

**INFLUENCE OF HUMAN CAPITAL MANAGEMENT PRACTICES ON  
THE PERFORMANCE OF PRISONS IN KENYA.**

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**A Thesis Submitted to the School of Business and Economics in Partial  
Fulfillment for the conferment of the Degree of Masters in Business  
Administration of Kenya Methodist University**

**JULY, 2023**

## **DECLARATION AND RECOMMENDATION**

### **Declaration**

I certify that the work submitted in support of this degree is my original work and has not been submitted to any other institution for credit toward another degree.

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## **DEDICATION**

To my mother Harriet, My Spouse Kinoti for their love and moral support. To my daughters Favour and precious

## **ACKNOWLEDGEMENT**

This thesis would not have been feasible without the support of numerous specialists and I should desire to convey my appreciation to everybody for their real and committed efforts, advice, moral and pecuniary backing, which resulted in the thesis flawless fulfillment. To my supervisors, Prof. Kenneth Mugambi and Mr. Abel Moguche, my advisors, Dr. Nancy and Dr. Muchiri deserve special gratitude for their tremendous efforts in ensuring that this thesis met all of the prerequisites. I'd like to express my gratitude to Kenya Methodist fraternity for a deserving environment and to my friends Dr. Maina , Dr. John Karanja and Charles Mutembei for their services. Above all, I praise God for assisting me in completing this monumental task

## **ABSTRACT**

Finding, hiring, engaging, developing, and attracting the best people to help a business achieve its objectives and ambitions is the purview of human capital management. The purpose of the survey is to assess the effect of human resource management policy on the performance of the disciplined services. The study's particular goals were to determine the flexible's effects working arrangement, training, reward programs and occupational health on performance of prisons. The study was anchored on happiness and success theory, commitment-trust theory, principle agent theory and the border theory. The study used a descriptive survey approach, and the population was made up of 104 Kenyan prison administrators. The study adopt census for the cluster was convenient for the method where the researcher intended to collect data from all the unit of analysis who were the OIC of the correctional facilities. Self-administered questionnaires with Likert-scale items were used to obtain primary data for the research. Construct validity was utilized to analyze the questionnaire's dependability, test-retest and Cronbach's alpha were used to evaluate the instrument's reliability, and content validity was evaluated via supervisor evaluations of the questions. Data was checked to make sure it didn't go against the expectations of the regression. The study's findings showed that training, flexible working hours, and occupational health all had a statistically significant impact on employee performance ( $p < 0.05$ ,  $p < 0.05$ , and  $p < 0.05$ , respectively). The Kenya prison's performance was unaffected by the incentive scheme statistically ( $p > 0.05$ ). The data was analyzed using both descriptive and inferential statistics. Results were analyzed using a multiple linear regression model to test hypotheses and draw conclusions. Analyzed data was presented by use of frequency tables. Prison performance in Kenya was shown to be significantly affected by factors like workplace flexibility, training, and emphasis on occupational health. It turns out the points you earn don't mean anything. Based on the findings of the study, jail administration is urged to advocate for higher pay for all performance members. Kenya's prison system has to invest more in its staff's education so that it may reap the advantages of having knowledgeable and skilled guards. The administration of Kenya's prisons should also continue providing inmates with the safety measures they need. With this in place, they can rest certain that their staff is protected at all times while serving the public.

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## **ABBREVIATIONS AND ACRONYMS**

<b>ANCOVA</b>	Analysis of Covariance
<b>GDP</b>	Gross Domestic Product
<b>GoK</b>	Government of Kenya
<b>HR</b>	Human resource management
<b>IPOA</b>	The Independent Policy Oversight Authority
<b>KNCHR</b>	Kenya National Commission of Human Rights
<b>SHRM</b>	Strategic human resource management
<b>UK</b>	United Kingdom.
<b>USA</b>	United States of America

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background Information**

A corporate theory known as human capital management (HCM) places a strong emphasis on employee development while also considering people as a measurable asset whose future worth may be raised via investment (Griffin & Moorhead, 2014). Employees are seen as resources that may have explicit performance objectives established for them, against which they can be evaluated, and who can be rewarded depending on their development over time. With increased globalization and the employment market's saturation as a result of the current global economic slump, human capital management is receiving more attention on a worldwide scale. Human capital management (HCM) is an umbrella term for several approaches to HR management. These methods, which may be broken down into workforce optimization, workforce management, and workforce acquisition, are based on the need of the company to provide certain services.

Using metrics to lead a management style that values employees as assets and places a premium on developing those employees to their full potential via initiatives like employee engagement, talent management, and training and development is what sets HCM apart (Gross, 2015). Human resource management entails equipping workers with the resources and instruction they need to meet performance targets, as well as establishing checkpoints along the way to evaluate and adjust strategies.

Organizational success and employee output in Sweden's public sector are strongly influenced by HRM practices (Bagul, 2014). On the other side, there is a growing body of evidence in favor of human capital management strategies that address issues like employee performance commitment and incentives and recognition, as well as workers' welfare management, flexible working arrangements, and training. Employee retention and output, as well as engagement and the absence of antisocial tendencies, may all benefit from these methods (Bagul, 2014).

France, Pakistan, South Korea, Malaysia, and India are just few of the nations whose governments have seen success with human capital management (Wheeler, 2008). Although they have less resources as before, the disciplined services are increasing their focus on global problems. Implementing successful cultural capital development strategies is the only way for multinational corporations to maintain uniform quality standards across a wide range of national markets and business spheres. As a result of their hard work, they are now enjoying the fruits of their labor in the form of higher output, higher returns on investment, and longer-lasting prosperity. This demonstrates how effective methods may be copied and utilized in other contexts to boost output. How well an individual, system, or organization performs in terms of converting raw materials into a usable product is measured by its performance (Onjure, 2019).

According to Budhwar and Debrah (2013), one of the most difficult challenges in the United States of America is the retention of valuable personnel. Managers and other high-up authorities always face the issue of maintaining staff in the face of a rising turnover rate. There is a lot of data to imply that managers all across the world are worried about

losing qualified workers. In a similar vein, there are significant obstacles to overcome in Germany when it comes to retaining personnel, which is becoming an increasingly essential component of the process of building organizational competencies to guarantee continued competitiveness (Sheehan et al., 2012).

The infrastructure, compensation support, support, pay packages, leadership styles, and cultures that exist inside an organization are fundamentally associated with these difficulties, among other factors. These kinds of difficulties are made more difficult by the fact that workers often switch occupations in search of higher financial incentives and improved working circumstances. In addition, personnel with high levels of expertise are often poached by huge multinational companies since these companies are in a position to offer them more compensation in addition to other perks (Zheng & Lamond, 2010).

(HRM) stands for "human resource management," and one of the most essential components of HRM is "training and development" (Vlachos, 2009). According to research conducted by Akong'o Dimba (2010) there seems to be a considerable influence that training and development has on the performance of organizations. Niazi (2011) said that training and development might have an effect on the performance of an organization due to the fact that the skills, knowledge, and capabilities of workers could be improved and kept current. According to Jackson (2018), the sort of strategy that an organization uses will have an effect on the results it achieves.

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Nigeria is one of the African nations that suffers from the problem of having an abundance of labor but a scarcity of ability. It had become difficult to recruit, develop, deploy, and retain the greatest people in the organization. As a result of this, Ige (2017) suggested that the demand for efficient management has been driven by the need for top-level performance. One may say that human resource management in Nigeria is "still in its infancy," and a great deal of academic study is still needed in this sector (Fajana et al., 2011). One of the issues that are faced by HRM practices in Nigeria is the lack of indigenous and complete HRM models. As a result, the bulk of the concepts and practices that are evident in workplaces in Nigeria are all taken from other nations.

