

# **HUMAN RESOURCE MANAGEMENT STRATEGIES AND EMPLOYEE PERFORMANCE IN THE MINISTRY OF INTERIOR AND COORDINATION OF THE NATIONAL GOVERNMENT IN NAIROBI, KENYA**

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## **ABSTRACT**

Human resource strategies are the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals to do their work and thus achieve employee performance. They are designed to improve the knowledge, skills and abilities of employees; boost their motivation, minimize or eliminate loitering on the job and enhance the retention of valuable employees. Human resource strategies are essentially plans and programmes that address and solve fundamental issues related to the management of human resources in an organisation. Their focus is on alignment of the organization's HR strategies, policies and programmes with corporate and strategic business unit plans. Human resources are the key for keeping the organization in the market so competitive. These human resources need to be managed effectively to achieve the required performance of the organization. It is necessary to manage strategically the human resources and to adapt at its strategy with organizational strategy. Human resource management strategies involve attracting, developing, rewarding, and retaining employees for the benefit of both the employees as individuals and the organization as a whole. The general objective of the study was to establish the influence of human resource management practices on employee performance at the Ministry of Interior, and coordination of the national government in Nairobi, Kenya. The

specific objectives were; to investigate the effect of human resource planning, recruitment and selection, performance management and training and development on performance of employees at the Ministry. The study was guided by Herzberg two factor theories, contingency theory and resource based view theory. The research used a descriptive cross-sectional survey research design. The population involved 600 employees at the ministry headquarters in Nairobi, Kenya. The study used a stratified random sampling technique to develop a sample of 60 respondents who were 10% of the target population. A semi-structured self-administered questionnaire was used to collect data. The completed questionnaires were coded, entered into the computer, organized and analyzed with a Statistical Package for Social Sciences (SPSS). Descriptive statistics (percentages, frequencies and means) are used to convey the essential characteristics of the data for interpretation. Regression and correlation analyses were used to indicate whether a relation exists between these strategies and performance. The findings of the study showed that human resource management strategies have a positive significant on employee performance. The study recommended that further research on the analysis of the effect of employee compensation on performance in the public sector in Kenya.

**Key Words:** *organisational culture, performance, public universities, Kenya*

## **INTRODUCTION**

Human resources are viewed as the most imperative resource of an association, however not very many associations can completely saddle its potential. Lado and Wilson (2014) characterize a human resources framework as an arrangement of unmistakable however cooperated at pulling in, creating, and keeping up an association's HR. Human asset hones are basically plans and projects that address and understand key issues identified with the administration of human resources in an association (Lapointh, 2013). Their emphasis is on arrangement of the association's human resource practices, approaches and programs with corporate and vital specialty unit designs (Mckeown, 2009). Customarily, administration of this framework has increased more consideration from the administration association than from assembling associations. Be that as it may, to improve worker execution adequately, dealing with this framework is similarly critical in the two sorts of associations. Obviously, complex advances and inventive assembling alone can do next to no to improve operational execution unless the essential human resource administration hones are set up to shape a reliable socio-specialized framework (Barney et al., 2010). Thus, producing associations need to deliberately assess their current practices and alter them, if necessary, so workers can successfully add to operational execution change.

The idea of human resource created from laborers in the USA, 1970s Brewster (2011). In Europe and Australia the idea of human resource an ideological system to adequately and productively oversee work, toolbox and administrative calling in the late 1972s, from that point forward it has been received progressively around the globe Suzan (2006). Human resource administration as characterized by (Ayesh, Hamid, Rizwana and Samra, 2017) as made out of approaches, practices and frameworks that impact representatives' conduct, state of mind and execution. The examination concentrated on seven factors of human resource administration hones to be specific preparing and advancement, execution evaluation, strengthening, pay, work revolution, support in basic leadership and choosing framework.

Human resource management came into mainstream speech in the late 1970s. As an administrative approach went for re-requesting the work relationship to guarantee representative endeavors were deliberately centered around accomplishing worker execution and intensity in expanding unstable markets. In any case, it was just in the 1990's that the idea of boarding of human asset administration hones ended up mainstream and pulled in various investigations.

Moses (2014) broke down the connection between outsourcing of human resource exercises, in particular preparing and finance and the representative execution. An example of 94 producing firms speak to 16 two digit ISIC code enterprises in southern Western expresses the U.S.A. utilizing elucidating factual and relationships, comes about show that both preparing and finance outsourcing have suggestions for representative execution.

Elem (2007) uses an inventive research procedure to look at the connection between human resource management and representative execution among associations in the private and more extensive open part of EU, the examples in every nation have been chosen from list gave by national alliances. The 1546 respondents were quantities of corporate human resource groups. The examination demonstrated that preparation and improvement rehearses unequivocally identified with worker execution.

Employee performance includes the genuine yield or consequences of a representative as estimated against the planned yields (or objectives and targets). As indicated by Phillips(2006), as of late, numerous associations have endeavored to oversee representative execution utilizing balance scorecard technique where execution is followed and estimated in different measurements, for example, Financial performance,(shareholder return), client benefit, social obligation (e-corporate citizenship resident), group outreach, worker stewardship. Execution estimation is the utilization of measurable confirmation to decide advance towards particular characterized hierarchical goals.

A few performance measurement frameworks are being used today, and every ha its own gathering of supporters for instance, the adjusted Scoreboard, Kaplan, and Norton, (2001). Execution Prism Neely (2002) and the Cambridge execution estimation process Neely, (1996) are intended for broad usage; and the methodologies of the TPM procedure Jones and Schilling (2000). In spite of the fact that the Balanced Scorecard has turned out to be exceptionally prevalent there is no single rendition of the model that has been all around acknowledged. The assorted variety and one of a kind necessities of various ventures recommend that nobody estimate fits all approach will ever carry out the activity (Gamble, Strickland and Thompson, 2007).

