

HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN TURKANA COUNTY ASSEMBLY, KENYA

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ABSTRACT

Today organizations are operating in a very dynamic and highly competitive environment. To remain effective and efficient, they have to respond quickly to ever changing employee needs through application of appropriate HRM practices. HRM practices are organizational activities directed at managing the pool of human resources in the best possible ways and ensuring that the resources are employed effectively so as to fulfil organizational goals. An effective and competitive human resource is a key strength for an organization facing the challenges today. Hence, the importance of having a competitive human resource is synonymous with the success of today's organizations because an efficient and effective human resource will produce quality and productive individuals that can eventually minimize the problems that are related to human resource such as job dissatisfaction, absenteeism, or turnover of employees. The aim of this study is to examine the effect of HRM practices on employee performance in Turkana County Assembly this is so because of employees at the Turkana County Assembly tend to meet their expectations. The study will seek to establish the effect of employee sourcing practices, reward management, performance appraisal, training and development on employee performance in

the Turkana County Assembly. It will be guided by the following theories; Human capital theory, Best Fit theory and Resource based view theory which links HRM practices to employee performance in Turkana county Assembly. The study will employ a descriptive and explanatory research design. The target population will be 200 staffs and 10 management staffs at the County Assembly in Turkana. Sample design will be employed since the researcher will use 30% of the total target population. The collection of data will entail both quantitative and qualitative data. Primary data collection will be used in this study. The data will be collected using semi-structured questionnaires. Validity will be ensured through a pilot test that will be carried out with 20 respondents, where the results will be used to make adjustments where necessary in the instrument measures. Reliability in the study will ensure consistency of research measurement to ensure precision with which data is collected. The analysis of data will be analysed using SPSS version 24.0. The analysis will be made using both descriptive and inferential statistics. The researcher will ensure that ethical measures are maintained, and confidentiality will be applied at all levels.

Key Words: *human resource management practices, employee performance, Turkana County Assembly, Kenya*

INTRODUCTION

Organizations face strong pressures in competitive environments to be efficient and at the same time produce products of value. By ensuring that their workforce is optimal at all times, most organisations can gain competitive advantage. Satisfied employees form a bond with the company and take pride in their organizational membership, they believe in the goals and values of the organisation. Therefore, these employees display high levels of performance and productivity. Dissatisfied employees display characteristics of low productivity,

absenteeism, and turnover. These traits are highly costly for the organisation (Indermun and Saheedbayat, 2013).

An organization that is performing well is one that is successfully attaining its objectives or one that is effectively implementing an appropriate strategy (Otley, 1999). Job performance is therefore the single most result of an employees work (Hunter, 1986). Performance in organizations can be separated into organizational performance and job performance. According to Otley (1999), the performance of organizations is dependent upon the performance of employees and other factors such as the environment of the organization.

HRM is that people are the organizations key resource and organizational performance largely depends on them. If, therefore, appropriate range of Human Resource (HR) policies and processes are developed and implemented effectively, HR will make a substantial impact on the organisation performance. Performance of an organization depends to a large extent on effective operational performance. The operational performance is a function of people, process and technology. For effective interaction of people with technology and process, they need to be competent with the required knowledge, Skills and abilities. Competence of the individual is an important factor that influences operational effectiveness in terms of quality products and services within a short time.

In any organization, HRM practices focus on optimal utilization and management of their human resource effectively in-order to achieve the maximum result. Managing people is concerned with deciding approaches and strategies to find alternatives of how to achieve organization goals. Khan (2012) argues that, in an energetic business atmosphere, there is a need for an approach to achieve success, to originate and implement HRM practices. In considerable and substantial extent, the organizations need to invest in such HRM practices to grow and to achieve the organizational goals. Most of the scholars and previous studies have focused on measuring the role of human resource practices on the employee performance and job satisfaction with mediating effect of employee engagement such as performance appraisal (Sattaret al., 2015). And most of the previous studies focused on the impact of human resource practices on employee retention (Appiah et al., 2013).

