of empirical data reveals that pay structure, as well as pay amount, matters (Wimbush, 2005; Singh, 2005). Both merit-based promotion and performance-based pay may be seen as components of corporate incentive programs that support employee performance and retention (Uen and Chien, 2004).

Widener (2005) employed a binary logit model to investigate the link between two human resource strategies (dependence on human capital and the firm's pay structure) and the inclusion of non-financial measures in incentive compensation contracts for executive managers. Results showed that the firm's compensation structure moderates this association. The association was especially greater in companies that had a hierarchical wage structure. These businesses have also been more likely to depend on human resource management strategies.

Brown et al. (2003) looked at compensation at different levels and structures and its impact on resource efficiency, results of patient care, and financial performance of selected hospitals. The findings demonstrated that while the associations were curved, more wealth was associated with better performance. When deciding on compensation, the researchers emphasized the necessity for an integrated approach.

Tosi et al. (2004) investigated the relationships between CEO perceived charisma, CEO compensation packages, and company success in a sample of Fortune 500 businesses over a ten-year period. The results show that charismatic CEOs may have an impact on their own stock prices and remuneration packages but not on other business success measures.

Barringer et al. (2005) performed a quantitative content study on the narrative descriptions of 50 businesses with fast growth and 50 enterprises with slower growth as a control group. The results demonstrated that employee incentives might discriminate between companies with rapid growth and those with slower growth. Companies that want rapid growth provided stock options and financial incentives to employees as part of their compensation packages. By doing this, businesses have

been able to increase employee performance, give staff members a sense of ownership in the company, recruit and keep top talent, and transfer some of the business risk to the workers.

In their research of international companies doing business in Russia, Fey et al. (2000) discovered a substantial relationship between compensation level and company performance for both managers and non-managers. Additionally, the performance of the company was favorably correlated with the promotion of managers based only on merit; nevertheless, for pay systems and policies to be successful, they must be in line with organizational goals. Although performance-based pay may inspire workers, sometimes they see it as a managerial tool to stifle their behavior (Lawler and Rhode,1976; Ahmad,2003). Employee commitment and loyalty are reduced in this situation, which causes compensation programs to do the reverse of what was intended (Ahmad,2003; Rodriguez and Ventura,2003).

Ngo et al. (2008) discovered a correlation between retention-oriented remuneration and several business performance indicators. In their study of 73 high-tech companies, Collings and Clark (2003) found that the social networks of their top managers served as a mediating factor in the correlations between HR practices and company performance (sales growth and stock growth). The make-up and interactions of senior management teams were significantly influenced by executive salary (Gerhart and Milkovich, 2000). It was discovered that incentive compensation based on company performance boosted employee cohesion, dedication to organizational objectives, and a sense of community (Collings&Clark2003). Cardon&Stevens(2004) noted that remuneration is crucial for small businesses since it influences recruitment and retention efforts and communicates credibility to outside stakeholders. Incentives programs may be useful in lowering turnover rates, according to Cho et al. In a

longitudinal analysis of incentive programs' performance in the hotel business, Banker et al. (2001) discovered a correlation between incentive plans' higher revenues, improved profits, and lower costs.

2.3.4 Employee empowerment and employee performance

Employee empowerment for future roles inside or outside the firm is ensured by an ongoing process of employee empowerment. The availability of professional development opportunities in a company results in a workforce that is dedicated, qualified, and competitive. Employees may fit into positions that are pertinent to their requirements, wants, and goals in terms of their careers thanks to the principle of employee empowerment. This promotes the highest level of employee satisfaction and the most effective use of their skills.

Makhamara (2017) conducted a study to assess the impact of SHRM on worker performance in Kenya's healthcare sector. Strategic learning was the major variable in the study's descriptive research methodology, and both primary and secondary data were utilized to examine how it influences workers' productivity. Due to the use of proportional selection, more patients were chosen from the hospitals with the highest population. Strategic training was discovered to have an impact on workers' output. As a result, the research advised the health sector's leaders to attempt using human resource management techniques since they would eventually affect employees' performance.

Agoi (2017) conducted research on how HRM practices affected worker satisfaction in Western Kenyan sugar producing enterprises. A mixed design was used in the research, and it was discovered that employee empowerment, management rewards, and training techniques all had significant effects on how satisfied the workers were

with their work. It was shown that employee happiness is highly influenced by performance management and recruiting practices.

Kibichii, Kimutai, and Chege (2016) investigated how the commercial banks in Turkana County's staff productivity was impacted by the performance management method. The study employed a descriptive design and 133 participants selected at random from a group of 200 to focus on, and found that the following aspects of the performance management process, which includes the performance assessment system, training and development, and incentive system, positively boost employee productivity. This is due to the fact that it has been demonstrated that the performance evaluation system, employee training and development, and incentive system all have a significant positive link with staff productivity in financial institutions. The findings are consistent with equity theory, which has an effect on worker productivity since it demonstrates that equity theory is really supported when someone analyzes their input to output ratio to that of other employees. These two ratios are compared as a benchmark for measuring employee motivation.

Hassan (2016) looked at how HRM practices affected workers' productivity in Pakistan's textile sector. A questionnaire was utilized to gather information from 68 textile industry workers using a random selection approach. The results demonstrate that HRM approaches including salary, career planning, performance evaluations, training, and employee engagement have a favorable influence on employee performance. Therefore, it has been shown that salary, career planning, performance reviews, training, and employee participation all help to improve an employee's performance.

2.4 Summary of Literature Review and Research Gap

Table 2.1: Summary of Literature Reviewed and Research Gaps

Researcher	Focus	Findings	Knowledge gap	Current study focus
Mamy, Shabbir & Hasan (2020)	To determine how training and development affected employee performance in the garments sector in Dhaka, Bangladesh	Results demonstrated that training had a definite beneficial impact on staff performance.	The research did not focus on other bundles of HRM practices. Furthermore, the research primarily examined Bangladesh which is different from Kenya economically. The four metrics of HRM practices will be the subject of the present research i.e. Training and development, Performance appraisal, Reward & compensation and, Employee empowerment.	This research emphasized on effect of training and development on employee performance of Kenya Reinsurance Corporation, Nairobi City County
Odhiambo (2018)	Ascertaining how training and development affected the productivity of employees at Safaricom Company Limited	The training approaches had a substantial impact on employee performance since the staff trainings were in line with the identified training requirements and were conducted in accordance with organizational rules and procedures.	Safaricom company limited is a company in telecommunication industry which is quite different from the reinsurance industry. In addition, the research primarily examined training and development only. The current study will focus on insurance industry.	This research emphasized on effect of training and development on employee performance of Kenya Reinsurance Corporation, Nairobi City County
Al-Jedaia and Mehrez	Effect of performance	A connection between work	The study employed descriptive research	This study focused on