When all is said in done, the idea of employee performance depends on the possibility that an association is the willful relationship of gainful resources, including human, physical and capital assets, for the reason. Those giving resources will just confer them to the association insofar as they are happy with the esteem got in return, in respect to elective employments of the benefits. As a result, the substance of execution is the model of significant worth expected by those contributing the benefits, the advantages will keep on being influenced accessible to the association and the association to will keep on existing. Hence, esteem creation as characterized by the asset suppliers, is the basic general execution criteria for any association (Barney and Wright, 2010).

As per Drucker (2005), individuals are company's most significant asset. Having the correct work force at the ideal place and at the perfect time is most extreme vital to survival and accomplishment of any association (Oladipo, 2011). Firms declare that individuals are the wellspring of their upper hand whether they are mechanical specialists, pleasing client administrations master or visionary directors during an era of unparalleled innovation

advancement, it is the human resource that spell achievement or disappointment of all organizations, and particularly entrepreneurial ones (Katz et al, 2010).

Organizations and managers know that at each point, they confront quick and complex changes in the market condition. A standout amongst the most wonderful outcomes in the difference in mentality in a few firms towards associations is human resource. Top administrators in such saw that individuals are among the associations most profitable vital asset (Pfeiffer, 2014). Associations with long haul targets are thusly rethinking the manner by which they deal with their human asset.

Organizations today are looked with the test of finding and keeping higher-performing workers. Having a successful framework is one approach to enhance worker results. Choice frameworks are the devices and appraisal utilized by an association to yield the best contracting choice. Besides, it helps in recognizing a correct competitor with a possibility to perform produces a feeling of elicitism, make elevated requirements of execution and signs a message of significance of individuals to organization (Mcmhan, 2010).

Based on data of 19,000 associations and utilizing relapse examination, Yongmei, et al., (2007) recognized 13 human asset administration hones that specialists have considered as conceivable predecessors to firm execution, that finding of the exploration is that human asset administration hones include a noteworthy incentive for workers execution. Notwithstanding that, the investigation outlined human asset administration practices and procedures they affect most. Determination, preparing and pay level upgrading learning, aptitudes and capacities. Interest, strategic scheduling, cooperation, programs, grievance techniques and work security are improving strengthening hones. Impetus pay and inward advancement are inspiration improving practices.

Singh (2004) researched the connection between six human resource administration practices and representative level execution in India. 359 associations were drawn from associations recorded in the Center for Monitoring India Economy (CMIE), 82 reacted decidedly to the review. Utilizing the relapse and connection examination, the examination found a critical connection between the two human resource rehearses to be specific preparing and remuneration and saw representative execution in view of a survey (Seonghee et al 2006) explored the connection between the utilization of 12 human asset administration practices and worker execution, the number of inhabitants in the investigation was cabin and eatery organizations in the USA, the example was drawn from smaller exposure database comprise of 219 inn and eatery. The aftereffect of the relapse investigation demonstrated that organizations actualizing human resource management hones will probably encounter higher representative execution of non-administrative worker.

Okpara and Pamela (2008) analyzed the degree to which associations in Nigeria utilize different human asset rehearses and saw difficulties and prospect of these practices. Their discoveries

uncover that human asset administration hones, for example, preparing, enlistment, pay, execution examination and reward framework are still set up and that issue of tribalism, AIDs, preparing and improvement and defilement are a portion of the difficulties confronting human resource management.

The ministry of Interior and Coordination of national government functions has a workforce that comprises all age groups, ethnic backgrounds and various levels of education. There are cultures that clash at the place of work and eventually impact immensely on employee engagement and hence performance. The organization is currently undertaking a change management program which if successful may impact positively on employee performance. The organization is more engrained in monitoring employee lateness and absenteeism and overlooks the most critical factor in improvement of overall organizational performance, employee performance. Workers may report to work on time but fail to perform their assigned duties with passion and dedication. Employees at the Ministry of interior and coordination of National government fall in the various categories as discussed in the Gallup Surveys i.e. engaged, not-engaged and actively disengaged. The study will seek to establish the human resource management practices at the Ministry of interior and coordination of National government and its perceived relationship with employee performance and the overall organizational performance

### **Human Resource Management Strategies**

Human resource management strategies impact worker aptitudes through the procurement and improvement of an association's human capital. "Human capital compares to any supply of learning or that adds to his or her efficiency." Garibaldi P, (2006). Enrollment methods that give an expansive pool of qualified candidates will have a significant impact over the quality and kind of aptitudes that new workers have. Giving formal and casual preparing encounters, for example, fundamental expertise preparing, at work involvement, training, coaching and administration improvement, can additionally impact representatives' advancement. Human resource management strategies can impact representative using legitimate choice techniques to procure fittingly talented workers and through far reaching preparing to create current workers. Indeed, even high talented won't perform viably on the off chance that they are not persuaded. Supervisors can utilize Human resource management rehearses for the inspiration of representatives to work both harder and more quick witted.

The superior work framework likewise requires steady human resource rehearses that improve specialist abilities and that give motivation to laborers to utilize their aptitudes and take an interest in choice. Albeit High Performance Work Practices (HPWPs) have frequently been touted as being useful for the two businesses and representatives, these practices require noteworthy interests in human capital by means of preparing, coordination of activities, and time for administrative and worker input. As a result of the huge interest in human capital, the estimation of these practices might be taken a toll if the speculation isn't counterbalanced by expanded proficiency and adequacy. Numerous specialists contended that while execution

Human resource management builds an organization's efficiency and benefits (Ichniowski, Show and Prensushi, 2015), the impact is more articulated when reciprocal packs are utilized together.

Literature demonstrates that three methodologies have been utilized by the analysts to look at the connection between human resource management practices and execution. They are the possibility, configurationally and universalistic methodologies (Delery & Doty, 2016). The possibility approach sets that the effect of an association's human resource management practices is dependent upon its consistency or fit with different exercises (for instance, key decision, representative demeanors, sort of industry, nation qualities) in the association or its condition. From the behavioral perspective, the possibility approach declares that there is a one of a kind arrangement of worker states of mind and practices that are required to actualize an association's methodologies effectively.