An analysis of the impact of performance assessment on both employers and workers (Singh et al., 2011). Because of the importance of the data it gives in determining personnel matters like promotion and merit raises, performance assessment has been hailed as the most important and indispensable tool for every business. In addition to providing a foundation for evaluating the efficacy of personnel sub-divisions including



recruitment, selection, training, and remuneration, performance metrics also connect information collection and decision making processes. From the states in northern India, a random sample of 100 has been selected. Primary data were gathered by having research participants fill out questionnaires. The data was analyzed using a variety of statistical methods, including the chi-square test, a regression, a correlation, and a descriptive statistic. Results indicate that performance reviews have an impact on both the company and the employee.

It's common knowledge that the way a company pays its workers may have a significant impact on their productivity, happiness, and willingness to stay put in their jobs (Lawler, 2010). Students of organizations would do well to focus their study efforts on determining the factors in the workplace that have the potential to negatively impact the mental health of workers. As a theoretical starting point, we hypothesized that different types of compensation schemes would have varying effects on workers' psychological anguish. We postulated that a more performance-based pay structure would have a greater negative effect on workers' mental health. In the specific person. We also expected that the degree to which people found or had it really judged as being a humdrum work was a mediating factor in these relationships. Historically, compensation structures have been the most extensively altered organizational incentive in workplaces. They've been tinkered with mostly with the goal of inspiring workers to improve their productivity. In this regard, performance-based compensation schemes like piece-rate incentive programs have been used (Lawler, 2010).

Several members of the company's upper management were also interviewed in-person. The findings suggested that GPHA staff were not well informed about available training and development opportunities. The vast majority of workers believed that learning and development opportunities contributed significantly to their own and the company's performance.

Kenya as a nation understands that a contemporary public service that is focused on performance is essential for the country's economic and social development. Since 2004, several proactive steps have been taken to improve service delivery. Included in this category are the adoption of cutting-edge methods of company management, the provision of exemplary leadership, and the propagation of an organizational culture that encourages and rewards ethical decision-making and responsible community participation. The end goal is to change the way people think and act at work so that the public sector becomes more responsive to the needs of its constituents and more effective at its job.

The idea of a company's performance is crucial. Why do certain businesses flourish while others fail? was analyzed by (Ongori et al., 2013). Kenya's economic growth depends on the success of the country's parastatals. Njuguna (2008) said that measuring performance is useful for keeping tabs on progress, zeroing in on problem areas, boosting morale and productivity, facilitating open lines of communication, and increasing responsibility for results. Managers in parastatal organizations, like those in other organizations, may utilize performance data to modify strategies and methods. According to Fwaya (2006), performance is the formula used to evaluate how well a company is operating in terms of

metrics like output, employee satisfaction, and efficiency. Since most strategic thinking revolves on defining and measuring performance, it stands to reason that performance management and improvement are fundamental to strategic management (Nzuve & Nyaega, 2013).

The three perspectives on organizational performance that Odhiambo (2009) highlighted are the objective, systems resource, and process viewpoint. According to proponents of the goal method, businesses should strive to achieve specific objectives. When using this method, performance is defined in terms of how well certain objectives are met. The second tactic, the systems resource approach, defines success in terms of how an organization interacts with its surroundings. In this framework, success is measured by how well an organization protects the scarce and precious resources in its surroundings. Third, there's the process viewpoint, which measures productivity according to how employees accomplish their jobs (Waiganjo & Kahiri, 2012).

Human resource management techniques may boost output by training workers to do their jobs better, encouraging them to feel good about themselves and their contributions, and giving them more responsibility so they can put their newfound expertise to use (Liouville & Bayad, 1998). Financial (profits), market share, efficiency, dependability, and adaptability are only few examples of performance metrics (Kiragu, 2005). The purpose of a well-thought-out human resource strategy is to facilitate the accomplishment of the business's goals via the effective management of its personnel. When people take part, transactions go from being just commercial to being really social. Liouville and Bayad, (1998) found that active participation from workers improved business results.

Financial, customer, internal processes, and innovativeness are the four facets of performance that Kiragu (2005) emphasizes. The financial viewpoint emphasizes profit margin, asset turnover, leverage, cash flow, and working capital as the primary financial drivers of improving performance. The ratios of return on assets and return on sales were employed as the primary measures of profitability in this analysis. For this analysis, customer-centric metrics included perception of the brand, customer loyalty, customer profitability, and customer happiness.

To evaluate the effectiveness of parastatals, this research analyzed several metrics of employee and consumer satisfaction. Comparatively, a company's innovativeness refers to how well it can respond to new challenges, while the effectiveness of its internal processes is tied to the smooth operation of all of its systems. Financial, strategic, and operational elements are all brought together in human resource management to evaluate the extent to which an organization is able to achieve its goals. Human Resource Management (HRM) practices have a good effect on an organization's performance since they have a substantial influence on organizational skills, which is a huge boon for further improving innovativeness (Waiganjo & Kahiri, 2012).

Foster et al. (2000) argues that SHRM practices are linked to performance maximization in businesses. Organizations are always on the lookout for innovative ways to increase their productivity in order to remain competitive and responsive to societal demands; human resource management (HRM) is one of the most promising avenues because of its ability to shape the future of any business (Kelliher & Perrett, 2001). Today's businesses

realize that HRM is crucial to their continued success, and that without it, their operations would inevitably stall.

France, Pakistan, South Korea, Malaysia, and India are just few of the nations whose governments have seen success with human capital management (Wheeler, 2008). Although they have less resources as before, the disciplined services are increasing their focus on global problems. Implementing successful cultural capital development strategies is the only way for multinational corporations to maintain uniform quality standards across a wide range of national markets and business spheres. As a result of their hard work, they are now enjoying the fruits of their labor in the form of higher output, higher returns on investment, and longer-lasting prosperity. This demonstrates how effective methods may be copied and utilized in other contexts to boost output. How well an individual, system, or organization performs in terms of converting raw materials into a usable product is measured by its performance (Onjure, 2019).

Researchers have paid less attention to the HCM practices of the Kenyan prison service. Empirical research in strategic human resource management has, like most of the academic literature before it, focused primarily on big private companies. While policymakers, lawmakers, practitioners, and scholars have focused heavily on the private sector in recent years, little study has been conducted on Human Capital management techniques inside the discipline forces. Given the significance of disciplined service to public service and the development of jobs, this is shocking. When the scope of the jail industry is taken into account, it becomes clear that the sector has been under-represented in studies on HCM practices. This, together with the indisputable significance of the

correctional system to Kenya's economy, highlights the need for better knowledge of human resource management inside correctional facilities there.

The success or failure of an organization depends heavily on its performance. The term "organizational performance" is used to describe how well an organization executes its plan and meets its objectives. It has to do with the results of a business model in terms of efficiency, productivity, and outcomes (Sanjay et al., 2016). It's very necessary for the success of any company or organization. Nevertheless, numerous factors, such as the company's general regulations, training, reward system, working culture, and the relationship between the boss and the workers, influence how employees view the company's success. Human capital is now more important than ever to the survival and expansion of any business. They are the most expensive assets a business can have because of the power they have to make or break it (Hussain et al., 2018). As a result, companies all over the globe have started paying more attention to human resource management techniques.

Management of a company's most precious asset its employees is called human capital management. In this approach, companies may invest in their employees to better achieve their goals (Rasool et al., 2019). Workers are considered as an asset who should be motivated to do their best job because of the growing worth of human capital. Human capital is significant because of its role in making other inputs more productive. Human capital management strategies are being introduced as a part of a wider trend to increase the efficiency and effectiveness of government services while cutting costs (Jorgenson & Givens, 2014).