(2020)	appraisal on job performance in governmental sector.	performance and performance reviews that is favorable.	design but the current study will focus on both descriptive and explanatory research design.	performance appraisal affect employee performance of Kenya Reinsurance Corporation.
Mulwa and Weru (2017)	To determine the effect of performance management systems on employee performance of financial institutions in Kitui Town, Kitui County, Kenya.	Implementing a performance management system improves employee performance by helping them develop personal goals.	The study utilized a questionnaire only to collect information about the variables. The current study will adopt both questionnaire and interviews to collect data.	This research explored the effect of reward and compensation on employee performance of Kenya Reinsurance Corporation
Anyango (2017)	Influence of reward system on employee performance in the insurance sector in Kenya	Researchers discovered that employee performance is positively and significantly correlated with performance-related compensation, team-based pay, and overall reward.	The research only focused on reward system and not the other factors as well as the research is focused on insurance sector and not reinsurance industries. The current study will focus on reinsurance sector which has is regulated differently.	This research emphasized on effect of training and development on employee performance of Kenya Reinsurance Corporation, Nairobi City County
Ndungu (2017)	Effects of rewards and recognition on employee performance in public educational institutions: A Case Kenyatta	There is a strong correlation between employee performance and rewards and recognition.	The research did not focus on other bundles of HR practices. The current study will focus on four aspects of HRM practices including: Training and development,	This research emphasized on effect of training and development on employee performance of Kenya Reinsurance

	University, Kenya.		Performance appraisal, Reward & compensation and, Employee empowerment.	Corporation, Nairobi City County,
Makhamara (2017)	Effect of strategic HRM on employee performance in health industries in Kenya	Established that strategic training does affect the employee's performance.	The study focused of strategic HRM thus use of different variables where used to measure HRM. The current study will focus on HRM practices so as to cover Training and development, Performance appraisal, Reward & compensation and, Employee empowerment as its measures.	
Agoi (2017)	To ascertain how HRM practices affected worker satisfaction in Western Kenyan sugar producing enterprises	Employee satisfaction was significantly influenced by hiring procedures, training procedures, management rewards, and employee empowerment.	The study is a survey of employee satisfaction in Western Kenya which has different technicalities compared to the current study on reinsurance corporation serving whole of Kenya.	This study focused on the performance of Reinsurance industry
Hassan (2016)	Impact of HRM practices on employee's performance in the Textile industry of Pakistan.	Employee performance is positively impacted by HRM strategies like as salary, career planning, performance evaluation, training, and	Textile industry is quite different from the reinsurance industry that a need to find out on the effect on insurance industry. The current study will focus on reinsurance industry and specifically Kenya Re.	This research emphasized on effect of training and development on employee performance of Kenya Reinsurance Corporation,

		employee participation.		Nairobi City County
--	--	-------------------------	--	---------------------

Source:Reviewed Researches (2023)

2.5 Conceptual Framework

The independent variable in this study is HRMP and the dependent variable is employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. This relationship can be expressed diagrammatically in a conceptual framework as shown.

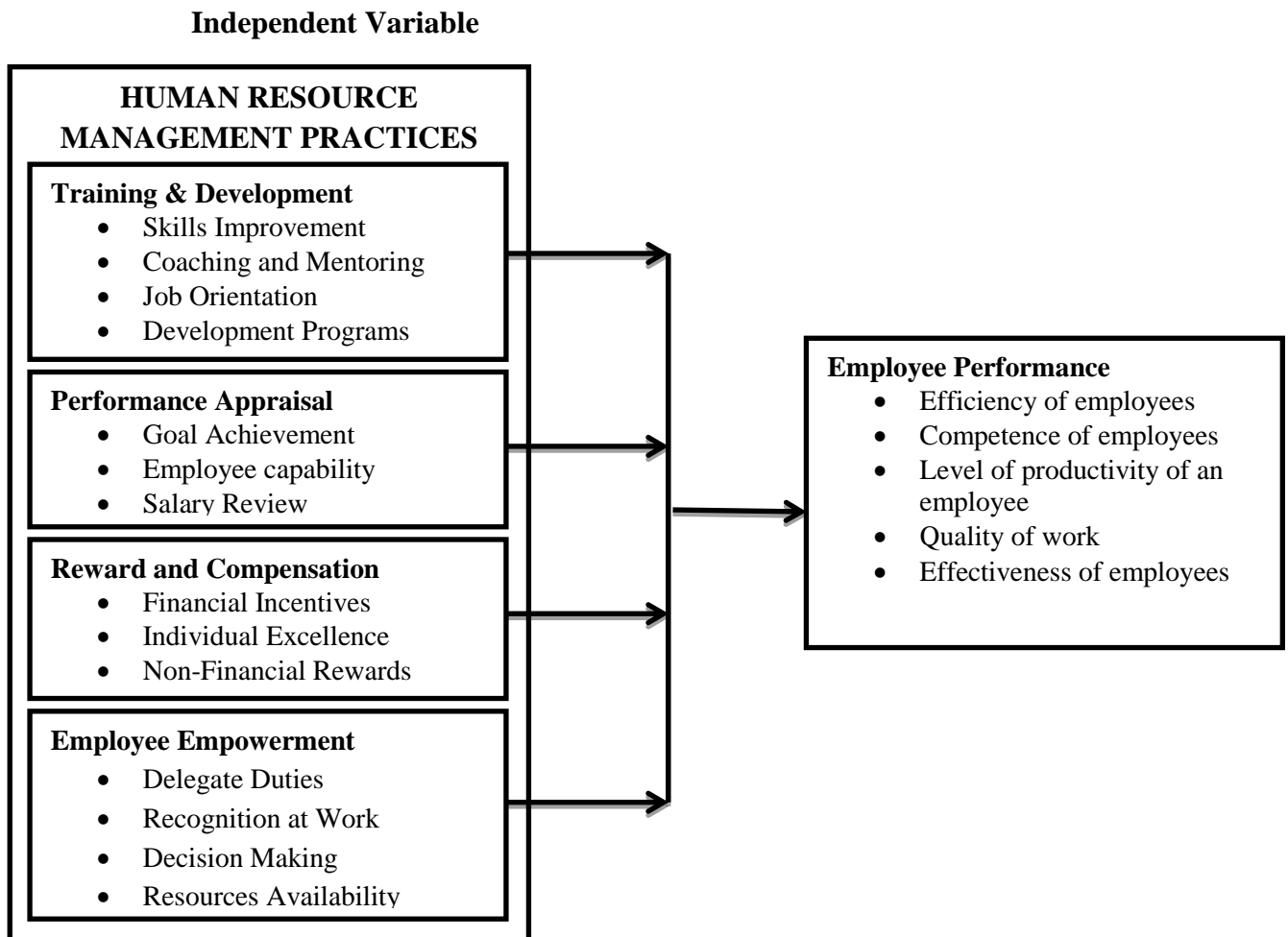


Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the study design, the target audience, the sampling strategy, the sample size and frame, the data collecting instruments, the data gathering process, data processing, and data presentation. This will be helpful to generate research findings for reporting.