Human Resource Management is one of the most important elements to the management of the organization. This entails valued human assets; that is the people who work either individually or collectively for the achievements of the goals of the organization. Human Resource Management practices are clearly defined as a set of organizational activities that is key to managing human capital thus ensuring that the capital is spearheaded towards the goals of the organizational, Armstrong (2009). Ling and Nasurdin (2011) assert that human resource management practices as a group consist of the practices and informal policies that are designed in order to attract, develop, motivate and retain the employee who have achieved high performance in the organization.

Success in today's competitive market depends less on advantages associated with economies of scale, technology, patents but are more derived from organizational human resources and high involvement of human resource management practices (Tahiret al., 2010). For an

organization to be more effective it should have skilful and have innovative employees to work and should try to retain them this ensures the success of the organization.

Independently of the strategy followed to define the relevant HRM indicators, the empirical literature to date has generally provided with supportive evidence on the existence of positive relationships between at least one specific dimension of firms' success and performance and certain Human Resources Management (HRM) practices (Brewster and Mayrhofer, 2012). The study will principally focus on the human resource practices and employee performance in Turkana County Assembly.

STATEMENT OF THE PROBLEM

Today's organizations are operating in a very dynamic and highly competitive environment. To remain effective and efficient, they have to respond quickly to ever changing employees needs through application of appropriate HRM practices. HRM practices are organizational activities directed at managing the pool of human resources in the best possible ways and ensuring that the resources are employed effectively so as to fulfil organizational goals. An effective and competitive human resource is a key strength for an organization facing the challenges today. Hence, the importance of having a competitive human resource is synonymous with the success of today's organizations because an efficient and effective human resource will produce quality and productive individuals that can eventually minimize the problems that are related to human resource such as job dissatisfaction, absenteeism, or turnover of employees. Training and development practices are the systems and structures that an organization puts in place to ensure that the ability and capacity of its employees are developed (Armstrong, 2009). Many studies have been conducted both locally and internationally on the impact of human resource management practices and employee performance. Ahmed, (2012) conducted a study to evaluate the relationship between HRM practices and employees performance in the textile sector of Pakistan. The most of the relevant HRM practices which are training and development, performance appraisal, career planning system, employee participation, and compensation system was selected for the various research studies. The various studies did not clearly show some of human resource management practices, with respect to Turkana County Assembly, thus creating a gap for further study which will be clearly highlighted in the present study. A study by Ijigu (2015) to investigate the relationship between HRM practices and employee performance in Ethiopia found that some HRM practices namely recruitment and selection, training and development, performance appraisal and compensation package have a strong correlation and significantly impact on employee job satisfaction. The reviewed studies have however not directly linked HRM practices to employee performance thus presenting a conceptual research gap. A study by Mokaya (2013) conducted a study on the impact of human resource management practices and employee performance. The study showed that organizations in Kenya used reward to retain talents and high performing employees. This study dwelt more on reward recognition rather than human resource management practices that are diverse, thus creating a gap. The current study will fill this gap. Mutua (2014) on role of human resources management practices on the performance of financial cooperatives in Nairobi County found that, training practices had no significant relationship with non-financial cooperatives performance. This

leaves the topic open to discussion on what exactly is the effect of HRM practices on employee performance. Therefore, this study will seek to fill the highlighted Knowledge gaps by examining the effect of Human resource management practices on employee performance in Turkana county Assembly.

GENERAL OBJECTIVE

The general objective of the study is to assess human resource management practices and employee performance in Turkana County Assembly.

SPECIFIC OBJECTIVES

1. To assess the effect of employee sourcing practices on employee performance in Turkana County assembly
2. To assess the effect of reward management on employee performance in Turkana County assembly
3. To assess the effect of training and development on employee performance in Turkana County Assembly
4. To assess the effect of performance appraisal on employee performance in Turkana County Assembly.

THEORETICAL REVIEW

Human Capital Theory

This theory was proposed by Schult,(1961) and developed by Becker,(1994) it suggests that HRM practices can directly influence employee performance. It argues that Workers have a set of skills developed by education and training that generates a stock of productive capital. Employees and employers each derive benefits from investment in creating human capital. The level of pay should supply both parties with a reasonable return on that investment. Human capital constitutes a key element of the market worth of a company.