As per the configurationally approach, human resource management practices ought to be packaged or intended to accomplish both the level and vertical fit to be best. Flat fit alludes to the execution of inside steady packages of human resource management practices, while vertical fit alludes to the concordance of the human resource management rehearses with other hierarchical qualities (Arthur, et al., 2014). Subsequently the viability of any human resource management rehearse is subject to its association with other human resource management; they can't be utilized as remain solitary practices.

The universalistic approach contends that there is a settled arrangement of best human resource management practices that can make an incentive in various situational situations for instance social, financial and that the associations confronting similar conditions ought to embrace a comparative blend of human resource management practices (Pfeiffer et al., 2014). From hypothetical and exact viewpoints, it is essential to examine the relationship between human resource management practices and firm execution.

A few models and extensive assortment of scientists have archived to investigate the line between human resource management and authoritative execution (Hilltrop, 2011). The greater part of the scientists has given careful consideration to the assembling division and these hypothetical and experimental investigations have for the most part centered on human resource management practices inside western associations. Discoveries frame various experimental investigations have been directed to test the connection between human resource management and execution show that high responsibility as well as high contribution human resource management rehearses positively affect firm execution (Huselid, 2013).

### **Employee Performance**

Employee Performance can be defined as the job related activities expected of a worker and how well those activities are executed (Dessler, 2011). Armstrong (2006) defined performance as the achievement of quantified objectives. Human Resource today, unlike in the past, is ensuring that

companies do not plunge into losses due to unrealized employee performance and productivity. Performance is a function of both ability and motivation. To unlock the true potential of employees, managers must align their jobs to organization's goals, values and objectives. Byars and Rue (2000) noted that a minimum level of proficiency for each performance component must exist for attainment of acceptable performance levels.

Organizations assess performance of its workforce on an annual or quarterly basis in order to identify areas for improvement. However, managing employee performance on a daily basis is the key to an effective performance management system. Performance appraisal is one of the most popular tools used by businesses and organizations to manage performance (Layne, 2014). The owners and drivers of performance management are the line managers (Armstrong, 2001). Performance reviews, if used well can be a great tool of communication in an organization. Employee performance is influenced by a number of internal and external factors which include; personal issues, job suitability, motivation to succeed, working conditions, job training and performance feedback (Woods, 2014). Poor performance can result from unfulfilled external or internal factors. The secret to fixing poor performance is to understand its root cause. Organizations should provide managers with trainings that can enable them diagnose correctly the cause of poor performance and finding the right solutions.

The general motivation behind human resource management is to guarantee that the association can make progress through individuals. As Ulrich and Lake, (1990) comment: HRM frameworks can be a wellspring of authoritative capacities that enable firms to learn and profit by new openings. In particular, HRM is worried about accomplishing goals in achievement of hierarchical viability. In a continually evolving world, which requires adaptable reactions, with solid rivalry from about each landmass, because of expanded globalization, it is vital for associations to have some sort of aggressive edge.

Unmistakable Human Resource Practices shape the center abilities that decide how foundations contend, (Capelli and Crocker, 1996). Broad research has demonstrated that such practices can have a noteworthy effect on firm execution. HRM methodologies plan to help programs for enhancing authoritative viability by creating arrangements in such zones as information administration, ability administration and by and large making "an awesome work environment". HR can give an upper hand to an association because of the way that it is significant, uncommon, impeccably matchless and has no substitutes. Khandekar and Sharma, (2005) trust that if organizations are to survive and flourish in the worldwide economy, they require world class human asset skills. Minimum amounts of workers should be created with the goal for them to be proficient or gifted specifically innovation. This can give a potential wellspring of upper hand.

Huselid, (1995) states that Human Resource Management Practices can help make a wellspring of supported focused edge. He goes ahead to recommend that HRM practices can fundamentally add to a company's execution in the event that they are appropriately arranged. The basis behind

the contention is that compelling HRM practices ought to be gone for misusing cooperative energies among the workers. A lot of research has been completed to build up whether firms with a high responsibility methodology had fundamentally more elevated amounts of both profitability and quality than those with a control system, (Arthur, 1994). Efficiency is impacted by worker inspiration while monetary execution is affected by representative abilities, inspiration and association structures, (Huselid, 1995). An examination by Patterson et al, (1998) inspected the connection between business execution and association culture and utilization of various HR rehearses and the result was that organizations with high esteems on the record had financially and factually elevated amounts of execution. An investigation of the effect of elite work practices, for example, group working, execution administration, work turn and sharing of business data by Thompson, (1998) demonstrated that the quantity of HR hones and the extent of the workforce secured gave off an impression of being the key separating factor amongst increasingly and less fruitful firms.

Purcell et al, (2003) considered 12 organizations to build up how individuals administration impacts on association execution. Purcell et al (2003) discovered that the best organizations had a reasonable vision and set of incorporated esteems which were implanted, persevering, and aggregate, estimated and oversaw. They were worried about supporting execution and adaptability. Clear proof existed between uplifting dispositions towards HR strategies and practices, levels of fulfillment, inspiration and responsibility, and operational execution. Strategy and practice usage (not the quantity of HR hones received) is the indispensable fixing in connecting individuals administration to business execution.

The presumptions supporting the act of HRM are that individuals are the associations key asset and authoritative execution to a great extent relies upon them. In the event that consequently a fitting scope of HR arrangements and procedures are produced and executed successfully, at that point HR will have significant effect on firm execution. HRM can impact hierarchical execution already through employing profoundly qualified, instructed and talented individuals, which bring all the required and wanted attributes with them to upgrade authoritative execution conveyed through enhanced work forms. Deleney et al, (1996) recommended that association could enhance the nature of current workers by giving far reaching preparing and advancement exercises, certain level of inspiration through legitimacy pay or impetus pay frameworks for accomplishing particular objectives.