3.2 Research Design

Kombo & Tromp refer to the research design as the "glue" that binds all the study's components together, while Orodho (2003) refers to it as a "framework, blueprint, or strategy" that was used to come up with solutions to research problems. The conceptual framework in which the study was conducted is this. Since descriptive survey research explains a phenomenon, it was used in this study. By describing anything, a researcher takes into account such essential inquiries as what, how, when, and where regarding a certain phenomenon. Descriptive research design was chosen since it works with issues that are well defined and has specific aims (Kombo & Tromp, 2006). Using a descriptive study methodology, scientists may observe and describe individuals' behavior without in any way affecting it (Bryman, 2001). The collection, organization, comparison, analysis, and interpretation of data are all part of descriptive design.

3.3 Target Population

Mugenda and Mugenda (2003) describes population as a group of individual persons, events, objects, or items with common observable characteristics from which samples are taken for measurements and final generalization of results. The study targeted 149 employees from the following departments: Internal Audit 9, Information

Communication Technology 15, Risk and Compliance 15, Human Resource 8, Finance and Accounts 15, Occupation-Health and Safety 12, Corporate Affairs 10, Local Business 8, Investment 10, Claims 11, Life Business 12, Research and Development 14, Credit Control 10.

Table 3.1: Target Population

Department	Target Population	Sample size
Internal Audit	9	3
ICT	15	5
Risk and Compliance	15	5
Human Resource	8	3
Finance and Accounts	15	5
Occupation-Health and Safety	12	4
Corporate Affairs	10	4
Local Business	8	3
Investment	10	4
Claims	11	4
Life Business	12	4
Research and Development	14	5
Credit Control	10	4
Total	149	53

Source; Researcher 2023

3.4 Sampling Design

Sampling is the practice of selecting a certain number of individuals to represent a particular group of people. Any claim made about the sample should hold true for the whole population, however (Orodho, 2002) also notes that the sampling error decreases with increasing sample size (Gay, 1992). The sample size table also made utilization of the target population census since some other departments had less responses. Mugenda and Mugenda (2003) found that a sample size of 53 respondents was between 10 and 30 percent.

3.5 Data Collection

Self-administered questionnaires were utilized for collecting data. Gay and Airasian (2003) posit that questionnaires are often used to gather descriptive data. We'll utilize questionnaires since they make it simple to get in touch with a lot of responders quickly and cheaply. The semi-structured and open-ended questions aided in decision-making and direct responses toward the study area. The majority of the semi-structured questions utilized a Likert scale with five possible responses: strongly agree, agree, neutral, disagree, and highly agree.

3.6 Validity and Reliability of the Study

3.6.1 Pilot Test

Pilot research was carried out to ascertain if prospective respondents may have trouble comprehending and interpreting the questionnaire's questions (Chan & Chan, 2005). For the pilot research, a survey of 10% of the 78 workers with 7 to 8 responders were administered. The adjusted sample that was utilized in the final study did not include these respondents. The aim of the pilot research is to evaluate the validity (soundness of the research findings) and reliability (repeatability of the results) of the data collecting tools.

3.6.2 Validity of Research Instruments

The research tool was pre-tested to improve the validity of the responses. Mugenda & Mugenda (2003) argues that pre-testing enables the discovery of mistakes that call for editing, correction, reframing, and clarification as well as those that are unclear. According to Mugenda & Mugenda (2003), instrument validity refers to how well the instrument assesses the contrasts under examination. content validity was employed in

this study as it guarantees that the sample of objects accurately reflects the thing being evaluated.

Additionally, validity describes how closely results match the quantitative's goal and are free of measurement errors.

The questionnaire combined the supervisor's opinions and expert validity opinions, and then with the assistance of the assistants, pre-testing was conducted on a subset of respondents; nevertheless, these respondents were excluded from the research sample. Following the pilot test, improvements were made to the questionnaire's wording and instructions. Regular cross checks and follow-ups were conducted to guarantee that the data obtained is accurate, relevant, comprehensive, consistent, and uniform.

3.6.3 Reliability of Research Instruments

Joppe (2000) stated that Reliability is the degree to which outcomes remain constant across time. Since it offers a special quantitative measure of the scale's internal consistency, the Cronbach's alpha coefficient of internal consistency was used to guarantee the reliability of this research (Zikmund, 2009). According to (Cooper & Schindler, 2007), the coefficient must be 0.7 and above for the instrument to be considered trustworthy.

Table 3.2: Reliability Test Results

Variable	Alpha value
Training and development	0.874
Performance appraisal	0.806
Reward and compensation	0.792
Employee empowerment	0.780
Employee empowerment	0.804
Aggregate score	0.811

Source: Pilot Study (2023)

According to the results presented in Table 3.2, training and development had a higher alpha value (= 0.874) compared to performance appraisal (=0.806), employee empowerment (=0.804), reward and compensation (=0.792), and employee empowerment (=0.780), as shown in Table 3.2. Orodho (2005) made the observation that when the alpha value is at least 0.7, the instrument is more reliable. As a result, we came to the conclusion that the instrument was more reliable than expected based on all of the variables' values and the overall value of 0.811.

3.7 Data Collection Procedure

Approvals were obtained from NACOSTI and KU to allow the collecting of data. The researchers posed the questions to the pertinent responders in an attempt to get the required data. Due to the target respondents' busy schedules, the surveys were conducted using a drop-and-pick method. This approach minimized disruptions to the organization's regular duties and operations.

3.8 Data Analysis and Presentation

Kothari (2004) avers that data analysis entails gathering, preparing, and organizing data for analysis. The data are then organized into thematic areas by coding, the codes are compressed, and the data is then displayed in tables, figures, or a discussion. The substance of the data were revealed by organizing the field-collected qualitative data into important patterns (Patton, 1990). The accuracy of the questionnaires were verified before the real data analysis. Data was then analyzed statistically and qualitatively in accordance with the goals of the research. Quantitative data was provided via statistical tables of percentages and frequency, whilst qualitative data was given in a descriptive format. The data analysis was done using SPSS version 22.

The study sought to ascertain the effects of HRMP on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya.

3.7.1 Multiple Regression Model

This study adopted multiple regression model therefore employee performance of Kenya Reinsurance Corporation were outlined as a function of training and development, performance appraisal, reward and compensation and employee empowerment.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots\dots\dots 3.1$$

Where;

X = Employee performance

X₁ = Training and development

X₂ = Performance appraisal

X₃ = Reward and compensation

X₄ = Employee empowerment

β₀ = Constant

β₁ – β₄ = Regression coefficients

ε = Error term

3.8 Ethical Considerations

The research was carried out in references to the standards and norms that are followed in research. The wellbeing of the responders from the chosen tertiary institutions were given first attention in order to uphold their interests, privacy, and dignity at all times. Research was conducted in accordance with Kenyatta University ethical standards which are the 16% plagiarism rate for individual works and Kenya as a whole.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter primarily presents the findings drawn from the data collected from the field. The sections of the chapter include; response rate, background information of the respondents, results of descriptive analysis and regression analysis.

4.2 Response Rate

The result of response rate based on a sample size of 53 respondents is presented in Table 4.1.