People in organizations add value and there is a case for assessing this value to provide a basis for HRM planning and for monitoring the effectiveness and impact of HR practices. The process of identifying measures and collecting and analysing information relating to them will focus the attention of the organization on what needs to be done to find, keep, develop and make the best use of its human capital.

Measurements can be used to monitor progress in achieving strategic HR goals and generally to evaluate the effectiveness of HR practices. The defining characteristic of Human Capital Theory is the use of metrics to guide an approach to managing people that regards them as assets and emphasizes that competitive advantage is achieved by strategic investments in those assets through employee engagement and retention, talent management and learning and development programmes.

Human capital represents the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing

the creative trust which if properly motivated can ensure the long-term survival of the organization.

These can be regarded as the intangible resources associated with people which, together with tangible resources (money and physical assets), comprise the market or total value of a business. Bontis(1998) defines intangible resources as the factors other than financial and physical assets that contribute to the value-generating processes of a firm and are under its control.

Best Fit Theory

This theory was developed by Baird & Meshoulam (1988). It states that Human resource management's effectiveness depends on its fit with the organizations stage of development. As the organization grows and develops, human resource management programs, practices and procedures must change to meet its needs. Consistent with growth and development models it can be suggested that human resource management develops through a series of stages as the organization becomes more complex.

Best-fit HRM theory, which is also known as universalistic theories, postulates that HRM practices are universal in the sense that they are best in any situation and that adopting them will lead to superior organizational performance. Universalistic scholars (Luthans& Summers, 2005) assert that there is a set of superior HRM practices which if adopted by a firm, would lead to enhanced firm performance. A crucial aspect concerning HRM is the concepts of it and flexibility. The degree of fit determines the human resource system's integration with organization strategy (Kumar, 2006). Best Fit includes the utilization of human resources to help with the achievement of organizational objectives. In this context, organizational behaviour, organization theory, and strategy researchers have long assumed that "fit" among organizational subcomponents results in organizational effectiveness, but often they have been frustrated by difficulties in both conceptualizing and operationalizing the concept. Similarly, a dominant theme of the SHRM literature is the need to fit human resources strategy to the larger organizational context (Millimanet al., 1991). Managers should be fitted or matched to the nature of strategic business planning; the firm's expansion strategy, product life cycle, and future strategic needs and choices. In addition to the concept of fit, another theme in the HRM literature is the need for flexibility in adapting human resources strategy to its larger organizational context (Lengnick-Hall and Lengnick-Hall, 1988).

According to the best-fit theory, a firm that follows a cost-leadership strategy designs narrow jobs and provides little job-security, whereas a company pursuing a differentiation strategy emphasizes training and development. This approach is a counterpart to the "one strategy fits all" seen in Pfeffers seven best practices. The best fit school, therefore, argues that all HRM activities must be consistent with each other and linked to the strategic needs of the business (Schuler, 1992). According to the best fit school, human resources strategy will be more effective when it is appropriately integrated with its specific organizational and environmental context (Boxall and Purcell, 2000). It has been argued that human resources management practices that are not aligned and consistent with organizational strategy and

which conflict with other human resources practices can restrain both individual and organizational performance.

Based on contingency or fit perspective, HRM can be defined as the integration of human resources practices and policies to the overall organizational objectives with the aim of improving performance. The contingency perspective of HRM gives importance to human resources planning and argues that a firm can be effective if its human resources practices and strategy aligned with other aspects and strategies of the firm. There are two forms of fit alignment- vertical and horizontal Vertical or external fit refers to the alignment of human resources practices with the specific organizational context and horizontal or internal fit refers to the alignment of human resources practices into a coherent system of practices that support one another (Delery, 1998).

In general, vertical fit is viewed as a critical step toward attaining the organizational goals through initiating some human resources activities that are aligned with firm objectives, while horizontal fit is essential when making good use of these resources (Wei, 2006). This type of fit shifts the focus from individual human resources practices to the entire human resources management system. If all of the practices fit into a coherent system, the effect of that system on performance should be greater than the sum of the individual effects from each practice alone (Ichniowski et al., 1997).