### **Ministry of Interior and Coordination of the National Government**

The department of Interior is under the Office of the President. It is in this way accused of the duty of open organization, inner security, printing of government reports and championing effort against drug and substance abuse, National Cohesion and the Steering Committee for the Non Proliferation of Small Arms. The Office of the President additionally facilitates state capacities and offers gathering administrations to all administration services. At independence in 1963, the Ministry of Interior and Coordination of the National Government (at that point Provincial

Administration and Internal Security) capacities were moved from the Ministry of Native Affairs to the Office of the Prime Minister, at that point Office of the President. Further, its capacities were refocused to improvement organization not at all like in the past when the emphasis was more on upkeep of lawfulness. Right now, the Ministry was under the Office of the Head of Public Service.

In 1979 the primary Permanent Secretary responsible for Provincial Administration was designated. From that point forward, the Ministry has been in presence under the official headship of an Accounting Officer, (The Principal Secretary and the political administration of the Cabinet Secreatry). The Ministry's capacities have advanced and its tasks rebuilt after some time to address developing issues. Under the agreement of the new Constitution that came into compel in August 2010, the service again changed its name to the Ministry of Interior and Coordination of the National Government. Yet, its capacities did not decay like the rest did in view of its affectability. Be that as it may, it has stayed decentralized to the grassroots so as to give a structure to snappy elucidation, dispersal and usage of Government strategies. The performance of the ministry has been attributed to recruitment and retention of highly skilled employees. The ministry has also introduced training and development department to oversee staff training and other social welfare to increase staff motivation hence increased productivity. Despite all this, a look at performance appraisals reveals that the employees don't perform as required. There is need to put in place proper strategies to ensure employees are engaged in order to perform, hence reduce complains, absenteeism and staff turnover.

## **STATEMENT OF THE PROBLEM**

The majority of organizations are competing to survive in this volatile and fierce market environment. Motivation and performance of the employees are essential tools for the success of any organization in the long run. On the one hand, measuring performance is critical to organization's management, as it highlights the evolution and achievement of the organization. On the other hand, there is a positive relationship between employee motivation and organizational effectiveness, reflected in numerous studies. The ministry of Interior has put in place a working environment which includes spacious office, well ventilated, high standard furniture and other welfare amenities. The organization has put in place policies to ensure that the management offers support to the staff to motivate them towards improving the performance. The Ministry uses performance contracts to enhance employee performance. The performance contract is cascaded down from the director to the senior managers, then to the middle level managers and finally to the lower level employees. The indicators of performance in the performance contract include; financial indicators like cost reduction, service delivery indicators like service delivery improvements, non-financial indicators like asset management and implementation of constitution, operations indicators like conduct of short courses for workers and release of formative examination within two weeks as per policy, dynamic indicators like employee satisfaction, work environment and safety measures. The Ministry uses performance

appraisal to measure performance. In Kenya a number of studies related to Employee Engagement and Employee Performance have been done. Mutunga (2009) researched on factors that contribute to the level of employee engagement in the telecommunication industry in Kenya at Zain Kenya. The studies established that several factors contribute to employee engagement but, salary and benefits was the largest contributor. Ndugo (2010) researched on employee engagement in Afya SACCO. Her studies established that pay rise, promotions, training and seminars were the key factors affecting employee engagement at Afya SACCO. Wachira (2013) carried a research on relationship between employee engagement and commitment in Barclays Bank of Kenya. The study established a positive correlation between employee performance management and commitment in Barclays Bank of Kenya. Little studies have been carried on relationship between employee engagement and employee performance in the public sector with specific reference to the ministry of interior which is in the public service. This research therefore sought to establish relationship between human resource management strategies and employee performance in the ministry of interior and coordination of national government.

## **GENERAL OBJECTIVE**

The main objective of the study was to investigate the relationship between human resource management strategies and employee performance at the Ministry of Interior and Coordination of the National Government in Nairobi.

## **SPECIFIC OBJECTIVES**

1. To establish the effect of human resource planning on employee performance at the Ministry of Interior and Coordination of National Government, Kenya.
2. To determine the influence of recruitment and selection on employee performance at the Ministry of Interior and Coordination of National Government, Kenya.
3. To assess the influence of performance management on employee performance at the Ministry of Interior and Coordination of National Government, Kenya.
4. To establish the influence of training and development on employee performance at the Ministry of Interior and Coordination of National Government, Kenya

## **THEORETICAL FRAMEWORK**

### **Hertzberg Two Factor Theory**

The study used the Hertzberg Two Factor Theory to clarify the impact of human asset administration systems and worker execution. As per Samuel (2009) a representative who isn't spurred is probably going to perform better. This hypothesis suggested that a fulfilled worker is spurred from inside to buckle down and to perform in the association. It takes a gander at two classes of components related with worker inspiration; satisfiers and dis-satisfiers. Armstrong (2010) gives the satisfiers as accomplishment, acknowledgment, obligation, headway and

development. The disappointments are compensation, association with director, work conditions, status and security. As indicated by Michael (2008), outward factors, for example, great workplace, employer stability and characteristic factors, for example, advancement and preparing have a noteworthy commitment to worker maintenance in associations.

Hughes (2010) workers esteem both the interior and outside components in an association to settle on a choice on whether to remain or leave the work since they are doing as such in return of their administrations to the association. The above suggests that both natural and outward factors impact the worker execution in an association thus should dependably be placed in to thought as these variables are probably going to impact execution.

In 1959, Frederick Herzberg, a behavioral researcher proposed a two-factor hypothesis or the inspiration cleanliness hypothesis. As indicated by Herzberg, there are some activity figures that outcome fulfillment while there are other employment factors that counteract disappointment. As per Herzberg, the inverse of "Fulfillment" is "No fulfillment" and the inverse of "Disappointment" is "No Dissatisfaction". Herzberg characterized these activity factors into two classifications; cleanliness elements and inspiration factors.