Human capital management has been used in many ways by organizations like jails across the globe. Business performance in the West is measured by how well an organization meets its strategic goals in terms of time, efficiency, and money. It emphasizes worker output above the procedures involved in making products or providing services and other crucial features of a company (Nabangala & Amuhaya, 2020). Personnel capacity development is a holistic and systematic strategy for increasing the efficiency of both people and teams within an organization.

When new goods and outmoded organizational platforms, organizational foundations, and corporate concepts are properly adapted, performance growth may exceed the rate of input change. As a result, productivity (the ratio of output to input) rises. Increasing money is a possible plus, and it may be achieved by recycling existing solutions. Productivity increases in direct proportion to inputs if imitation is used rather than invention (Jorgenson & Givens, 2014).

Since there is a favorable link between disciplined services' usage of human capital management strategies and the success of their firms, this strategy is popular in Kenya (Odhong, 2018). However, Kiboi (2011) found the same thing after looking at the development of people capacity practice in state-owned enterprises. Improvements in corporate performance may be attributable to human capital management theory and practice (Korir & Kipkebut, 2016). Because of this, there are variations in the ways in which distinct government departments respond to changing conditions. The main cause of this was that private companies and nonprofits often had conflicting goals and missions. Due to political intervention, more inspection, and erratic performance

standards, public companies have less freedom and autonomy than private ones. Many people have complained about the lack of compassion in public sector service delivery since the 1990s (Singh et al., 2010).

### **1.1.1 Prisons in Kenya**

In order to tackle growing crime rates both domestically and internationally, the government has built prison systems that are capable of bringing about beneficial social change and reforming existing jails. In the nineteenth century, British colonialists introduced the practice of punishing criminals by locking them up as a form of punishment in Kenya. In Kenya, the Ministry of the Interior and the National Coordination of Government are responsible for the administration of the country's prisons, which may be found in each of the 47 counties (Muteti, 2018). The government employs them as a rehabilitation tool in an effort to reduce crime and prevent the 13% rise in crime that occurred in 2018 (National Police Service, 2018) as well as the 47% rise in recidivism, which is the highest in east Africa in comparison to Rwanda (36%), Tanzania (24%), and Uganda (32%) (Atieno et al., 2020). The prison population in Kenya is 42,596 persons, which is 90 percent greater than the declared capacity. There are a total of 98 prisons in Kenya, 95 of which hold adult offenders and 3 of which are primarily for juvenile inmates. The majority of an inmate's rehabilitation in a prison setting is accomplished by members of the correctional staff. In spite of this, prisons have been criticized for the effectiveness of their work in bringing about social change. This is due to the fact that inmates are treated like objects and are given no say in the process of their rehabilitation. Because of the terrible circumstances that convicts are subjected to in



Kenyan prisons, both the incidence of crime and the rate of recidivism have increased. These conditions have instead functioned as a training ground for criminal abilities (Muteti, 2018). The use of methods for the management of human capital inside penal institutions is one argument that may help to explain this phenomenon. Prison guards, who represent the case's human capital, report poor levels of work satisfaction as a result of the cruel treatment of inmates. Additionally, it's possible that the jails don't do as well because there isn't enough staff, there isn't enough training, and there aren't enough or fair ways to reward and acknowledge those that put in a lot of effort (Atieno et al., 2020). In light of this, study on the effect that human capital development initiatives have had on Kenya's prisons is required.

## **1.2 Statement of the Problem**

The effective treatment of inmates should be the primary focus of Kenya's correctional system. The recidivism rate, on the other hand, is still rather high at 47%; hence, this aim has not been achieved (Atieno et al., 2020). It is paradoxical to spend tax money on the construction of a jail that will not serve the public in the best possible way. It has not been changed despite the fact that Kenya's prison system has been modernized (Muteti, 2018). Because of this, many people now question whether or not the correctional services that are offered to convicts are really effective. They often get the opportunity to acquire new skills, receive psychological and spiritual therapy, and receive education in better ways to live their lives. Sometimes they even have the chance to gain new talents. On the other hand, inmates from the same jails who participate in these programs do not change and are likely to commit other crimes when they are released from prison. It's possible that

the difficult working circumstances that prison guards are forced to endure are to account for the occasionally callous way in which they handle the convicts they are responsible for (Kenya National Commission of Human Rights [KNHCR], 2019). It's possible that this may slow down our efforts to reach our long-term goal of creating fair and efficient legal systems worldwide (Sanjay et al., 2016). It would lead to an increase in both unemployment and economic activity since it will discourage foreign and domestic investment, both of which are the primary sources of employment for a significant section of Kenya's population.

However, the level of performance management has not grown in proportion to the number of employment constraints imposed on officers of the disciplinary services, and there is very little room for experimentation or the development of new ideas. According to the [Kenya Prisons Service's annual report, 2018], attempts to enhance prison performance via performance management have not been successful. This was one of the key takeaways from the study. According to study conducted in 2018 by the IPOA, the levels of originality shown by workers in the disciplined services have decreased by 7.8 percentage points in the three years after the implementation of performance management. Treats from adversaries have been a problem for this sector, and a lack of innovation among those who are tasked with keeping the nation safe has been called a "poor attitude by management" in certain cases, such as the Baragoi instance, when a number of security officers lost their lives due to the lack of innovation in this sector The Independent Policy Oversight Authority [IPOA]. This is where the focus on human factors truly shines as the research assesses the influence that investment planning has on the

financial performance of Kenya's prisons. This is where the emphasis on human factors really shines.

### **1.3 General Objective**

The goal of this study is to analyze how the efficiency of Kenyan prisons is affected by human capital management strategies.

#### **1.3.1 Specific Objectives**

- i. To establish the effect of flexible working arrangement on performance of prisons in Kenya.
- ii. To determine how jail training affects performance of prisons in Kenya.
- iii. Analyze the effects of reward system on performance of prisons in Kenya
- iv. To determine the effect of occupational health on performance of the prisons in Kenya.

### **1.4 Research Hypothesis**

- i. **H<sub>01</sub>**: There is no significant relationship between flexible working arrangements and performance of prisons in Kenya.
- ii. **H<sub>02</sub>**: There is no significant relationship between training and performance of prisons in Kenya.
- iii. **H<sub>03</sub>**: There is no significant relationship between reward system and performance of prisons in Kenya.
- iv. **H<sub>04</sub>**: There is no significant relationship between occupational health and performance of prisons in Kenya.

### **1.5 justification of the Study.**

The performance monitoring and productivity of security officers in Kenya was evaluated in this study. The investigator will next offer suggestions for performance management centered on this knowledge. To enhance their service provision and real organizational effectiveness, prisons and other regimented institutions would investigate the origins of their poor service provision behavior and, as a result, examine their service assessment and staff productivity evaluation standards. The investigator argues that other firms are dealing with identical issues and that this work will assist them in enhancing their organizational efficiency using productivity planning.

### **1.6 Limitations of the Study**

This performance set out to determine how well Kenya's prisons are doing as a result of human capital management strategies. Respondents' reluctance to fully participate in the research and provide accurate information on the questionnaire was a major stumbling block. The researcher met with every possible responders to explain the study's scope and its value to the institution, which helped lessen attempts of lack of commitment from the participants.

Respondents were hesitant to provide information because they feared for their safety and worried that the data obtained may be used against them or their organization. Some of those contacted declined the opportunity to take out the survey. A letter of introduction from Kenya Methodist University was used to reassure participants that their answers would be kept secret and used for academic purposes exclusively.