Resource-Based Theory

Porter's (1985) observes that the resource-based theory has been an important step in human resource management, since it has provided a new point of view to explain a firm's success. According to the focus on resources, a firm's success is due to joint resources and capabilities which an enterprise owns and makes it different from its competitors. Among such resources and capabilities are the human resources and the crucial attributes of knowledge, skill, Knowhow and talent. These resources and capabilities may constitute a source of competitive advantage. From this point of view, the HRM practices in an organization are geared towards strengthening those significant capabilities and knowledge.

Wright and McMahan (2001) observe that if resources are strategic for the firm, it implies that they are scarce, valuable, specific or difficult to transfer. This is possible if the firm implements HRM practices such as recruitment of essential employees, compensating them conveniently, training them to do a better job or to develop new capabilities and motivate them through incentives. Consequently, the HRM practices are likely to affect the competitive advantage. This idea has been discussed by several authors. Wright and McMahan (2001) showed the relation between strategy, HRM practices and human resource capital pool. Mueller (2003) commented on the strategic utilization of human resources.

In this way, the resource-based view of the firm is giving a new perspective to human resource management. The firm creates and implements new measures in areas such as recruitment and selection, training and career development, compensation among others. On training and career development, an enterprise will usually train its employees in order to increase productivity. For this reason, an enterprise will only train employees in those

abilities and skills that are crucial to making tasks better and faster (Grant, 2014). On compensation, the focus is compensating individual performance and the value created by an employee.

The resource-based theory in this study makes it possible to mark the importance of human resources for an enterprise because it is able to create competitive advantages. Consequently, human resource management is developing and implementing HRM practices which motivate employees, increase their abilities and develop new capabilities.

EMPIRICAL LITERATURE REVIEW

Employee Sourcing Practice and Employee Performance

Employee sourcing is that part of personnel and development which focuses on the recruitment and release of individuals from organisations, as well as the management of their performance and potential whilst employed by the organisation (Corbridge and Pilbeam 1998). Recruitment is the process of locating individuals who might join and encouraging them to apply for existing or anticipated job openings (Dessler, 2007). Recruitment is the development of a pool of job candidates in accordance with the human resource plan. Further it can be explained as the process of locating, identifying and attracting capable applicants. During this process, efforts are made to inform the applicants fully about the qualifications required to perform the job and the career opportunities the organization can offer its employees.

Selection is the process of choosing individuals who have relevant qualification to fill existing or projected job openings (Jeinson, 2015). It is the process of assessing candidates and appointing a post holder to ensure that the most appropriate candidates are hired. Successful employee hiring decisions are the foundation of any organizations' success. Most managers and senior executives would agree that the task of hiring can be one of the responsibilities with the impact in their organization. There is no doubt; hiring mistakes are quite costly to the organizations, regardless of the size of the organization. Hiring mistakes cause disruption in the workplace. People who do not perform up to desired standard cause a drain on other staff resources, making that staff far less productive, costing real dollars. In addition, management must devote time to attempt corrective actions. This takes away time from other duties for managers.

To sustain the high level of competitive advantage a firm requires talented and skilled workers (Liao and Chuo, 2006). Huselid (2013) has found that organizational productivity and high performance depends on the selection of the right person, which is also a pathway to reduced turnover more so, they identified a positive link between hiring a manager and employees, and the creation of the right culture for organizational growth. Selection is the process of choosing a candidate from a group of applicants who best meets the selection criteria for a particular position. In this process the right person chosen for the requisite qualifications and knowledge is placed in the appropriate job position to decrease the costs and maximize the profits by means of their merit and talent. Vlachos (2008) and Cho, et al (2006) have identified that there is a positive and significant relationship between human

resource management practices and staffing for improving financial performance. As a result, organizations are encouraged to attract qualified candidates for survival and growth thus for improving financial or profit performance however they do not point out the clear relationship between recruitment and employee performance.

Strategy is the stream in which a range of desperate activities takes place. In that vein, selection is often strategic; a range of activities is undertaken in the general 'stream' of finding people to 'fill a role: According to Terpstra and Rozel (2013) past studies have explored the linkage of specific human resource management practices functions to employee performance. Human resource management activities carefully orchestrated to play a specific part in a grand design in which the whole is greater than the sum of the parts key elements in selection are; a clear and precise specification, effective use of multiple techniques, elimination of redundant processes, measurement, and evaluation and continuous improvement. A formal recruitment procedure is the first step towards a more strategic and value-added human resource management systems. In order to have the best impact on performance many of the advanced human resource techniques require the selection of certain types of workers; those that have the personality traits to be motivated by and perform well in teams, or those that are slightly more educated and will respond better and more quickly to training.