Table 4.1: Response Rate

Category	Frequency	Percentage
Respondent	50	94.3
Did not respond	3	5.7
Total	53	100

Source: Research Data (2023)

The results presented in Table 4.1 show that those respondents who returned their questionnaire were 50 out of 53 respondents resulting to response rate of 94.3%. Those respondents who did not return their questionnaire were 3 out of 50 bringing to a non-response rate of 5.7%. A response rate of 80% or higher, according to Baruch and Holtom (2014), is sufficient for data analysis. As a result, a study response rate of 94.3% was deemed appropriate for data analysis. The high response rate of the study led to acceptance and credibility of the research findings.

4.3 Background Information

The respondents' demographic information was evaluated in terms of gender, age bracket and the length of work with Kenya Re. The findings are presented as follows:

4.3.1 Gender

The study sought to establish how gender of the respondents was represented. The findings are presented in Figure 4.1

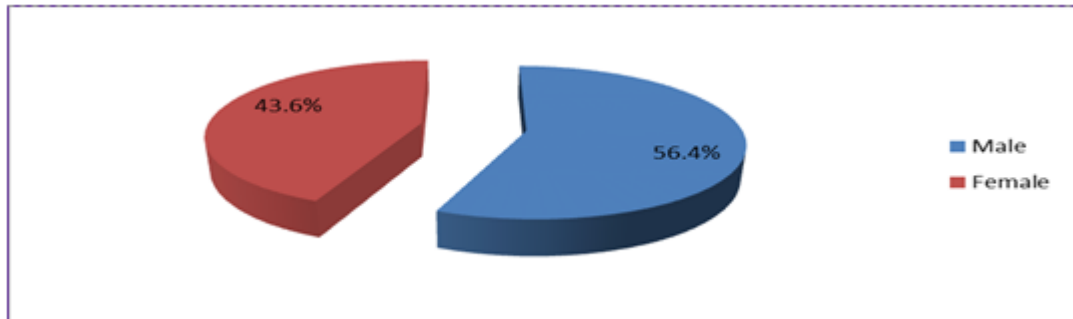


Figure 4.1: Respondents' Gender

Source: Research Data (2023)

According to Figure 4.1, the majority of respondents (56.4%) were male, while 43.6% female. Because male and female employees have different perspectives on work, this indicates that the study took gender balance into account. This is an evidence that positions at Kenya Re are also distributed equally among all genders.

4.3.2 Age Bracket

The study sought to establish how the age bracket of the respondents was represented. The findings are presented in Table 4.2.

Table 4.2: Age Bracket

Years	Frequency	Percentage
Below 25	5	10.0
26 to 35	19	38.0
36 to 45	15	30.0
Above 45	11	22.0
Total	50	100

Source: Research Data (2023)

According to the results in Table 4.2, respondents aged between 26 and 35 years accounted majority at 38.0%, those aged between 36 to 45 years accounted for 30.0%,

22.0% represented those respondents aged above 45 years and 10.0% aged below 25 years. This implies that the study included respondents of all ages in the workplace. The combination of young and older employees was important because they have different working styles, allowing the researcher to collect data from various perspectives.

4.3.3 Length of Stay at Kenya Re

The study sought to establish how the length of stay at Kenya Re of the respondents was represented. The findings are presented in Figure 4.2.

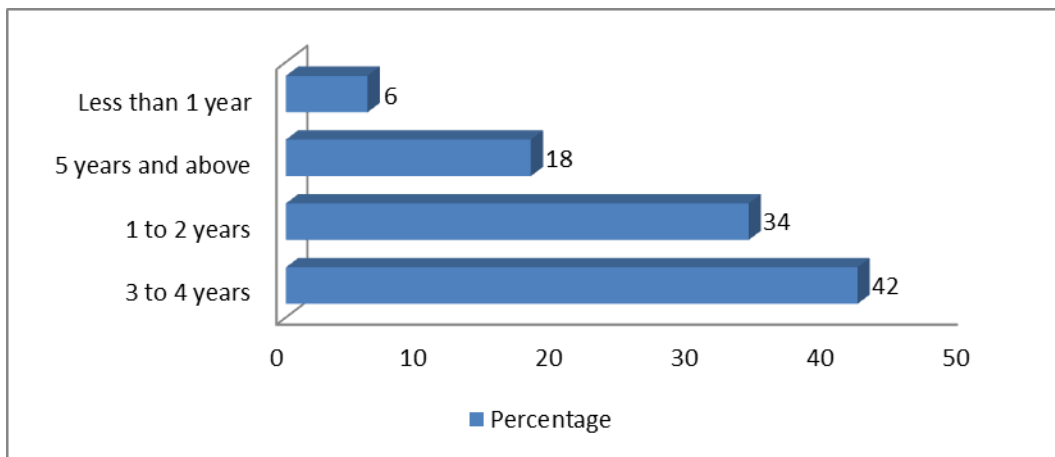


Figure 4.2: Respondents' Length of Stay at Kenya Re

Source: Research Data (2023)

The results as presented in Figure 4.2 shows that most (42.0%) of the respondents had their length of work ranging between 3 to 4 years in the current station, followed by those with 1 to 2 years as represented by 34.0%, 18.0% of the respondents had stayed for more than 5 years and 6.0% less than 1 year. This is an implication that most of the respondents engaged in the study had stayed in the organization for substantial period of time.

4.4 Results of Descriptive Statistics

Results of descriptive data were presented in terms of Mean (M) and Standard Deviation (SD). The results are presented as per the study specific variables as follows.

4.4.1 Training and Development

The study sought to determine the effect of training and development on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The descriptive results are presented in Table 4.3.

Table 4.3: Training and Development

Statement	M	SD
The corporation provides training and development programs to its employees	4.08	0.92
The company conducts employee training to enhance the technical performance of its employees	4.04	0.96
The firm offers training to provide its employees the abilities they need to do a wide range of jobs	4.30	0.70
The organization offers training to prepare staff members for upcoming responsibilities.	4.13	1.87
The corporation conducts mentoring initiatives where an experienced worker trains a less experienced one.	4.55	0.45
Kenya Re trains new hires to get them used to their jobs	4.52	0.48
The corporation is interested in hearing the opinions of the staff on their training requirements.	4.63	0.37
The training and development workshops are fully paid for by the corporation	3.78	1.22
Aggregate Score	4.25	0.75

Source: Research Data (2023)

The findings in Table 4.4 indicates that the respondents agreed that training and development affects the employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya as a shown by aggregate mean score of 4.25 and a standard deviation of 0.75. This finding corresponds to a finding of a study done by Mamy, Shabbir, and Hasan's (2020) who sought to determine how training and

development affected employee performance in the garments sector in Dhaka, Bangladesh and the findings suggest that training has a definite advantage for employee performance.

The respondents strongly agreed with the statements that: The corporation is interested in hearing the opinions of the staff on their training requirements (M=4.63, SD=0.37), the corporation conducts mentoring initiatives where an experienced worker trains a less experienced one (M=4.55, SD=0.45) and that Kenya Re trains new hires to get them used to their jobs (M=4.52, SD=0.48). These findings concur with the findings of a study by Paul and Audu (2019) which sought to determine the impact of academic staff training on workers' performance at Federal Polytechnics in Nigeria and according to the research, training academic staff has a big impact on staff members' productivity, improved timeliness in service delivery, and job quality.