Another problem is that none of the other parts of the police force were included in this study, which was performed entirely inside the jail. This precludes extrapolating the findings to other fields. To address this, it was suggested investigating a cross-section of different types of law enforcement.

### **1.7 Delimitation of the study**

Only Kenyan prisons were included in the study since their human resource policies and procedures may vary from those of the Kenyan police. Several other research on human capital management provided the theoretical groundwork for this one's application of the resource-based paradigm.

### **1.8 Significance of the study**

Many people benefited greatly from this study's findings. There are several of them, such as;

#### **1.8.1 Government**

This research will help the government assess the impact of human capital management on organizational performance, notably in the police service, by disseminating best practices in this area to other agencies. If other government agencies have not yet adopted human resource capital management, the study's results might provide them with fresh avenues for improving their performance. Research attempts to provide light on how HRCM methods might boost business performance.

### **1.8.2 Kenya prison management**

The findings of the research may help the administration prepare for the creation of more productive methods of managing human resources, which in turn will boost the performance of the institution as a whole. Researchers and academics may benefit from this study's results by gaining additional insight into the ways in which HRM tactics affect performance outcomes. Many HRM papers explain the implementation of HRM strategies primarily in the theoretical framework of western developed nations, despite the fact that HRM theories were established with the assistance of western enterprises (Grant, 2018).

### **1.8.3 Policy Makers**

This research will help the police service commission's policymakers make better decisions and use novel approaches to policy implementation.

### **1.8.4 Academicians and Researchers**

Human resource management scholars may benefit from evaluating and rethinking past studies' methods for answering comparable research issues in the performance.

## **1.9 Scope of the Study**

In this study, we focused on how changes in human capital management strategies affected the performance and effectiveness of Kenya's prisons. Specifically, the study will focus on flexible working arrangements, training, reward system and occupational health. There might be further practices that affect the performance of prison, but the study did not offer much consideration. The study was conducted in prisons in Kenya. The analysis unit was all prisons within Kenya who are under the Ministry of Interior and Coordination

of National Government. The officers in control of prison stations was the population for the purpose of research.

The geographical scope was all the prisons in Kenya i.e. prisons in all the 8 regions of the country. Kenya was selected due to the high rate of recidivism compared to other East Africa Community member states. As a result, the country serves as a well-planned analysis region. A descriptive analytical paradigm was implemented in order to retrieve a better comprehension of the impacts of human capital techniques of managing on performance of Kenya's prisons.

#### **1.10 Assumptions of the study**

Research participants' answers were assumed to be truthful and dependable so that results could be extrapolated. The researcher also made the presumption that the method used to gather data yielded the expected outcomes and that the chosen methodology was suitable. It was also considered that the human capital management techniques advocated by the theories used in this research were representative of the field as a whole. Last but not least, the study assumed that the results apply across the board in the Kenyan police service commission.

#### **1.11 Operational Definition of Terms**

**Training:** Training is the process through which one becomes proficient in the information, skills, and abilities necessary to do a job (Agarwal et al., 2010).

**Human Capital:** What sets a company apart from others is its people and the sum of their IQ, education, experience, aptitude, health, and expertise. What make individuals unique are the qualities they already possess (Joshi, 2019).

**Organization Performance:** Profitability, expansion, and staff turnover are some of measures of performance (Bohlander et al., 2007).

**Flexible employment arrangement:** This approach to getting things done allows for flexible scheduling. It may also include things like job sharing and working from home. (Holly & Mohnen, 2012).

**Reward system:** anything which an organization offers its workers in return for their labor, whether monetarily, in kind, or in the form of psychological benefits (Sittenthaler & Mohnen, 2020).

**Occupational health:** it is work programe design to ensure that employees feel good at work. Not just physically, but in the sense of wellbeing, too. It helps to manage risks for employees, which also offsets risks for employers when it comes to lost productivity. Essentially, everyone feels well, and everyone benefits (Gopang et al., 2017).



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section will go through some linked concepts and studies by unique researchers. The theoretical literature review, background of the study, hypotheses development, and summary report process and inquiry deficit will all be part of this.

#### **2.2 Theoretical Review**

To provide the groundwork for our research, we have explored the pertinent hypotheses in this section.

##### **2.2.1 Border Theory**

Clark (2000) introduced the boundary theory as a novel approach to achieving work-family harmony. According to this hypothesis, people constantly move between their professional and personal lives. Each of a person's responsibilities occurs inside a particular sphere of existence, and these spheres are divided from one another by barriers that may be geographical, temporal, or mental. The idea investigates the problem of transitioning between different spheres of one's life, most notably the domestic and professional spheres. Attaining work-life balance requires constant juggling between personal and professional obligations. The core tenet of border theory is that combining professional and domestic responsibilities makes it easier to move between the two spheres (Karassvidou & Glaveli, 2014).

The idea also claims that the degree of integration, the smoothness of transitions, and the intensity of conflicts between people's professional and private lives are all influenced by the degree to which their personal and professional lives are intertwined. Work-life balance is improved when there is a smooth transition between the office and the home. When there is less separation between business and personal life, transition is smoother. However, this also increases the likelihood of friction between the two. In contrast, when these spheres are separated, transition is more challenging, but work-family friction is less (Austin-Egole et al., 2020).

Despite the rise of two-income households over the last several decades, many modern families still struggle to balance the needs of their children and their careers. Research (Oleribe et al., 2019) in support of this idea finds that when caring employment is separated from the family, it exacerbates issues including excessive hours, gender division, and social ignorance. Focusing on this theory's desired outcome—work-family balance—means prioritizing the needs of both one's career and one's family (Clark, 2000). Clark (2000) argues that having workplace regulations that allow for some degree of employee autonomy is crucial to achieving work-life balance. Clark first coined the term "family friendly" to differentiate between practices associated with temporal flexibility—wherein employees have some say over when they clock in and out—and operational flexibility—wherein employees have some say over the nature of their work, are supported by their superiors, and are afforded some leeway in the event of a family emergency or illness. Some academics have voiced worry about women being "double burnt" as the line between work and family life becomes more porous. This notion is

based on the idea of the border (Austin-Egole et al., 2020). Based on previous research and theory (Elnaga & Imran, 2013) this investigation confirms that prisons in Kenya benefit from more adaptable performance arrangements.

### **2.2.2 Human Capital Theory**

Human Capital theory was first given by Schultz (1961) and then expanded upon in great detail by Becker (1985). The approach places an emphasis on the value that individuals provide to a company. It recognizes people as valuable resources and stresses the need of companies making investments in their workforce. It also implies that a company's performance will be sustained if it has a unique set of employees that can't be replicated. This idea positions employees in the role of strategic resource managers who direct company efforts toward achieving organizational objectives (Chi et al., 2008). Human capital theory views work as something that can be bought and sold like any other product. An important theme in this theory is the way in which labor is used as a commodity by capital. Human capital, however, refers to an individual's acquired knowledge, experience, and skills rather than their physical work.

Human capital theory emerged as researchers saw that increases in physical capital were having a negligible impact on overall business growth (Tan, 2014). The core tenet of human capital theory is that investing in an organization's people yields positive returns through improving their performance (Adzei & Atinga, 2012). The manufacturing process makes use of human capital to boost investment and, in turn, enhance output (Armstrong & Baron, 2005). Consequently, the improvement of the organization's

performance is directly related to the investment in human capital in training, which helps to retain a competent and happy staff (Al-Qudah et al., 2020).