Reward Management and Employee Performance

According to Decenzo (2010), reward management is one of the strategies used by Human Resource Managers for attracting and retaining suitable employees as well as facilitating them to improve their performance through motivation and to comply with employment legislation and regulation. As a result of these pressures, HR managers seek to design reward structures that facilitate the organizations strategic goals and the goals of individual employees. It is very important to reward high performance levels because this motivates and controls the performance. Indeed, reward strategies confirm the level and the merge of non-financial and financial rewards required to attract, maintain and inspire skilful competent, and capable employees to make the organization prosperous. Although some of these benefits are in financial forms, such as options for salary sacrificing and competitive pay, there are a lot of non-financial benefits which firms can provide its employees. Therefore, for a manager, it is necessary to know what really inspires employees perhaps are not the same things that stimulate other employees.

Management should be cautious about the way rewards are managed within the reward system. Furthermore, the reward system should be connected so as to stimulate and motivate employees performance. Empirical studies done in this context support the view that rewards especially non-financial rewards if well managed can be a source of competitive advantage and hence promote firm performance. Ahmed & Ali (2008) carried out a research on the "impact of reward and recognition programs on employee motivation and satisfaction". Research design used was exploratory. Sample chosen for the study was 80 employees of Unilever companies in Kenya and data collection instrument used was a questionnaire. Major findings indicated a positive relationship between rewards and work satisfaction as well as

motivation. Factors affecting satisfaction were identified; payment 86%, promotion 74%, works conditions 61%, personal 37%. Analysis showed support for a positive relationship between reward and employee satisfaction. The researchers' recommended that further studies can be done on „impact of reward and recognition on motivation and satisfaction for diverse groups of people.

In their study on the effect of cash bonus on firm performance, Njanja and Kibet (2012) sought to establish the extent to which the rewards adopted at KPLC have influenced employee performance. The research adopted correlation research design. 68 management employees out of 84 responded. Data was collected using questionnaires. Descriptive statistics were used to present data. Inferential statistics (chi-square) was used to analyse the relationship between cash bonuses and employee performance. The findings of the study showed that cash bonus have no effect on employee performance. The research found out that those who received cash bonuses and those who did not their performance was the same. The organization should therefore focus on changing the intrinsic nature and content of jobs.

On the effects of motives, in his research, Jibowo (2011) adopted the same procedure to Herzberg (1959) and provided some support on the impact of motivators on job performance. In another study conducted by Centres (2012), the authors also managed their study based on Herzberg's two-factor theory on motivation, by dividing job variables to two categories: motivators and hygiene factors. They discovered that at higher professional levels, intrinsic job factors or motivators were more valued; while extrinsic rewards on job or hygiene factors were valued more at lower professional levels. Therefore, they concluded that a firm that fulfils both extrinsic and intrinsic rewards could be the best one. Bergum (2014), investigated the influence of financial motivators on firm performance; and they showed that people who received individual rewards perform less than those who receive group awards due to teamwork and feeling of not wanting to disappoint.

Training and Development and Employee Performance

A study conducted by Lenkeu and Maket (2012) on training and results oriented in public service. The aim of the study was aimed at changing the service towards delivering desired results over time. The study found that employee development can create efficient and effective service delivery. They established that management should focus on training, development, and career advancement. In this regard, public sector should invest in training its staff at various levels on skills, values, culture change, vision and mission of their various sections. Dimba (2012) conducted a study on assessment of the moderating role of employees' cultural orientation cultural orientations amongst foreign manufacturing multinational companies in Kenya. The study revealed that training and development is positively related to firms performance.