The respondents agreed with the statements that: the firm offers training to provide its employees the abilities they need to do a wide range of job (M=4.30, SD=0.70), the organization offers training to prepare staff members for upcoming responsibilities (M=4.13, SD=0.87), The corporation provides training and development programs to its employees (M=4.08, SD=0.92), the company conducts employee training to enhance the technical performance of its employees (M=4.04, SD=0.96) and that the training and development workshops are fully paid for by the corporation (M=3.78, SD=1.22). These findings concur with the findings of a study by Odhiambo (2018) which aimed to look at how training and development affected the productivity of employees at Safaricom Company Limited and employee performance was significantly impacted by the staff trainings' compliance with organizational rules and procedures and material that was in accordance with the identified training requirements.

4.4.2 Performance Appraisal

The study sought to assess the effect of performance appraisal on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The descriptive results are presented in Table 4.4.

Table 4.4: Performance Appraisal

Statement	M	SD
The way performance reviews are carried out at this company makes me pleased.	4.50	0.50
The outcomes of performance reviews are applied in this organization to reward high performers	3.23	1.77
Performance reviews are utilized at this enterprise to determine an employee's strengths and weaknesses.	3.94	1.06
Performance evaluations are utilized at this enterprise to record employee opinions.	4.84	0.16
Performance improvement operations in this company are based on performance appraisal activities	4.01	0.99
Performance appraisals are carried out using best practices in this corporation	4.21	0.79
Aggregate Score	4.01	0.99

Source: Research Data (2023)

The findings in Table 4.4 indicates that the respondents agreed that performance appraisal affects employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya as a shown by aggregate mean score of 4.01 and a standard deviation of 0.99. This finding is in line with the findings of a study by Al-Jedaia and Mehrez (2020) which aimed to look at how performance reviews affected job performance in the public sector and the analysis revealed that the performance assessment indicators had an influence on employees' motivation and work performance.

The respondents strongly agreed with the statements that: Performance evaluations are utilized at this enterprise to record employee opinions (M=4.84, SD=0.16) and that the way performance reviews are carried out at this company makes me pleased

(M=4.50, SD=0.50). The finding agrees with a research by Moraa and Datche (2019), which intended to ascertain if performance evaluation in NHIF head offices resulted in enhanced performance suggested a favorable correlation between performance review and employee performance.

The respondents agreed with the statements that: performance appraisals are carried out using best practices in this corporation (M=4.21, SD=0.79), Performance improvement operations in this company are based on performance appraisal activities (M=4.01, SD=0.99) and that Performance reviews are utilized at this enterprise to determine an employee's strengths and weaknesses (M=3.94, SD=1.06). The findings agrees with the Mulwa and Weru (2017) who intended to determine the effect of performance management systems on employee performance of commercial banks in Kitui Town, Kitui County, Kenya and the research found that putting in place a performance management system enhances employee performance by allowing employees to define personal goals that are based on corporate objectives as a whole and by detecting skills gaps that can be filled via trainings to raise staff competence levels.

4.4.3 Reward and Compensation

The study sought to evaluate the effect of reward and compensation on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The descriptive results are presented in Table 4.5.

Table 4.5: Reward and Compensation

Statement	M	SD
My salary is reasonable when compared to the salaries of other employees at the company who do comparable tasks and activities	4.46	0.54
The organization offers an attractive package of benefits and wages as compared to other employers in other organizations	4.85	0.15
As a member of this company's employees, I have a good work-life balance	4.03	0.97
This corporation implements relevant policies on employee compensation	4.75	0.25
I get payment from this organization for additional tasks and obligations.	4.06	0.94
I believe that the corporation pays me properly for the job I perform	4.28	0.72
Aggregate Score	4.34	0.66

Source: Research Data (2023)

The findings in Table 4.6 indicates that the respondents agreed that reward and compensation affects employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya as a shown by aggregate mean score of 4.34 and a standard deviation of 0.66. This finding is in line with Tosi et al. (2004) who investigated the relationships between CEO perceived charisma, CEO compensation packages, and company success in a sample of Fortune 500 businesses over a ten-year period. The results show that charismatic CEOs may have an impact on their own stock prices and remuneration packages but not on other business success measures.

The respondents strongly agreed with the statements that: The organization offers an attractive package of benefits and wages as compared to other employers in other organizations (M=4.85, SD=0.15), this corporation implements relevant policies on employee compensation (M=4.75, SD=0.25) and that their salary is reasonable when compared to the salaries of other employees at the company who do comparable tasks and activities (M=4.46, SD=0.54). The finding is supported by the findings of a study carried out by Brown et al. (2003) who looked at compensation at different levels and

structures and its impact on resource efficiency, results of patient care, and financial performance of selected hospitals. The findings demonstrated that while the associations were curved, more wealth was associated with better performance.

The respondents agreed with the statements that: they believe that the corporation pays me properly for the job I perform (M=4.28, SD=0.72), they get payment from this organization for additional tasks and obligations (M=4.06, SD=0.94) and that as a member of this company's employees, they have a good work-life balance (M=4.03, SD=0.97). The findings concur with Barringer et al. (2005) who performed a quantitative content study on the narrative descriptions of 50 businesses with fast growth and 50 enterprises with slower growth as a control group. The results demonstrated that employee incentives might discriminate between companies with rapid growth and those with slower growth.

4.4.4 Employee Empowerment

The study sought to assess the effect of employee empowerment on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The descriptive results are presented in Table 4.7.

Table 4.6: Employee Empowerment

Statement	M	SD
Duties in the corporation are delegated based on trust by the superior on ability to perform	3.67	1.33
The employees of the corporation are recognized for putting up good performance	4.75	0.25
There is an award for the best performing employee in a financial year	3.58	1.42
I as an employee of an corporation, I am involved with decision making in my area of duty	3.94	1.06
My decisions are being implemented so as to make my performance more effective	4.84	0.16
There is availability of required resources to make my performance efficient.	4.64	0.36
Aggregate Score	4.09	0.91

Source: Research Data (2023)

The findings in Table 4.7 indicates that the respondents agreed that employee empowerment affects the employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya as a shown by aggregate mean score of 4.09 and a standard deviation of 0.91. This finding corresponds to the findings of a study by Agoi (2017) who conducted research on how HRM practices affected worker satisfaction in Western Kenyan sugar producing enterprises and discovered that employee empowerment, management rewards, and training techniques all had significant effects on how satisfied the workers were with their work.

The respondents strongly agreed with the statements that: their decisions are being implemented so as to make my performance more effective (M=4.84, SD=0.16), the employees of the corporation are recognized for putting up good performance (M=4.75, SD=0.25) and that There is availability of required resources to make my performance efficient (M=4.64, SD=0.36). The findings also agree with Makhamara (2017) who conducted a study to assess the impact of SHRM on worker performance in Kenya's healthcare sector. Strategic training was discovered to have an impact on

workers' output. As a result, the research advised the health sector's leaders to attempt using human resource management techniques since they would eventually affect employees' performance.