Human capital theory, as outlined by Armstrong (2011) implies the importance of a formal education in elevating an organization's performance.

According to this view, an organization's greatest asset is its people, and the return on investment should be measured in terms of the success of those people (Elnaga & Imran, 2013).

Because of the importance of employee knowledge and competence to job performance, this theory was a good fit for the research. Employees in today's rapidly evolving technology landscape need ongoing training and development to maintain and improve upon their performance in their roles (Armstrong, 2011).

### **2.2.3 Resource Based View Theory**

Organizational performance, according to the Resource-Based View, depends not on how well managers handle external factors, but on the availability and use of internal resources (David, 2007). According to the Resource-Based approach, businesses are able to excel because to the unique performance of assets, competences, processes, skills, and information at their disposal. These resources are inherently valuable due to their scarcity and ease of duplication or substitution (Dess et al., 2007). Since each organization has its own unique set of resources, these characteristics may be used to explain the variations in both performance and function across establishments.

One school of strategic thinking that examines a company's assets and vulnerabilities is called the resource-based theory of the corporation. Resources are the characteristics of an organization that enable it to develop and put into action plans that create value (Marr et al., 2005). Besides its physical assets, a company also has access to intangible assets and internal competencies. Financial, material, technical, and institutional assets are all examples of tangible resources. As opposed to physical assets, intangible ones are harder to identify and replicate by rivals. These are the established routines that the company follows that help it achieve its goals over time, such as building its name recognition and reputation. Last but not least, an organization's capabilities are its knowledge and expertise that it can use to convert a variety of inputs into products and services, such as top-notch customer care. A company's performance may be maintained as long as it relies on resources that are both unique and difficult to replicate by competitors (David, 2007). An essential tenet of resource-based theory is the idea that resources come in groups and have complex interdependencies (Marr et al., 2005).

The idea behind this thesis is that an organization's performance may benefit from the unique skillsets and insights that can only be gained via its employees (Adnan et al., 2018). According to Alonso et al. (2016), the resource based perspective of a corporation is an improvement over the SWOT analysis since it takes into account a wider range of particular resources and capabilities when determining a company's performance. Since the resource-based perspective of the company lends credence to the idea that human capital management may be a crucial performance driver, we may say the following: (Mahto et al., 2010). The best employees may be attracted to and kept by an organization

that offers a diversity of employment options, an equitable compensation structure, and ongoing training and performance opportunities.

High productivity from competent workers is ensured by well-designed management systems, such as fair compensation for their efforts. Occupational health and other mechanisms that help keep experts in the field should be implemented. All of these things provide an opportunity for growth and performance inside a company. However, the quality of workers might be compromised by a weak incentive system and a tight employment structure. In the end, this will limit the organization's effectiveness. Since this research is concerned with how companies might maximize their performance, the RBV theory is applicable. Thus, this hypothesis accounts for the factors that were considered in the investigation of how changes in working prisons, education, and pay influenced jail performance in Kenya.

## **2.3 Empirical Review**

This portion of the analysis provides a summary of the literature on the relationships between performance and such independent factors as job flexibility, employee education, compensation, and health. As stated by Trochim et al. (2016) empirical review is based on quantifiable data.

### **2.3.1 Flexible Employment Arrangement and Performance**

Work-related tasks that are assigned to workers, together with an evaluation of how effectively those tasks were completed, are what constitute employee performance. Armstrong (2009) also said that it is a component of the employee's ability in addition to their drive.

A series of periods of working, known as shift work, is often structured to offer 24-hour coverage as a three-shift system. However, shift work may also operate as a two-shift system or a "twilight shift," which, for example, runs from 5:00 pm to 9:00 pm. A worker is considered to be employed part-time when their contractual hours are less than the typical full-time hours. Part-time employment may entail working just a certain amount of hours throughout any number of days. Employing additional personnel on short-term contracts of varied lengths (weekly, monthly, and 6-monthly) is an example of a temporary contract arrangement (Cole et al., 2002). A full-time worker who takes use of flex time plans out his or her day in such a way that, at the conclusion of the workday, he or she will have worked the minimum amount of hours that are needed of him to work. Employees who have flexible employment arrangements have greater discretion than their counterparts who do not in terms of the amount of time spent at work, how that time is split up, and where that time is spent. Their colleagues who do not have flexible employment arrangements (Spreitzer et al., 2017).

Mwebi and Kadaga (2015) investigated how having more adaptable work hours affected the overall performance of commercial bank employees. The findings suggest that giving employees some leeway in determining their own work schedules has a positive impact on overall productivity.

The present research, on the other hand, gave a wider perspective on flexibility by including job sharing and shift work in its findings. Mwebi and Kadaga (2015) investigated how employees' ability to choose their own work hours affected their performance in commercial banks. The findings suggest that giving employees some

leeway in determining their own work schedules has a positive impact on overall productivity.

A research that was conducted by Abid and Barech (2017) examined how having flexible working hours affected the performance of employees. It is essential to have flexible working hours in order to reduce costs associated with overhead, hence improving a company's competitiveness and overall performance. It was decided to conduct the study using a descriptive design, with the telecommunication centers serving as the target population. The 200 workers who were asked to participate in the interviews and questionnaires were chosen in a way that made it convenient for them to do so. The publications, research papers, and the internet served as the primary sources for the secondary data. The findings of the descriptive statistics led to the conclusion that flexible working hours have a substantial influence on employee performance. As a consequence, organizations need to establish an atmosphere that ensures workers are pleased in order to maximize their performance.

Austin-Egole et al. (2020) investigated how different types of flexible work arrangements affect the overall performance of a business. The self-determination idea served as the basis for the investigation. The research consisted of an analytical examination, which led the researchers to the conclusion that there is a connection between flexible working arrangements and the performance of organizations. According to the findings of the study, more investigation into the topic should be carried out. The research technique, on the other hand, was not explicated very well, and as a result, some clarification is necessary.



Evaluations were conducted to determine the extent to which employees of commercial banks in Kenya benefited from having more flexible working arrangements (Kyalo, 2021). The researcher conducted an in-depth analysis to determine how employee productivity was affected by a variety of job-related factors, including shorter work hours, family leave, flexible work schedules, and compressed work weeks. The research was supported by the border theory, the psychological contract theory, and the compensation theory. The descriptive survey methodology was used, and 84 respondents were solicited from a total of 42 commercial banks as the target population. In addition, every one of the predictor variables exhibited a link that was both positive and significant with the response variable. It was suggested that companies implement programs to let employees take time off to care for their families, as well as programs to provide daycare for children, and take use of any new technologies that become available. The research failed to provide any information on the sampling methodology or the sample size.

Oleribe et al. (2019) investigated the connection between employee schedule flexibility and performance in the context of manufacturing companies in Nigeria for the purpose of their research. The attribution hypothesis served as the foundation for the investigation. The study was directed by a descriptive survey research design, and a sample size of 12 manufacturing businesses was chosen from a total of 27 manufacturing firms for the research. The Yamane method for determining sample size was used in order to arrive at a total of 240 respondents for the research, which ultimately achieved a response rate of 92%. The recommendations for the research did not correspond with the study's goals and objectives.

Ongaki (2019) conducted a study using a non-experimental quantitative research approach to evaluate the relationship between flexible work arrangements and job performance. The study was published in the journal *Work*. The use of flextime and telecommuting practices were included as independent factors in the research. After distributing the Likert-type scale self-administered questionnaire to the 237 respondents, the response rate was found to be 50%. The findings of the ANCOVA study showed that there is a statistically significant connection between having a flexible work arrangement and one's overall job performance. Since the study did not make any recommendations and the study's intended participants were not specified, it was not obvious how the researcher came up with the sample size for the study.