Another study on factors affecting performance of organizations in Kenya by Kemunto, Iravo, and Munene (2013) where a sample of five organizations with over twenty rooms and 100 workers using a sample of over hundred respondents including managers, employees and customers. It was revealed that there were gaps as far as employee skills; knowledge and customer satisfaction levels are concerned. Strategic management of these organizations

recommended training and development as an important HRM skill that must be implemented for organizations to realize good performance since trained manpower is able to perform their tasks well. Another study of 139 academics from Jordanian University by Omari et al., (2009) established that training and development and organizational commitment had a significant positive effect on firm performance among the academic staff.

Performance Appraisal and Employee Performance

Mureithi (2008) in his study on reasons for slow adoption of performance management concerning non-governmental organizations operating in Nairobi found out that more emphasis has been placed on performance planning and performance contracts and very little on performance monitoring and training. Obiye (2002), in his study on the survey of preferred methods, rate and uses of performance appraisals by employees in selected tertiary public institutions in Nairobi found out that while all respondents had the full knowledge and understanding of performance management, the only important parts in the components was planning and contracts. They admitted that there is a need for training in performance management.

A study done on the relationship between performance management system and organizational performance at the standard chartered bank Kenya limited by Ambetsa (2010) in which a case study design with a total of 15 respondents were interviewed using an interview guide target respondent being heads of departments in the organization. Findings reveal that performance management system that has been put in place has to a great extent contributed positively to the banks performance. Practices adopted by the bank like setting goals, sharing feedback with employees, evaluating employee performance, rewarding employee performance and disciplining employee contribute to firms performance. This finding supports the study by Ngolovoi (2001). In his study on perceived social and psychological effects of performance appraisal in selected international donor organizations in Kenya, the study found out that performance appraisal had a positive effect on the international donor organizations by promoting positive attitude towards donor relations.

RESEARCH METHODOLOGY

Research Design

The study will employ a combination of both descriptive research designs and explanatory research design to explain the relationship between. Descriptive research portrays an accurate profile of persons, events, or situations (Robinson, 2002). It allows the collection of large amounts of data from a sizable population in a highly economical way.

Target Population

The target populations were the employees of Turkana County Assembly, which has a total of 200 staffs and 10 management staffs who include staff who are on permanent and pensionable at the County Assembly. The study will target all the employees who are permanently employed. The unit of observation will be the county assembly of Turkana while the unit of analysis will be the employees in the arm of the devolved unit.

Sample Design and Procedure

The researcher will use stratified sampling procedure to select samples that are representative of the target population. The researcher will use 30% of the total target population for it to be accepted as a good representative sample, hence sample size will be 67. This also agrees with Kerlinger (1986) who noted that a sample size of at least 30% is a good representation of the entire population. Though the study should cover more employees, the sample size has been chosen because of time and constraints of resources.

Data Collection Instruments

Primary data will be used in this study. The data will be collected by the use of questionnaires and interviews. Research questionnaires having both structured questions will be designed and administered. This enables the researcher to get actual data directly from the respondents. This method is advantageous because of the direct feedback to the researcher. There is an opportunity to reassure respondent(s) should s/he be reluctant to participate, and the interviewer also clarifies certain instructions or questions. The interviewer also can probe answers by asking the respondent to clarify or expand on specific response(s). Finally, the interviewer can supplement the answers by recording own observations, for instance; gender, time of day/place where the interview will take place.

Data Collection Procedure

The study will seek for an introduction letter from Kenyatta University that will state the objective of the study as being for academic purpose. Therefore, the study will seek for permission from National Council of Science, Research and Innovation that will authorize the collection of data. The study will further seek permission from the County informing them of the study, the objectives and the date of collection of data. On the actual day of collection of data, questionnaires will be self-administered to respondents.

Data Analysis and Presentation

Data will be analysed using both descriptive and inferential statistics in Statistical Package for Social Sciences (SPSS) version 24.0 software. The analysis will be made consistent to the provisions of each test. The analysis will be made consistent to the provisions of each test. Descriptive statistics, including measures of mean and standard deviation, will be calculated to, individual respondents and the study variables. The F-ratio generated in the ANOVA table measures the probability of chance, a departure from the straight line (line of best fit). The p-value of the F-ratio generates should be less than 0.05 for the equation to be statistically significant at 5% level of significance. When the p-value is greater than 0.05, the model is not statistically significant. For p-value of less than 0.05, the relationship will be considered significant at 5% level of significance (Hair et al.,2010).It was also used to determine the proportion of respondents choosing the various responses. This was done for each group of items relating to the research questions. A multiple regression model will be used to test the hypotheses of the combined effect of the four independent variables (employee sourcing practices, reward management, training and development and performance appraisal) on the dependent variable (employee performance). This is because there are 4 independent