The respondents agreed with the statements that: them as an employee of an corporation, they are involved with decision (M=3.94, SD=1.06), duties in the corporation are delegated based on trust by the superior on ability to perform (M=3.67, SD=1.33) and that there is an award for the best performing employee in a financial year (M=3.58, SD=1.42). This findings is supported by the findings of a study done by Kibichii, Kimutai, and Chege (2016) who investigated how the commercial banks in Turkana County's staff productivity was impacted by the performance management method and incentive system all have a significant positive link with staff productivity in financial institutions.

4.4.5 Employee Performance

The study sought to assess employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The descriptive results are presented in Table 4.8.

Table 4.8: Employee Performance

Statement	M	SD
I consistently go above and beyond the goals my supervisor has set for me in my job.	4.84	0.16
I consistently go above and beyond what my supervisor expects from me in terms of job output..	3.96	1.04
I have never made my employer or the institution unhappy by failing to finish work on time, arriving late, or being careless in the performance of my obligations.	4.85	0.15
I work well with my coworkers, gaining their respect and backing in the process.	4.03	0.97
I get along well with my coworkers outside of my department, and I am respected and trusted at work.	4.75	0.25
I can provide the company with unique concepts that will be beneficial.	4.63	0.37
Aggregate Score	4.50	0.50

Source: Research Data (2023)

The findings in Table 4.8 indicates that the respondents strongly agreed that human resource management practices affects the performance of employees in the public health sector in Nairobi County Kenya as a shown by aggregate mean score of 4.50 and a standard deviation of 0.50. The findings concur with Camppesino (2016) who observe that employee performance is one of the essential elements that determines an organization's success. A profitable company realizes the value of its people resources as a crucial element that immediately affects and enhances performance. According to Sagwa (2017) human resource management approaches are frequently employed to assess an employee's performance inside a business, and the tendency is to strengthen HRM practices in order to boost employee performance in the present time and highly competitive corporate setting.

The respondents strongly agreed with the statements that: they have never made my employer or the institution unhappy by failing to finish work on time, arriving late, or being careless in the performance of my obligations (M=4.85, SD=0.15), they consistently go above and beyond the goals my supervisor has set for me in my job.

(M=4.84, SD=0.16), they get along well with their coworkers outside of their department, and they are respected and trusted at work (M=4.75, SD=0.25) and that they can provide the company with unique concepts that will be beneficial (M=4.63, SD=0.37). The findings agree with Omayya (2016) who posit that an employee's performance is the utilization of information, skills, experiences, and talents to carry out the given task that is needed of them by their superiors. Armstrong and Baron (1998) consider numerous factors when assessing an employee's performance.

4.5 Results of Regression Analysis

Regression analysis was done to determine the extent to which on variable influences the other. The results of the joint regression analysis are displayed in Tables 4.9, 4.10 and 4.11 respectively.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 ^a	.702	.696	.478

Source: Research Data (2023)

The results in Table 4.9 show that 0.702(70.2%) as the value of adjusted R square showing the extent to which employee performance was determined by training and development, performance appraisal, reward and compensation and employee empowerment. Therefore, the remaining percentage (29.8%) account for other variables not studied.

Table 4.10: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.397	4	13.599	19.896	.000 ^b
	Residual	30.757	45	.683		
	Total	84.154	49			

Source: Research Data (2023)

The value 0.000^b shows the significance level is less than 0.05 showing a statistical significance of the model on how training and development, performance appraisal, reward and compensation and employee empowerment influenced the employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The F calculated value (19.896) is greater than the value of F tabulated (13.599) at 5% significance level confirming the significance of the model.

Table 4.11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.731	0.130		5.623	.000
	Training and development	0.746	0.249	.639	2.996	.000
	Performance appraisal	0.644	.120	.157	5.367	.001
	Reward and compensation	0.704	.117	.004	6.017	.002
	Employee empowerment	0.538	.107	.439	5.028	.000

Source: Research Data (2023)

The results in Table 4.11 show that when training and development, performance appraisal, reward and compensation and employee empowerment are held at constant, the employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya would be 73.1%. The results indicate that a one-unit increase in training and development would enhance employee performance at Kenya Reinsurance

Corporation, Nairobi City County, Kenya by 74.6%. Similarly, a one-unit increase in performance appraisal would lead to a 64.4% improvement in employee performance. Additionally, a one-unit increase in reward and compensation would boost employee performance by 70.4%, while a one-unit increase in employee empowerment would result in a 53.8% improvement.

The established regression equation was $Y = 0.731 + 0.746X_1 + 0.644X_2 + 0.704X_3 + 0.538X_4$. Therefore, the employee performance = $0.731 + 0.746(\text{training and development}) + 0.644(\text{performance appraisal}) + 0.704(\text{reward and compensation}) + 0.538(\text{employee empowerment})$. In addition, Table 4.11, shows that training and development, performance appraisal, reward and compensation and employee empowerment had a positive and significant relationship as indicated by t- values. The relationships ($p < 0.05$) are all significant with training and development ($t=2.996, p < 0.05$), performance appraisal ($t= 5.367, p < 0.05$), reward and compensation ($t= 6.017, p < 0.05$) and employee empowerment ($t = 5.028, p < 0.05$).

This finding corresponds to a finding of a study done by Mamy, Shabbir, and Hasan's (2020) who sought to determine how training and development affected employee performance in the garments sector in Dhaka, Bangladesh and the findings suggest that training has a definite advantage for employee performance. The finding agrees with a research by Moraa and Datche (2019), which intended to ascertain if performance evaluation in NHIF head offices resulted in enhanced performance suggested a favorable correlation between performance review and employee performance. This finding is in line with Tosi et al. (2004) who investigated the relationships between CEO perceived charisma, CEO compensation packages, and company success in a sample of Fortune 500 businesses over a ten-year period. The results show that charismatic CEOs may have an impact on their own stock prices and

remuneration packages but not on other business success measures. This finding corresponds to the findings of a study by Agoi (2017) who conducted research on how HRM practices affected worker satisfaction in Western Kenyan sugar producing enterprises and discovered that employee empowerment, management rewards, and training techniques all had significant effects on how satisfied the workers were with their work.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights the summary of the findings, conclusions, recommendations and suggestions of future research.

5.2 Summary of Findings

The study's general objective was to ascertain the effect of HRMP on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The human resource management practices studied were; training and development, performance appraisal, reward and compensation and employee empowerment. Data was collected using questionnaires and analysed using descriptive analysis and inferential statistics. The following is the summary of the findings;

The study sought to determine the effect of training and development on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The study found that training and development had a positive significant influence on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The corporation is interested in hearing the opinions of the staff on their training requirements, the corporation conducts mentoring initiatives where an experienced worker trains a less experienced one, Kenya Re trains new hires to get them used to their jobs and the firm offers training to provide its employees the abilities they need to do a wide range of job.

The study sought to assess the effect of performance appraisal on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The study revealed that performance appraisal had a positive significant influence on employee performance of Kenya Reinsurance Corporation, Nairobi City County,

Kenya. Performance evaluations are utilized at this enterprise to record employee opinions, the way performance reviews are carried out at this company makes me pleased, performance appraisals are carried out using best practices in this corporation and performance improvement operations in this company are based on performance appraisal activities.