According to the evidence that we have, precisely the same thing is occurring throughout the all of Europe. More than sixty percent of employees in Europe have the ability to choose their own work schedules, as shown by the conclusions of a research that was carried out by Plantenga and Remery (2009). The work that has been done in the most recent few years is not tied to a specific location or time period in the course of historical events. This is due to the rapid pace at which advancements in information and communication technology have taken place in recent years (ICT). Work was traditionally performed at the location of the employer; but, in modern times, it may be carried out in a number of settings, such as the employee's home, a remote location, or even while the individual is traveling. In the past, workers were required to complete their shifts at the business where they were employed. The relationship between an individual's place of job and their residence is experiencing shifts as a direct result of developments

in technological capabilities. Workers do not go from their homes straight to their workplaces in the same way as they did in the past, when they made the trip in the same manner as it was described above (Bailyn, 1988). Since the 1980s, an ever-increasing number of people have been working at least one day per week from the comfort of their own homes or from other locations outside of their employer's office. These individuals can be found working in a variety of settings, including coffee shops, libraries, and restaurants. These people congregate at a wide range of establishments, such as restaurants, coffee shops, and libraries. This study will make an attempt to answer the question of how the performance of a company is impacted by the three primary forms of flexible work, namely working from home (also known as teleworking), working at various times, and working fewer hours. This study will be conducted in order to answer this question. More specifically, the purpose of this study is to investigate how telecommuting affects the overall productivity of an organization (also known as teleworking).

Previous studies have been carried out in order to investigate the impact that working from home has on an individual's potential to effectively maintain a decent work-life balance as well as their professional triumphs. Nevertheless, it has not investigated the connection between flexible work plans and performance at work in Great Britain, nor has it researched the factors that contribute to any of these characteristics. Neither of these things has it researched the variables that contribute to any of these characteristics. In addition, they have not conducted any research on the components that are responsible for any of these aspects. Studies that have been carried out in the past have provided light

on the reasons why certain forms of work arrangements, such as teleworking and other flexible work arrangements, are becoming more commonplace. The conclusions of these research are based on the benefits that people perceive to be connected with flexible work arrangements, such as teleworking and other flexible work arrangements. Another benefit is that workers have a stronger sense of commitment to the organization. In addition, the provision of such bonuses helps firms retain their workers, which is a win-win situation for everyone involved.

There has been a general increase in the level of interest displayed by scholars and legislators in the idea of working remotely (also known as telework). This essay makes use of both consumer theory and production theory in order to give an understanding of how the flexible work arrangement truly operates. When workers have more than one way to commute to work and are able to do so employing multiple forms of transportation, this may be viewed as a consumption choice because workers have the opportunity to choose between the various modes of transportation. When employees have more than one way to commute to work and are able to do so employing multiple forms of transportation, this may be seen as a consumption choice. To phrase it another way, they do have a choice. The preferences of the commuter will be the primary factor in determining the extent to which each of these choices satisfies their requirements and lives up to their standards. Because of the flexibility that is provided by these sorts of work arrangements, workers are also in a better position to meet the commitments of their families in areas such as providing child care and cleaning their homes. When it comes to manufacturing, the employer has a number of options at their disposal, some of which

include increasing the worker productivity or reducing the expenditures by occupying less space and making use of fewer pieces of manufacturing equipment. Other possibilities include improving the worker productivity or reducing the number of pieces of manufacturing equipment used. Nevertheless, the capacity to keep control over the workforce may be put in jeopardy under some circumstances.

This inquiry is directed on accomplishing three primary objectives that it has set for itself. First things first, we have to find out what it is that makes the various sorts of job options that are flexible that were discussed earlier in this paragraph function. This has been explained previously in this paragraph. The second objective is to investigate how the various forms of flexible employment impact performance at work, specifically with regard to financial performance and overall work productivity. Examining the many distinct forms that flexible work might take is the approach that will be used to achieve this goal. Third, to have a deeper understanding of the factors that influence the performance and expansion of businesses, as well as the ways in which those factors may be modified to enhance one's own performance while working. It would be beneficial not just for companies but also for society as a whole to have a more in-depth grasp of the consequences that flexible work schedules may have. This is due to the fact that workers who have flexible work schedules have a greater degree of control over the time that they spend working. The findings may also provide insight into the formulation of economic policies and programs pertaining to labor and employment, which is essential for the upkeep of good living standards and the general advancement of the economy as a whole. This is very necessary in order to guarantee that economies may continue to develop in a

way that is both healthy and sustainable. The data that were collected in Great Britain as part of the Workplace Employment Relations Research (WERS) between the years of 2004 and 2011 are being utilized for the purpose of this study. These data are being used for the goal of this study. In spite of the fact that we do not analyze the relationship between the various methods of working, job performance, job happiness, and employee loyalty in this study, we believe that more research on this subject should be carried out in the near future.

The first type of flexible work arrangement that will be investigated is called teleworking, and it gives employees the opportunity to work from the comfort of their own homes or in other locations for a predetermined number of days each week. This type of flexible work arrangement will be investigated. One of the most frequent forms of flexible work arrangements is working from home, sometimes known as teleworking. Throughout the course of this investigation, people of the working population who carried out their duties from the privacy and convenience of their own homes were referred to collectively as "teleworkers." The second kind of employment that will be discussed in this piece is referred to as flexible-timing employment, and it allows workers to choose the beginning and ending hours of their workdays. This type of employment will be discussed later in the article. The third potential solution is cutting down on the amount of time spent at work each day overall. Workers would be able to put in longer shifts four out of the five days of the week while still having time off on the weekends as a result of this arrangement.

Nzuve and Bundi (2012) conducted an investigation on human resource procedures and the overall performance of commercial banks in 2018. Several aspects of human capital resources, such as recruitment and retention rates, workplace flexibility, the quality of communication, as well as incentives and transparency, were considered throughout the evaluation process. The study, which was conducted using a cross-sectional survey approach, had 45 different lenders as participants. The primary source of the information was a survey that was administered to the head of the HR department. On the other hand, the yearly assessments conducted by the bank were the origin of the combined sources. It was established, on the basis of the data, that the methods for managing human capital were quite standard, and the data that was regressed showed that there was a positive association between people management strategies and the success of the firm. Even though it was decided that the bank employees would have more flexibility in their work schedules, they were not compensated for the increased income over the previous year. It was proposed that monetary institutions should exercise improved management of their human resources. However, the study did not go into depth about the techniques that were used to collect the data; as a result, the conclusions should be viewed with care. In addition, the researcher should have given serious consideration to the choice of the fundamental concept that will underpin the investigation.

### **2.3.2 Training and Performance**

According to Noe et al. (2006), a corporate strategy that is built on the growth of intellectual capital should place a significant emphasis on the development of its employees. Training is the process by which individuals are able to gain new information,

develop new abilities, and execute activities at a higher level than they did before. Training, as defined by Barker (2010) is the organized delivery of learning experiences that are intended to result in the acquisition of skills. The organization is able to establish a staff that is able to adapt to change, meet the rising needs of customers, and prepare the future leaders of the company thanks to training and development (Noe et al., 2006).

Barker (2010) contends that training is beneficial to workers since it allows them to either maintain standards or increase their competence, and as a result, their performance. The growth of an organization's human resources is intimately connected to a wide range of activities pertaining to the management of its human resources. In order to achieve one's strategic goals, it is essential to focus one's attention much more narrowly on the acquisition of skills that may provide one an edge over their competitors.