Cleanliness factors are those activity factors which are basic for presence of inspiration at work environment. These don't prompt positive fulfillment for long haul. In any case, if these components are truant, if these elements are non-existent at the work environment, at that point they prompt disappointment. At the end of the day, cleanliness factors are those components which when sufficient/sensible in an occupation, appease the workers and don't make them disappointed. These elements are extraneous to work. Cleanliness factors are likewise called as disappointments or upkeep factors as they are required to keep away from disappointment. These elements depict the activity condition/situation. The cleanliness factors symbolized the physiological needs which the people needed and anticipated that would be satisfied. Cleanliness factors incorporate; Pay - The compensation or pay structure ought to be suitable and sensible. It must be equivalent and aggressive to those in a similar industry in a similar space; Company Policies and managerial arrangements - The organization approaches ought not be excessively unbending. They ought to be reasonable and clear. It ought to incorporate adaptable working hours, clothing regulation, breaks, get-away, and so on.; Fringe benefits - The representatives ought to be offered social insurance designs (mediclaime), benefits for the relatives, worker help programs, and so on.; Physical Working conditions - The working conditions ought to be sheltered, spotless and sterile. The work gear ought to be refreshed and very much looked after; Status - The representatives' status inside the association ought to be well-known and held; Interpersonal relations - The relationship of the representatives with his companions, bosses and subordinates ought to be fitting and worthy. There ought to be no contention or embarrassment component present and Job Security - The association must give employer stability to the representatives.

As per Herzberg, the cleanliness factors can't be viewed as helpers. The motivational components yield positive fulfillment. These variables are characteristic to work. These variables rouse the representatives for an unrivaled execution. These variables are called satisfiers. These are factors engaged with playing out the activity. Workers discover these elements naturally fulfilling. The inspirations symbolized the mental needs that were seen as an extra advantage. Motivational variables include: Recognition - The representatives ought to be lauded and perceived for their achievements by the chiefs; Sense of accomplishment - The workers must have a feeling of accomplishment. This relies upon the activity. There must be a product or some likeness thereof in the activity; Growth and limited time openings - There must be development and progression openings in an association to spur the representatives to perform well; Responsibility - The representatives must consider themselves in charge of the work. The directors should give them responsibility for work. They ought to limit control yet hold responsibility and Meaningfulness of the work - The work itself ought to be important, intriguing and trying for the worker to perform and to get spurred.

### **Contingency Theory**

According to Porter (2008) an organization needs to decide what may be relevant and what can be adopted to fit the organization own particular strategic and operational requirements. Boxall (2003) argues that various factors can influence human resource choices which includes the best fit between the organization internal as well as external environment, where knowledge of the human resource professionals need to be considered before making strategic decisions. According to Purcell (2003), economic and technological factors inside and outside the firm which influence management choices in Employee engagement strategy include; choice of sector and competitive strategy, nature of the firm and stage in the industry life cycle, quality of business capital and general economic conditions. The social and political factors inside and outside the firm include; degree of labor scarcity, expectations and power of employees, managerial capabilities, labor laws and general educational levels.

Bingham (2008) argues that there may a tension in balancing external and internal environments as organizations seek to meet their objectives and a need to integrate organizational and employee needs, especially in highly competitive labor markets. The best strategic employee engagement approach in the situation may not be the best approach in other business systems given that institutional forces and structural factors are very different between countries and organizations (Zhu, 2007).

The contingency approach to deal with administration discovers its establishment in the contingency hypothesis of initiative adequacy created by administration analyst Fred Fielder. The hypothesis expresses that administration adequacy, as it identifies with assemble viability, is a part of two elements: errand inspiration, or connection inspiration, and conditions. We measure errand inspiration, or connection inspiration, by the minimum favored collaborator (LPC) scale. The LPC scale solicits the chief to think from the individual they minimum like working with and

afterward rate that individual on an arrangement of inquiries, each including a 8-point scale. For instance, a score of one would be uncooperative, and a score of eight would be agreeable. Defender trusted that individuals with a higher LPC score attempt to keep up amicability in their work connections, while individuals with a lower LPC score are propelled to center around errand achievement.

The hypothesis expresses that errand or relations inspirations are dependent upon whether the supervisor can both control and influence the gathering's situational positivity, or result. As per the hypothesis, you can evaluate situational idealness by three elements which incorporate; pioneer part relations which tend to the chief's impression of his helpful relations with his subordinates, undertaking structure which identifies with whether the structure of the work errand is very organized, subject to standard techniques, and subject to sufficient measures of appraisal. Certain errands are anything but difficult to structure, institutionalize and evaluate, for example, the task of a sequential construction system and position control which inquires as to whether the administrator's level of expert depends on rebuffing or compensating conduct. For instance, does the trough get his power from giving rewards to meeting deals objectives or firing representatives for inability to meet the objectives?

The mix of pioneer part relations, undertaking structure and position control make distinctive circumstances that have been begat octants one through eight. You can separate these eight circumstances into three general classifications: ideal circumstances, middle of the road circumstances and horrible circumstances. As per the hypothesis, every circumstance is dealt with the best by either high or low LPC directors. The hypothesis contends that high LPC administrators are best at impacting representative gathering conduct in middle of the road circumstances, while low LPC supervisors are best in good or ominous circumstances.

### **Resource Based Approach**

This theory contends that the associations ought not to endeavor to accomplish key fit with the outside condition yet mean to boost its assets to make and overwhelm future open doors watchman (2008). This approach expect that the center abilities in the association are exceptional; individuals are seen as a speculation and not a cost, learning information sharing advancement and experimentation are empowered and workers are engaged with basic leadership. As indicated by Porter (2008), the resource-based approach contends for an elite type of fit-in light of the hypothesis that an association's assets are the key wellsprings of upper hand and this implies association ought not to endeavor to accomplish technique fit with the outside condition yet intend to augment its assets to make and command future openings. This approach accepts that the center capabilities in the association are remarkable. Individuals are seen as a speculation and not a cost, that learning, information sharing, advancement and experimentation are energized and that workers are engaged with basic leadership (Bingham 2008).