The study sought to evaluate the effect of reward and compensation on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The study established that performance appraisal had a positive significant influence on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The organization offers an attractive package of benefits and wages as compared to other employers in other organizations, this corporation implements relevant policies on employee compensation and their salary is reasonable when compared to the salaries of other employees at the company who do comparable tasks and activities.

The study sought to assess the effect of employee empowerment on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. The study established that employee empowerment had a positive significant influence on employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. Their decisions are being implemented so as to make my performance more effective, the employees of the corporation are recognized for putting up good performance and there is availability of required resources to make my performance efficient.

5.3 Conclusions of the Study

The study concludes that training and development helps companies gain and retain top talent, increase job satisfaction and morale and improve productivity. Employee training and development helps companies keep pace with changes in the industry. Employee training and development increase job satisfaction and morale. An organization that prioritizes employee training and development sets a benchmark, which draws in top-level talent. Employee training and development helps maintain skill and knowledge.

The study concludes that performance evaluation measures an employee's contribution in terms of increased company revenue and job performance, compared to industry standards and employee return on investment. Following evaluations, employees can discuss concerns with their superiors, fostering constructive feedback that is instrumental in resolving grievances and improving team relationships. Individuals often showcase their potential in the workplace. Performance appraisal helps uncover talents and skills that may be hidden within introverted personalities or those with limited communication abilities.

The study concludes that a rewarding compensation and benefits plan can attract loyal, motivated and engaged candidates and may reduce the turnover rate of people in a company. Companies often use compensation as a collective term to describe a remuneration package, but compensation is cash remuneration paid to a team member. A desirable mix of monetary and nonmonetary options can make an organization more competitive in the marketplace, attract talent and reduce recruitment costs.

The study concludes that empowering employees through greater autonomy has been directly linked to increased employee motivation. Employees who have greater control over how, when, and where they perform their work tend to be more engaged and put in greater effort. Empowered employees are more committed to meaningful goals, and use their creativity to achieve them. Managers who empower their employees are more likely to be trusted by their subordinates compared to leaders who do not empower their employees

5.4 Recommendations of the Study

The study recommends that the organization should start by aligning training and development programs with company goals to achieve the best results. Employee surveys are an effective method of capturing feedback and valuable input on how to improve training and development strategies. Understanding employee needs and gaining buy-in is critical to effective training and development strategies. While accelerating your company's ability to achieve business goals, it's also important to consider employee satisfaction. Match training and development with employee and management goals.

The study recommends that the organization should make performance appraisal process clear to the new and existing staff to be made aware of the evaluation process and when appraisals will take place well ahead of the time. Use the appraisal document as a conversation starter. Keep channels of communication open, Use the platform to put growth opportunities into place and turn the experience into a positive one.

The study recommends that a good compensation plan considers the cost of living, inflation, and the company's payroll budget. A transparent pay policy can also help

boost employee morale and trust in management, showing the company compensates its employees fairly. To ensure the company pays its employees correctly, conducting market analyses regularly is important. This way, employers can understand what other companies pay for similar roles and whether the company is paying its employees correctly.

The study recommends that the organization should give employees a voice by regularly soliciting and acting on their feedback. Provide opportunities for employees to grow through more autonomy, additional responsibilities, or even an entirely new role. Recognize employees frequently to increase their engagement and confidence in their own abilities. Provide employees with the tools, training, and authority they need to excel.

5.5 Suggestion for Further Research

The study recommends conducting further research on human resource management practices beyond training and development, performance appraisal, reward and compensation, and employee empowerment to address the 29.8% gap identified in the regression analysis. Additionally, it suggests that similar studies be conducted focusing on the performance of other insurance companies.

REFERENCES

- Ahmad, I., & Manzoor, S. R. (2017). Effect of Teamwork, Employee Empowerment and Training on Employee Performance. *International Journal of Academic Research in Business and Social Sciences*, 7(11), 380-394.
- Ahmad, S., & Schroeder, R. G. (2003). The impact of human resource management practices on operational performance: recognizing country and industry differences. *Journal of Operations Management*, 21(1), 19-43.
- AKI (2019), *Insurance Industry Report*, Association of Kenya Insurers
- Armstrong, M., & Baron, A. (1998). *Performance Management: The New Realities*. London: Institute of Personnel and Development.
- Baloch, B. Q, Ali, N., Kiani, S. T, & Ahsan, A. (2010). Relationship between HR Practices and Perceived Employees' Performance of Bankers in NWFP, Pakistan: An Empirical Evidence. *European Journal of Social Sciences – Vol. 18, No. 2*.
- Camppesino, A. A. (2016). Human Resource Management Practices and Firm performance, *International Journal of Economics, Commerce and Management*, 4 (13)
- Chebete, J. (2015). *Determinants of employees' performance in the County Governments of Kenya; a case of Bungoma County* [Master's Thesis, University of Nairobi]. <http://erepository.uonbi.ac.ke/handle/11295/93129>
- Farouk, S., Abuelanain, H. M., Obeidat, S. M., & Al-Nahyan, M. (2016). HRM practices and organisational performance in the UAE banking sector: The mediating role of organisational innovation. *International Journal of Productivity and Performance Management*, 65(6), 773-791
- Ghalayini Y.E. (2017). Human Resource Management Practices and Organizational Performance in public sector organizations. *Journal Business studies Quarterly*, 8 (3).
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22-38.
- Hanaysha, J., & Tahir, P. R. (2016). Examining the effects of employee empowerment, teamwork, and employee training on job satisfaction. *Procedia-Social and Behavioral Sciences*, 219, 272-282
- Hassan, S. (2016). Impact of HRM practices on employee's performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(1), 15-22.

- Kampkötter, P. (2017). Performance appraisals and job satisfaction. *The International Journal of Human Resource Management*, 28(5), 750-774
- Kandula, S., R. (2016). *Performance Management*. New Delhi: Prentice Hall of India private Limited.
- Kerdpitak, C. & Jermsittiparsert, K. (2020). The Impact of Human Resource Management Practices on Competitive Advantage: Mediating Role of Employee Engagement in Thailand. *Systematic Reviews in Pharmacy*, 11(1), 443-452.
- Khan, A. A., Abbasi, S., Waseem, R. M., Ayaz, M., & Ijaz, M. (2016). Impact of training and development of employees on employee performance through job satisfaction: A study of telecom sector of Pakistan. *Business Management and Strategy*, 7(1), 29-46.
- Kiiru, D. M. (2015). Strategic human resource management practices and performance of parastatals in Kenya. *Unpublished doctoral thesis. Kenyatta University*.
- Kiptis, C. K., Kwasira, J. & Cheruiyot, K. P. (2014). Effect of Human Resource Management Practices on Employee Performance in Kenya: A case of large scale tea farms in Kuresoi South District, Kenya. *International Journal of Human Resource Management and Research*, (4), 6.
- Luthans, R., E. (2011). *Organizational Behaviour: an evidence-based approach* (12th Ed). USA, USA: McGraw Hill
- Mahmood, A., Akhtar, M. N., Talat, U., Shuai, C., & Hyatt, J. (2019). Specific HR practices and employee commitment: the mediating role of job satisfaction. *Employee Relations*, 41, 420- 435. <https://doi.org/10.1108/ER-03-2018-007>
- Mwarania J. (2016), Re-News, The official Magazine of Kenya Reinsurance Corporation Ltd., June.
- Nurun N., & Abu, T. A., (2017). The Empirical Study on Human Resource Management Practices with Special Reference to Job Satisfaction and Employee Turnover at Investment Corporation of Bangladesh. *Human Resource Management Research*, 7(1): 54-64. DOI: 10.5923/j.hrmr.20170701.07
- Omay, S. J. (2016). Perceived Effect of Human Resource Management Practices on Employee Performance at Jeff Hamilton Kenya Ltd, *Unpublished MSC Project*, University of Nairobi.
- Saira, H. (2016). Impact of HRM Practices on Employee Performance in the textile industry of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6 (1).