Training may assist workers in developing the skills necessary to execute their jobs, which in turn has a direct impact on the operation of the organization. The creation of a pleasant work environment, which supports the company goal by recruiting bright workers as well as inspiring and keeping existing employees, is accomplished via the provision of employees with chances for learning and development. Employees may also be prepared for increasing duties within the company's existing human resource strategy with the help of training. According to Hitt et al. (2006), human resource managers need to have enough training in order to guarantee that their staffing abilities, change management, counseling, project management, and organizational design are adequate. Training employees is a fundamental business strategy that must not be disregarded because of how important employee performance is to the operation of a firm (Samwel,



2018). According to Okonkwo (2022), well-designed training programs help develop a workforce-friendly learning environment and provide employees with the confidence and preparation necessary to tackle and conquer future challenges.

Employees with substantial professional experience tend to perform better than those with less experience since their skills and knowledge develop as a result of their work. Training should always be carried out effectively in an organization, since this increases employees' knowledge, which in turn increases their critical thinking and intellectual capacities, which in turn increases the firm's production (Waititu & Senaji, 2017).

Using organizational innovation as a moderator, Rasool et al. (2019) investigated the ways in which professional advancement is linked to long-term performance in the workplace. Human resource management philosophy is based on four pillars: performance evaluation and improvement, staffing and training, compensation equity, and incentive design. Twenty branches of five Chinese banks in Shanghai were surveyed in order to compile the primary data. The data also showed a clear link between performance management, selection training, and fair remuneration as well as long-term organizational performance. Further, a mediating impact was seen. However, the method for gathering such a large sample was not explained.

The study's independent variables were classes in vocational skills, leadership, and communication. Approximately 852 businesses in Vietnam were included in the analysis. Firm performance was shown to be significantly and positively correlated with the predictor variables. Companies were urged to provide training for their staff. There was no indication of the study's target population, therefore it was unclear how the researcher

determined the sample size. In addition, the survey's respondents aren't identified. In addition, there is no anchoring theory to guide the research. Investments in staff education are a vital investment in a company's future success. With the constant shifts in the business world, it is essential to provide further training to staff. Competitors may easily lure away good employees, and there is often not enough money or credit available to pay for trainings. When a company invests in its employees, it sees a rise in revenue, value added, and exports (Martins, 2021).

According to a study conducted by Mansoor et al. (2015) training and development have a positive effect on organizational performance, and employee turnover rates are a key factor in this relationship. For this survey, we used a stratified sample approach to identify salaried workers from companies with 5 to 250 employees. Only 290 of 600 surveys sent out were filled out and returned, leaving 278 usable responses. There are probably a lot of variables, such as inflation and a lack of available jobs in the Pakistani environment, that contributed to this.

Relationship commitment was shown to moderate the connection between HRM practices and long-term performance in a research (Syed et al., 2020). Recruitment, selection, development, and management of performance served as the study's independent variables. The study's Likert scale questionnaire was sent to all 425 human resource managers at the 425 industrial businesses listed on the Pakistan Stock Exchange; 58 percent of those surveyed participated. According to the findings of the correlation analysis, the research parameters were significantly and positively associated to the outcome variable. It was suggested that HR processes including hiring, performance, and

onboarding, as well as PD&L, and PM, are crucial to achieving and sustaining high performance. It is unclear from the data whether or not the research was objective since the study did not detail the methodology it used. Also, the study's foundational idea would have been carefully selected by the researcher. It would enrich the background of the research.

Research on the performance of training on Nigerian businesses was undertaken by Daniel (2018). Employee performance is the focus of this study since it is the sum of individual performances that ultimately determines a performance's performance. Three banks were chosen from the sub-sector of microfinance banks for this research. A total of 304 participants, selected using the Taro Yamane method for determining sample size, filled out the questionnaire used to gather the data. Both descriptive and inferential methods were used to the acquired data in order to verify the preconceived notions. Training has a considerable impact on production, as shown by the results of this research. Research also shows that training may increase loyalty to the company among workers. 219 participants were included in the research after being recruited by simple random selection and purposive sampling. The questionnaire given to respondents served as the instrument for collecting data. Descriptive statistics were used to examine the data, and tables were used to display the findings. According to the findings of the research, investing in the education and development of one's staff may significantly boost the performance of a drilling enterprise. Drilling businesses, according to the study's findings, lack appropriate training and development strategies.

Because of globalization, investing in human resources has become one of the most critical measures for attaining a sustainable advantage in competitiveness. The amount of human capital that a company has is the major factor that determines how successful it will be. People are the most precious resource that the company has; in fact, people constitute the organization's fundamental basis. In addition to this, it operates as the organization's major source of resource. The amount of human capital that a company has is the major factor that determines how successful it will be.

An investment in an organization's human resources that delivers dividends both immediately and over the long run is one that includes training and development that is both effective and thorough. Training is a key component of improving performance, and it has the ability to increase both the performance of people as well as the performance of organizations in their respective professions. Training is the key to unlocking the opportunities for growth and development that will give you an edge over your competitors and offer you with a competitive advantage. If you don't have training, you'll be at a disadvantage. Training programs help workers get used to newer, more advanced technology and acquire the skills and knowledge required to handle the operations and basics of new technical gear. Training programs also aid personnel in becoming familiar with emerging technologies.

There is not the slightest shred of doubt in any way, shape, or form concerning the relevance of training to an organization in any and all circumstances. People have historically thought of training as the process by which people gain new abilities, expand their knowledge, adjust their attitudes, and/or alter the way in which they act in certain

situations (Robbins & DeCenzo, 1998). The basic goal of training is to improve the capacities of employees so that they can execute both their current and future jobs to a better degree. This may be accomplished via a variety of methods. They are more able to adapt to changing obstacles as a result of training, such as more intense competition and evolving technology (Dessler et al., 2005). Training is the single most important factor in determining whether or not a business will be successful in the current day. This is due to the fact that training not only enhances the performance of individual employees, but also that of the organization as a whole. Training is very necessary in order to aid people in becoming more productive in the job that they do. Recent studies have indicated that training may be able to aid the majority of firms in effectively attaining the goals and objectives that they have set for themselves. When this is done, employees have the chance to learn new ways to do their jobs, enhance their skills and attitudes about their employment, and boost their wages.

France, Pakistan, South Korea, Malaysia, and India are just few of the nations whose governments have seen success with human capital management (Wheeler, 2008). Although they have less resources as before, the disciplined services are increasing their focus on global problems. Implementing successful cultural capital development strategies is the only way for multinational corporations to maintain uniform quality standards across a wide range of national markets and business spheres. As a result of their hard work, they are now enjoying the fruits of their labor in the form of higher output, higher returns on investment, and longer-lasting prosperity. This demonstrates how effective methods may be copied and utilized in other contexts to boost output. How

well an individual, system, or organization performs in terms of converting raw materials into a usable product is measured by its performance (Onjure, 2019).

Training is a way for filling in gaps, and in order for companies to urge their workers to put in more effort, they need to make strategic use of the training that they provide. Armstrong (2000) claims that individuals who have received training are more likely to function more effectively as a team. This is because everyone is aware of the expectations that have been set on them, and they are able to work together with one another to meet those standards. Additionally, employees who engage in regular training are more likely to be able to adapt to changing conditions and produce unique ideas. Training is of the utmost importance since it not only boosts performance and production but also positions organizations in the best possible position to deal with competition and maintain their place at the top. Research carried out in the past suggests that training programs may be beneficial not only to the performance of individual employees but also to the performance of the company as a whole. Training has a direct consequence on the degree to which employees are able to perform their duties in an efficient manner. It was found that there was a significant correlation between the amount of success that a person had in their different roles and the quality of the training that they had gotten from their employer. Training allows individuals to improve their level of expertise in their respective fields, which in turn enables them to provide superior results.