Armstrong (2008) contends that an asset based way to deal with worker engagement centers around fulfilling the human capital necessities of the association. Purcell (2003) propose that the qualities and worker approaches of an association constitutes a vital non-imitable assets and this is accomplished by guaranteeing that; - the firm has higher quality individuals than its rivals, association learning is empowered, association particular esteems and a culture exist which tie the association together (and) gives it center, and the one of a kind scholarly capital controlled by the business is created and supported. The point of an asset based approach is to enhance asset ability accomplishing key fit amongst assets and openings and acquiring included an incentive from the compelling sending of assets.

The asset based theory has been an essential advance in vital administration, as it has given another perspective to clarify an association's prosperity. As indicated by the attention on assets, an association's prosperity is because of joint assets and capacities which an undertaking claims and which makes it not quite the same as its rivals. Among such assets and abilities, this investigation centers HR and the vital characteristics of information, expertise, know-how, and ability. These assets and capacities may constitute a hotspot for an upper hand and consequently hierarchical execution. Starting here of view, human resource management is changing with the goal that new practices and governmental issues are showing up which may reinforce or take out those huge capacities and information.

## **REVIEW OF EMPIRICAL LITERATURE**

### **Recruitment and Selection**

Armstrong (2008) gives the general point of enlistment as to acquire at least cost the and nature of workers required to fulfill the human asset needs of the organization and includes characterizing prerequisites (planning of set of working responsibilities and determinations) and pulling in applicants through exploring and assessing elective wellsprings of utilization inside and outside the organization. Boxall (2000) gives a competency based way to deal with enlistment that where abilities for a part are conveyed and are utilized as the structure for the determination procedure. He says that a competency way to deal with enlistment as individual based as opposed to work based. Wright (2004) brings up that enlistment and choice are forms worried about recognizing, pulling in and securing appropriate individuals to meet and authoritative human asset needs. Enrollment is worried about recognizing and pulling in reasonable competitors.

Watchman (2008) says that enlistment and determination gives the conductor to staffing and resourcing the association. An undeniably aggressive and globalized business condition, combined with requirement for quality and client benefit has upgraded the significance of enlisting and choosing the perfect individuals. Boxall and Porcell (2000) features that in correlation with the physical unmistakable resources, an association needs to decide its upper hand. Sisson and Story (2000) gives that enrollment and choice technique should frame some

portion of a more extensive resourcing methodology connected to authoritative objectives. Scholes (2002) gives that enrollment and choice is an orderly procedure and that the psychometric way to deal with it is firmly lined up with that or discerning choices settling on where choice are made based on some sort of evaluation about the appropriateness of people who may fill an opportunity.

As indicated by Porter (2008) enrollment and choice is a deliberate procedure which includes the accompanying advances: - HR arranging, work investigation, expected set of responsibilities, application frame, commercial, short posting, choice lastly basic leadership and offers. The strategies for work investigation by Ahmad (2001) incorporates perception of the individual doing the activity, landing position holders to record their exercises in work journals, meeting the activity holders, surveys/agendas basic episodes and repertory framework systems. CIPD (2005) takes note of that the most regular reaction to businesses to enrollment challenges was enlisting individuals who can possibly develop however don't as of now have all that is required.

### **Training and Development**

As per Armstrong (2008) organizations can apply these diverse strategies for preparing and advancement to any number of subjects to guarantee the abilities required for different positions are imparted. Organizations equip preparing and improvement programs towards both particular and general abilities, including specialized preparing, preparing, administrative training, computer training, correspondences preparing, hierarchical advancement, vocation improvement, supervisory improvement, and administration improvement. Rees (2006) portrays preparing as a learning knowledge that enhances work execution. This includes evolving abilities, learning, dispositions or conduct. Therefore it is changing what representatives know how they function, or their mentalities towards their occupations, associates, administrators and the association. Training is more present day arranged and centers around individuals' current occupations upgrading those particular aptitudes and capacities expected to quickly play out their employments. Training needs should be dictated by checking what the objectives of the association are, what assignments must be finished to accomplish its objectives, what practices are important for each activity officeholder to finish his or her masterminded errands lastly what insufficiencies if any do occupants have in the aptitudes, information, or capacities required to show the essential occupation practices. Different signs can caution a chief when preparing might be important like decrease in work execution through creation diminish, bring down quality, more mischances and higher dismissal rates.

Watchman (2008) features that preparation is adapting specifically towards work execution and can change learning, aptitudes and states of mind. Preparing centers upon usage – getting things done to the required measures, change - getting things done to another standard and advancement – doing new things. To succeed, training must be the fitting answer for the issue, have the help of the administration and the individual, meet effectively distinguished needs and be completed in a domain good to learning. Precise way to deal with preparing includes;- analyzing or

distinguishing the preparation needs at the authoritative, group and individual/levels, arranging the preparation to address the issues, executing the preparation design viably and inspecting/surveying the aftereffects of the preparation (Scholes, 2002).

As indicated by Batt (2002), self-guided e-learning can be taken whenever and is in this manner an in the nick of time approach. E-learning can occur at wherever and this disposes of movement needs and expenses. Aptitude procurement and information advancement will happen at wherever and any way, as the learning background is exclusively determined by the member and in this way exceptionally customized. Armstrong (2008) gives the steps in developing an e-learning processes as:- initial analysis of the human resource development strategy, identification of the overall scope for developing e-learning system, development programmes (by developing and defining specification on learning need, how e-learning will meet the need, learning system to be used and how e-learning will blend with other forms of training), implementation of the e-learning and finally evaluation of the performance and the impact of e-learning.