- Sagwa, E. (2017). Human Resource Management Practices and Performance of firms Listed on the Nairobi Securities Exchange, *DBA Africa Management Review*, 5 (1), 124-136
- Shabbir, M. (2014). The impact of human resource practices on employee perceived Performance in pharmaceutical sector of Pakistan. *African Journal of Business Management*, 6(2), 4-5.
- Shanodhini, A., & Srividhya, D. (2018). A Study on Employee Performance Appraisal System in Educational.
- Singh, R. & Kass, B. (2016). The impact of human resource management practices on organizational performance. A study on Debre Brehan University. *International Journal Of Recent Advances In Organizational Behavior And Decision Science*, 1(1)
- Torrington, D., & Hall, L. (2008). *Human Resource Management*. Financial Times Prentice Hall.

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear sir/Madam

ACADEMIC RESEARCH

I am a student a MBA (Human Resource) at Kenyatta University. In order to get the degree, I am required to perform research that tackles particular problems in my area of specialization. My research project is on HRMP and employee performance of Kenya reinsurance corporation, Nairobi City County, Kenya.

As a result, I am asking for authorization to collect data at your organization; any information gathered will only be utilized for scholarly reasons.

Yours sincerely,

Janet Ndunge.

Appendix II: Questionnaire

The questionnaire is being utilized to gather information for solely academic reasons. The goal of the research is to ascertain how Kenya Reinsurance Corporation employees perform when human resource management strategies are implemented in Nairobi City County, Kenya. Every bit of information will be kept private. Don't indicate your identity or any further form of identity on this document. Please react to these assertions by marking [√] the appropriate spaces in the places provided below.

PART A: General Characteristics

1. your gender?

Male [] Female []

2. your age bracket?

Below 25 years [] 26 – 35 years []

36 – 45 years [] Above 45 years []

3. Which department do you work for in Kenya Re?

Internal Audit [] ICT [] Risk and Compliance []

Human Resource [] Finance and Accounts [] Occupation-Health and Safety []

Corporate Affairs [] Local Business [] Investment [] Claims []

Life Business [] Research and Development [] Credit Control []

4. How long have you been a Kenya Re employee?

Less than 1 year [] 1 – 2 years []

2 – 3 years [] 3 Years and above []

PART B: TRAINING AND DEVELOPMENT

Below are claims relating to the effect of training and development on employee performance of Kenya reinsurance corporation, Nairobi City County, Kenya. Kindly respond by marking the level of your agreement with the assertion. Scale:

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

claims	1	2	3	4	5
The corporation provides training and development programs to its employees					
The company conducts employee training to enhance the technical performance of its employees.					
The firm offers training to provide its employees the abilities they need to do a wide range of jobs.					
The organization offers training to prepare staff members for upcoming responsibilities.					
The corporation conducts mentoring initiatives where an experienced worker trains a less experienced one.					
Kenya Re trains new hires to get them used to their jobs.					
The corporation is interested in hearing the opinions of the staff on their training requirements.					
The training and development workshops are fully paid for by the corporation					

PART C: PERFORMANCE APPRAISAL

Below are claims relating to the effect of performance appraisal on employee performance of Kenya reinsurance corporation, Nairobi City County, Kenya. Please

answer by marking the boxes given below, utilizing the same steps as in PART B above.

claims	1	2	3	4	5
The way performance reviews are carried out at this company makes me pleased.					
The outcomes of performance reviews are applied in this organization to reward high performers.					
Performance reviews are utilized at this enterprise to determine an employee's strengths and weaknesses.					
Performance evaluations are utilized at this enterprise to record employee opinions.					
Performance improvement operations in this company are based on performance appraisal activities.					
Performance appraisals are carried out using best practices in this corporation.					

PART D: REWARD AND COMPENSATION

Below are claims relating to the effect of reward and compensation on employee performance of Kenya reinsurance corporation, Nairobi City County, Kenya. Please answer by marking the boxes given below, utilizing the same steps as in PART B and C above.

claims	1	2	3	4	5

My salary is reasonable when compared to the salaries of other employees at the company who do comparable tasks and activities.					
The organization offers an attractive package of benefits and wages as compared to other employers in other organizations.					
As a member of this company's employees, I have a good work-life balance.					
This corporation implements relevant policies on employee compensation					
I get payment from this organization for additional tasks and obligations.					
I believe that the corporation pays me properly for the job I perform.					

PART E: EMPLOYEE EMPOWERMENT

Below are claims relating to the effect of employee empowerment on employee performance of Kenya reinsurance corporation, Nairobi City County, Kenya. Please answer by marking the boxes given below, utilizing the same steps as in PART B,C&D above.

claims	1	2	3	4	5
Duties in the corporation are delegated based on trust by the superior on ability to perform					
The employees of the corporation are recognized for putting up good performance					
There is an award for the best performing employee in a					

financial year					
I as an employee of an corporation, I am involved with decision making in my area of duty					
My decisions are being implemented so as to make my performance more effective.					
There is availability of required resources to make my performance efficient.					

PART F: EMPLOYEE PERFORMANCE OF KENYA REINSURANCE

Below are claims relating to employee performance of Kenya reinsurance corporation, Nairobi City County, Kenya. Please answer by marking the boxes given below, utilizing the same steps as in PART B,C,D & E above.

Claims	1	2	3	4	5
I consistently go above and beyond the goals my supervisor has set for me in my job.					
I consistently go above and beyond what my supervisor expects from me in terms of job output.					
I have never made my employer or the institution unhappy by failing to finish work on time, arriving late, or being careless in the performance of my obligations.					
I work well with my coworkers, gaining their respect and backing in the process.					
I get along well with my coworkers outside of my department, and I am respected and trusted at work.					
My job performance consistently earns my boss's satisfaction.					
No one has ever complained to me about my work being subpar.					
I have never made my employer or the company suffer because of missed deadlines, tardiness, or carelessness in the performance of my job.					
I constantly meet the demands of the clients.					
I can provide the company with unique concepts that will be					

beneficial.					
-------------	--	--	--	--	--