variables each of whose effect on the dependent variable the study sought to determine. The study will be guided by the following regression model to establish the relationship between the study variables.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Y = Dependent variable (employee performance); α = Constant (The intercept of the model); β = Coefficient of the X variables (independent variables); X_1 = Employee sourcing practices; X_2 = Reward Management; X_3 = Training and development; X_4 = Performance appraisal; ε = Error Term

RESEARCH RESULTS

The study established the effect of human resource management practices on the performance of employees in Turkana County Assembly. The study sought to establish the effect of sourcing practices, reward management, training and development and performance appraisal on the performance of employees. The target population was 210 management and general staff in the county assembly. A sample of 67 respondents was taken. The response rate was 89.55% with 60 questionnaires sufficiently completed and submitted and hence used for analysis. Both descriptive and inferential statistics were used to analyze and present data. After conducting a research, it has been observed and summarized as follows

Employee sourcing Practices and Employee Performance

The research established that employee sourcing practices positively and significantly influenced performance of employees in the county assembly of Turkana. The study established that to a moderate extent recruitment and selection at the county assembly is done through referrals i.e. personal connections, recruitment in Turkana County Assembly is made through online agents, college recruitments are done through internships, there is no canvassing in the recruitment and selection process and that employees are fully satisfied with the recruitment and selection process. The respondents to a significant extent agreed that recruitment and selection process in Turkana County assembly is done through personality tests that entail interviews which helped them to understand the county assembly and content of their jobs. This indicates that the county assembly significantly embraced employee sourcing practices which included use of referrals, online agents, college recruitment, interviews and internships which ensured that there were limited cases of canvassing and high transparency in the employee recruitment and selection process.

Reward Management and Employee Performance

It has been observed that reward management significantly influenced performance of employees in Turkana County Assembly. The study established that to a moderate extent the respondents agreed that the reward of employees is systematic in Turkana County Assembly, employees are rewarded based on management objectives, the employees are spread into job groups, promotion to the next job group is based on performance, there are wide differences in reward across different job groups and the county assembly pays the employees higher than what the other organizations pay their employees. This indicates that the county

assembly reward management criteria is systematic, based on management objectives, based on job groups, promotions which is better than other organizations

Training and Development and Employee Performance

The present research points out that training and development positively influenced performance of employees. The study established that to a significant extent the training and development is a human resource practice that can provide competitive advantage to organizations, if properly implemented, training and development have positive influence on employees, motivation, productivity and employee performance, training and development is positively related to employee performance, being a trained manpower, perform their tasks well thus enhancing their performance, employee development through training can create efficient and effective service delivery at the County Assembly Turkana County Assembly invests in training its staff at various levels on skills, values, culture change, vision and mission of their various sections. This indicates that the county assembly has significantly embraced and invested on human resource training and development to promote efficient and effective service delivery.

Performance Appraisal and Employee Performance

It has been observed that performance appraisal significantly influenced performance of employees in Turkana County Assembly. The study established that to a moderate extent that management in the assembly appraises employees by aligning individual objectives to organizational objectives and encourages individuals to uphold corporate core values, there exists employee appraisal system which is a systematic process for improving organizational performance, getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements, employee appraisal enables expectations to be defined and agreed in terms of role responsibilities and accountabilities, skills and behaviours, HR managers seeks to design appraisal systems structures that facilitate provision of opportunities for individuals to identify their own goals and develop their skills and competencies. In the County Assembly HR managers seek to have appraisal system aimed at establishing a shared understanding about what is to be achieved and how it is to be achieved and an approach to managing people that increases the probability of achieving success, the management of the assembly clarifies mutual expectations, emphasizes the support role of managers who are expected to act as coaches rather than judges and focuses on the future and that the overall objective of the assembly is to develop the capacity of people to meet the expectations and to achieve their full potential to the benefit of and the organization. This indicates that to a moderate extent the county assembly of Turkana integrated employee appraisal system as a human resource practice to improve employee performance.