### **Performance Management**

As indicated by Pollard (2001) viable execution administration frameworks have a well - explained process for achieving assessment exercises with characterized parts and timetables for the two directors and representatives and that it is a procedure comprising of five stages as takes after:

Execution arranging: (Occurs toward the start of the execution administration cycle and includes evaluating of the representatives execution desires including both the practices workers are relied upon to show and the outcomes they are required to accomplish amid the up and coming rating cycle), continuous input (amid execution arranging process, both behavioral and results desires ought to have been set. Execution in the two zones ought to be talked about and input gave on a continuous premise all through the rating time frame. Intermittent criticism on everyday achievements and commitments ought to be given.

A two way correspondence ought to be received with joint obligations regarding the two administrators and workers). Representative info (includes requesting that workers give self-evaluations on execution norms which are then contrasted and the administrator's appraisals and after that examined. The strategy most suitable includes soliciting representatives to get ready articulations from their key outcome territories toward the finish of the rating time frame. Execution assessment (capabilities ought to be characterized to reflect distinctive levels of obligation, many-sided quality and trouble that portray representatives work at various levels in the association (Tettly, 2006). A numerical rating on positioning workers is required if execution data is to be utilized for basic leadership) and Performance survey (this is a recap of what has happened all through the rating time frame. Advancement exercises with workers ought to be done at this survey and any execution standard that isn't being met concurred).

As indicated by Narsimha (2000) there are five stages in building up a successful execution framework in associations: Creating and working with an outline group, connecting the framework to key authoritative destinations, attributes and procedure, deciding the execution administration cycle, connecting execution administration and pay conveyance and actualizing the framework. Tettly (2006) noticed that 360 degree criticism has increased wide ubiquity in the corporate world and it empowers hierarchical individuals to get input on their execution from the distinctive staff individuals they serve. This idea enrolls directors, peers, subordinates, providers and clients in giving people criticism on parts of their execution. This strategy has issues identifying with protection and furthermore legitimacy and adequacy of it notwithstanding its wide utilization. As indicated by Almond (2003), there are seven key advances engaged with successfully connecting prizes to accomplishment of authoritative adequacy: choosing motivation behind estimation, settling on sorts of measures, connecting measures to targets, connecting estimation to criticism, connecting estimation to rewards, an agenda for beginning and going for hierarchical accomplishment.

## **RESEARCH METHODOLOGY**

### **Research Design**

Descriptive design was used to conduct this study. This type of study attempts to define and describe a subject by creating a problem profile, events or population by collecting data and tabulating their frequencies or interaction, (Mugenda and Mugenda, 2009). In this method, participants answer questions administered through interviews or questionnaires (Jackson, 2009).

### **Population of Study**

The population for this study comprised all employees at the Ministry of Interior and Coordination of the National Government at the headquarters in Nairobi Kenya. The number of employees for the study was 600 which is the total staff establishment based at the headquarters. This forms the unit of observation.

### **Sample Design**

To achieve a representative data from the population, stratified random sampling technique was used to select the respondents. Employees were stratified into job groups and a sample of 10% was applied which generated 60 respondents. This is in line with Mugenda and Mugenda (2003) who indicated that a sample size of 10-30% of the target population is significantly representative.

### **Data Collection**

The main type of data for this study was primary data. The data collection was done using semi-structured questionnaires which was administered through a 'drop-and-pick' method. This

instrument was used because it elicits prompt responses, it is inexpensive, and there was greater anonymity and reduced biasing error. Data was collected from respondents drawn from all categories; Executives, Senior Management, Supervisory and Union Levels.

### **Data Analysis and Presentation**

Descriptive statistics, such as frequencies, mean scores, standard deviations and percentages was used for data analysis. Pearson's product moment correlation analysis was used to establish the relationship between human resource management strategies and employee performance. Data was presented in form of tables and graphs. The tabulated data was analyzed using descriptive, correlation and regression statistics in with the aid of Statistical Package for Social Sciences (SPSS 21.0). Multiple regression statistics was used to establish the relationship between human resource management strategies and employee performance based on the regression model shown here below

$$Y = \beta_0 + \beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta_4X_4 + e$$

Where: Y= Employee performance; X1= Human resource planning; X2= Recruitment and selection; X3= Performance management; X4= Training and development;  $\beta_0\beta_1 \beta_2 \beta_3 \beta_4$  is the coefficient of the variables; e is the error term

## **RESEARCH RESULTS**

### **Influence of Human Resource Planning on Employee Performance at the Ministry of Interior and Coordination of National Government**

The findings indicated that the respondents were in almost absolute agreement that keeping (retaining) employees enables on organization to be successful. It was also concurred that the Ministry is facing noticeable challenges of attracting and retaining qualified personnel. The foregoing concurred with Mathenge's (2011) study findings that most organizations in Kenya are currently facing conspicuous challenges of attracting and retaining qualified personnel. The ministry creates opportunities for career advancement and has strategies for attracting competent personnel to a lesser extent. They further indicated that their compensations were not attractive. It was established that the relationship between employee attraction and retention and employee performance is positive and moderately strong. Therefore proper planning at the ministry needs to be done to ensure attraction, retention and hence performance.

### **Performance Management and performance of Employees at the Ministry of Interior and Coordination of National Government**

Performance appraisal practices in the ministry are evident. Precisely, the ministry conducts individual assessment and evaluation and is oriented on performance appraisal procedures. All managers participate in the appraisal process and it is a requirement for all staff to be subjected to

the appraisal system. In essence, performance evaluation is what guides promotion. Staffs are promoted to higher positions based on performance and needs analysis. Increase in pay is also based on appraisal results. In light of the aforementioned, the ministry has made it mandatory to carry out regular performance appraisal.

### **Recruitment and Selection and employee performance at the Ministry of Interior and Coordination of National government**

To determine the influence of recruitment and selection practices on employee performance in the ministry, it was revealed that it advertises for vacancies online. While advertising for vacancies, they ensure that there is employment equity. Applicants for the job undergo structured interviews, where the applicants 'curriculum vitae, references and qualifications are checked thoroughly. Once identified, suitable candidates are informed about the qualifications required to perform the job before being hired and then taken through a medical test. In addition to the selection process, the ministry has made sure that irregularities regarding the selection of candidates can be freely reported without fear of victimization.

### **Training and Development and Employee Performance at the Ministry of Interior and Coordination of national Government**

The study realized that employee training exists in the Ministry. Employees confirmed that they get the training they need to do their job well although not on regular basis. In addition, they get training from the ministry for their next promotion. The ministry has provisions of facilitating her employees to acquire higher qualifications although few. However, the training programmes are practical and are tailored to address the challenges at work. Therefore, training has enabled employees to fulfill their needs and if enhanced can foster their performance.

## **REGRESSION ANALYSIS**

The researcher conducted multiple regression analysis to establish the influence human resource management practices on the performance of employees in the Ministry of Interior and Coordination of National Government in Kenya. The findings are indicated in subsequent sections;

**Table 1: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.932	0.921	0.718	0.395

The table 1 indicates the model summary. From the findings, R was 0.932, R square was 0.921 and adjusted R squared was 0.718. An R square of 0.921 implies that 92.1% of changes in performance of employees in the Ministry of interior is explained by the independent variables of

the study. There are however other factors that influence performance of employees in the Ministry that are not included in the model which account for 7.9%. An R of 0.932 on the other hand signifies strong positive correlation between the variables of the study.

**Table 2: ANOVA**

<b>Model</b>	<b>SS</b>	<b>df</b>	<b>MS</b>	<b>F</b>	<b>Significance</b>
Regression	438.04	5	470.4	576.015	0.0812
Residual	251.40	331	0.950		
Total	689.44	336			

From the ANOVA table 2, the value of F calculated is 576.015 while F critical is 479.465. Since the value of F calculated is greater than F critical, the overall regression model was significant and therefore a reliable indicator of the study findings. In terms of p values, the study indicated 0.000 which is less than 0.05 and therefore statistically significant.

Table 3: Regression Coefficients

<b>Model</b>	<b>Unstandardized coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig</b>
	<b>B</b>	<b>Std Error</b>	<b>Beta</b>		
Constant	11.28	0.574		8.012	0.000
Human Resource Planning	0.955	0.022	0.811	14.15	0.00
Recruitment and selection	0.876	0.033	0.120	11.04	0.000
Performance Management	0.745	0.029	0.127	1.15	0.000
Training and Development	0.860	0.031	0.384	4.42	0.000

The resultant regression equation becomes;

$$Y = 11.28 + 0.955X_1 + 0.876X_2 + 0.745X_3 + 0.860X_4$$

Where: Y is the performance of employees in the Ministry of Interior and Coordination of National Government functions in Kenya;  $\beta_0$ ,  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  are the regression coefficients and  $X_1$ ,  $X_2$ ,  $X_3$  and  $X_4$  represent human resource planning, recruitment and selection, performance management and training and development respectively.

This implies that when all the variables of the study are held constant, performance of employees in the ministry will be at the intercept which is 11.28. The Table 3 shows a positive relationship between human resource planning and employee performance which has a calculated P-value of  $0.000 < 0.005$ . These findings are supported by different past researches done in this area. Huselid (2013) argues that high commitment and or high involvement human resource management practices have a positive impact on firm performance (Huselid, 2013).

The Table 3 shows that there is a positive relationship between recruitment and selection and employee performance which has a calculated P-value of  $0.000 < 0.005$ . The recruitment and selection provides the conduit for staffing and resourcing the organization which influence the employee performance. This result coincides with Sisson and Storey (2000) note that recruitment and selection strategy including job satisfaction enhances wider resourcing strategy linked to organizational goal hence good employee performance.

Moreover, the findings in Table 3 revealed that performance management has a calculated P-value of  $0.000 < 0.05$ , hence significant. This indicates that there is positive correlation between performance management and employee performance. The study findings coincide with Tettly (2006) noted that effective performance management having been articulated through defined roles and timelines for both managers and employees positively influence employee performance.

Table 3 shows that training and development has statistical value of 0.860 and calculated P-value of  $0.000 < 0.05$ , hence it is significant. This indicates that there is positive correlation between training and development and employee performance. The result concur with Rees (2006) noted that training and development as a learning experience that improves job performance through changing skills, knowledge, attitudes or behavior.

Results reveal a positive relationship between the overall human resource management strategies and the employees' performance in the Ministry of Interior and Coordination of National government in Kenya. These human resource management strategies include; human resource planning, recruitment and selection, performance management and training and development. These results are supported by Purcell and Kinnie (2007) findings revealed that human resource management strategies influence employee performance by creating a workforce that is skilled and has the right attitudes and behavior as a result of well implemented staff welfare issues.

## **CONCLUSIONS**

The study revealed a significant relationship between Human Resource Management (HRM) practices (human resource planning, recruitment and selection, performance management and training and development) and employee's performance. The study revealed that employee's performance can be increased by giving employees an opportunity to make effective decisions. Training and employee involvement play a positive role in increasing employee's performance (Munjuri, 2011). The research conducted by Singh (2004) indicates a positive relationship between HRM Practices and employee's performance (Qureshi et al., 2006). The study showed human resource (HRM) practices and activities have a significant impact on the employee's performance (Tabiu and Nura, 2013). It is concluded that HRM practices can enhance the employee's level of performance which influence the perception of employees about performance (Khalid, et al., 2014).

## **RECOMMENDATIONS**

It is clear from the findings that Human Resource Management (HRM) practices have a positive role in increasing the employee's performance, so the organizations should implement these practices to achieve the desired goals. The organizations should utilize a variety of reward and recognition programs to drive behavior that promotes high performance. Organization conducts extensive training program for its employees relevant to the changing needs of jobs and business. Job performance should be considered an important factor to determine the compensation of employee's performance. Management should value the contribution and ideas shared by employees and empower employees to maximize their individual talent in order to make effective decisions. Human Resource Management practices play a crucial role in increasing employee performance so the organizations should revise their HR policies by keeping in view the above factors in order to attain the targeted goals.

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