INFERENCE STATISTICS

The present study used regression analysis to establish the relationship between the independent and dependent variables of the study. The findings of Model Summary, ANOVA and Coefficient of Regression were as indicated in the following sections. The findings of coefficient of correlation are as shown in Table 1.

Table 1: Model summary

Model	R	R square	Adjusted r square	Std. Error of the estimate
1	.811 ^a	.843	.839	1.504162

a. Predictors: (constant), sourcing practices, reward management, training and development and performance appraisal

The study shows that coefficient of correlation R of 0.811 an indication of strong correlation between the variables. The adjusted R² was 0.839 which implies that 83.9% of the variation in employee performance was accounted for by the four independent variables which include: sourcing practices, reward management, training and development and performance appraisal. The residual of 16.1% can be explained by other variables not incorporated in the current study. An ANOVA was conducted at 95% level of significance as shown in Table 2.

Table 2: ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	822.211	10	82.2211	19.1826	.000 ^b
Residual	214.312	50	4.28624		
Total	1036.523	60			

a. Dependent variable: Employee performance

b. Predictors: (constant), resourcing practices, reward management, training and development and performance appraisal

NB: The total sum of square is the summation of regression and residual. Mean sum of square is the quotient of sum of squares over degree of freedom. The overall F is given by the quotient of mean sum of squares.

It was established that the study had $F_{\text{Calculated}}$ of 19.18261 and F_{Critical} was 5.1281, this show that of $F_{\text{Calculated}} > F_{\text{Critical}}$ an indication that the overall regression model was significant for the study. The p value was $0.00 < 0.05$ an indication that at least one independent variable significantly influenced the performance of employees in Turkana County Assembly.

The study used a regression coefficient to establish the effect of individual variables of human resource management practices on employee performance in Turkana County Assembly. The findings are indicated in Table 3.

$$Y = 5.244 + 0.811X_1 + 0.802X_2 + 0.839X_3 + 0.840X_4$$

Where: Y = Performance of Employees in Turkana County Assembly; X_1 = Resourcing practices; X_2 = Reward management; X_3 = Training and development; X_4 = Performance appraisal

Table 3: Regression Coefficient

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	T	Sig.
(constant)	5.244	1.05		2.211	.000
Resourcing practices	0.811	.014	.256	2.636	.000
Reward management	0.802	.034	.157	3.217	.000
Training and development	0.839	.017	.416	2.359	.000
Performance appraisal	0.840	.028	.452	2.014	.000

- a. Dependent variable: Employee Performance
- b. B is a statistic parameters referring to population level in a statistic sample
- c. T statistic is the coefficient divided by its standard error.

Table 3 indicates that all variables held constant, employee performance would be at 5.244 this indicates that performance of the employees can still take place without the influence of the stated variables. The variable coefficients indicate that the relationship between human resource management practices identified and employee performance was positive and significant. It has been observed that detailed that human resource management practices have a significant and positive effect on employee performance.

CONCLUSION

The present research concluded that human resource management practices positively influenced employee performance in Turkana County Assembly. It was concluded that the county assembly significantly embraced employee sourcing practices which included use of referrals, online agents, college recruitment, interviews and internships which ensured that there were limited cases of canvassing and high transparency in the employee recruitment and selection process. It was concluded that the county assembly reward management criteria is systematic, based on management objectives, based on job groups and promotions which is better than other organizations. The study concluded that the county assembly has significantly embraced and invested on human resource training and development to promote efficient and effective service delivery. It was concluded that to a moderate extent the county assembly of Turkana integrated employee appraisal as a human resource practice to improve employee performance.

RECOMMENDATIONS

The study recommends that the management of the Turkana County Assembly need to ensure the human resource management practices is tailored towards enhancing employee productivity, retention and general performance. The county assembly needs to involve employees in reward management to motivate and improve their performance. The county assembly needs to invest more on training and development among the staff to improve their capacity and performance. The study recommends that the county assembly of Turkana should have standard employee appraisal criteria to make it regular and involve all staff in assessing their performance.

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