The impact of organizational training on the happiness at work and the performance of individual workers at the Ahwaz Oil Company was investigated by Karimi and Nejad (2018). At the time of the research, the sample estimated that there were 800 people

working at Ahwaz Oil Company, therefore that figure served as the statistical population for this study. The Krejcie and Morgan (1970) tables indicate that a minimum of 260 samples would be required to draw reliable conclusions about a population of this size. This sample was drawn from the statistical population using a stratified random sampling technique with a proportionate volume. An ordinary questionnaire was used to compile the study's data. The study's data underwent inferential analyses, such the normal test and the route analysis. The study's population was representative of the United States, and its findings indicated that high levels of organizational knowledge and job satisfaction had a beneficial and statistically significant influence on performance in the workplace.

According to Waititu and Senaji (2017), workers should be incentivized with a raise or some other type of reward if they contribute to a positive change in the organization's performance. Based on the amount of money brought in is a reasonable benchmark. While the benefits to individuals and society are undeniable, the need of ongoing staff training as a result of technological advancements is especially important (Martins, 2021).

### **2.3.3 Reward System and Performance**

Rewards differs in nature and can be grouped into different categories depending on the objectives in question. Cash, non-cash, and intangible payments made to an employee by an organization in exchange for the work they have performed are all examples of reward (Bratton & Gold, 2003). Rewards, as defined by Emmanuel and Nwuzor (2021) are the sum of all the perks an employee receives from their company and are often regarded as a key factor in determining whether or not they will remain loyal to their current position. Hence rewards system has an effect on the organizational performance.

In order for the company to successfully inspire behavior, it has to establish an efficient incentive system. An efficient reward system is comprised of the following four components: rewards that meet the fundamental requirements of all workers; inclusion of rewards in the system; rewards that are comparable to those provided by rival companies operating in the same industry; and rewards that are made accessible to those working in comparable positions and that are distributed in a manner that is fair and equitable (Goel, 2008). A reward system should increase people's level of dedication and involvement, as well as create more chances for their contributions to be acknowledged and recognized. According to Rudman (2003), one of the most significant challenges facing modern human resource management is the implementation of pay for performance. According to a number of studies, there is a favorable connection between performance and remuneration based on performance (Goel, 2008; Huselid, 1995). People may earn extrinsic incentives such as wage raises, promotions, time off, unique tasks, office perks, prizes, and verbal praise, or intrinsic benefits such as recognition and satisfaction from their work (Armstrong, 2008; Goel, 2008). Self-administration is required for extrinsic incentives, though (Dessler, 2006). It is necessary for the entire incentive system to have several facets. Because every individual is unique, it is necessary for managers to provide a variety of incentives, such as monetary compensation, paid time off, public acknowledgment, or career advancement (Armstrong, 2008).

This makes it difficult to generalize about what constitutes a desirable non-financial reward for an employee. According to Suanders et al. (2009), non-financial incentives include the following: a sense of personal success; social acknowledgment; social and



societal responsibility; feeling a member of a community; and feeling social and societal duty.

Erari (2021) examines how competence and a reward system influence performance in Indonesia. Local government officials in Yapen Islands Regency were the focus of the research. The study's 185 participants were selected using a statistically valid method of random sampling. A survey using a 5-point Likert scale was utilized, and the results was analyzed using SPSS, a statistical tool. Methods such as a classical assumption test, a validity and reliability analysis, and a regression analysis were used in this investigation. Based on the data, it seems that the incentive performance significantly improved workers' performance as a whole.

Reward management, reward systems, and business effectiveness were analyzed by (Anku et al., 2018). The people who work for a firm will always be its best and most valuable resource. In exchange for their efforts, companies want to provide workers performance packages that they can accept with a sense of fairness and consistency, as they are measured against the value they add to the company. The purpose of any organization's incentive program is to encourage workers to strive for the achievement of important predetermined goals. The research shed light on the correlation between incentive programs and productivity in businesses. According to the results, the incentive structure is crucial in inspiring employees to think beyond the box.

Each and every company, regardless of whether it is public or private, exerts an incredible amount of effort in the direction of the accomplishment of its corporate goals. In the event that they do not, the idea that the organization will continue to exist into the foreseeable

future would seem to be nothing more than a pipe dream. Productivity is often a good predictor of the degree of success that a business has. On the other hand, this may rely more on how the workers feel about their employment and how committed they are to their work (Aborisade & Obioha, 2009). Although low productivity is a big issue in a large number of developing countries all over the world, it is not a problem that is exclusive to those regions and is present in other parts of the world as well. The overwhelming majority of people are of the opinion that man is essential to the formation of everything that can be found in any organization. As a result, man is the component of the organization that is responsible for making use of the other resources provided by the enterprise in order to generate goods and services that are adapted to meet the specific needs of people. Because of the increased level of competition in the business sector, an increasing number of proprietors of companies are looking for ways to improve product quality while simultaneously lowering operational costs. The following are some instances of how this has made it more difficult for management and labor to fulfill their objectives: Despite the fact that companies are making efforts to get more out of their workers, employees have higher expectations of what they may get from their employers (Adeoti, 2009). As a result, the organization will have realized its goal, which is directly associated with the productive activities, when its human resources have been used to the fullest degree possible and the maximum quantity of work has been finished. It is contingent upon a number of factors, including the employees' level of expertise, the breadth and depth of their knowledge, and the extent to which they stand to benefit from being a part of an enterprise that is productive, as well as a great deal of other factors, all

of which are critical to the accomplishment of productive goals, the efficiency with which these human resources are utilized. Due to the fact that the interests of employees and employers are not same, it is necessary for workers to be motivated to do their duties to the best of their ability. One of the most successful strategies for achieving this objective is to put in place an incentive management system that is both efficient and capable of maintaining staff engagement. As a result, the reason for doing this study is to explore the incentive structure and how it determines the degree to which individuals successfully carry out their responsibilities.

In an essay he wrote in 1987, Herzberg spoke about the expectations that people have of their jobs. Do they just concerned about increasing the amount of money they have? Oder wollen sie Stabilität, good relationships with the individuals they work with, the Chance to Advance Their Careers, oder etwas völlig anderes? These are critical questions. Frederick Herzberg wanted to have a better knowledge of the attitudes and motives of employees, therefore he conducted research to find out which components of an employee's work environment contributed to their contentment or discontent at work. In 1959, he published a book titled *The Motivation to Work*, in which he addressed the things that he had found out. In this book, he shared his findings. Herzberg made the discovery that there was a clear difference between the things that contributed to people's pleasure at work (and most likely their motivation) and those that led to people's misery at work. In an attempt to give an explanation for these observations, he put out a theory that he called the motivation-hygiene hypothesis. He called the things that made people happy "motivators," and he called the things that made them unhappy "hygiene factors."

He differentiated between the two categories by using the word "motivators." He referred to them as "hygiene factors" because while they are necessary in keeping people from being unhappy, they do not, on their own, endow them with pleasure.

According to Sonnentag and Frese (2002), the idea of performance may be conceived of in a manner that is both flexible and complex. This definition refers to the way in which an agency's employees work to improve the agency's ability to carry out its mission and achieve its goals. The term "work to increase the agency's capacity to carry out its purpose and accomplish its objectives" refers to the manner in which workers contribute their efforts toward making the organization better able to fulfill its responsibilities. Performance is defined as the act of effectively carrying out the obligations that come with a function (Onyeonoru, 2005). After that, he went on to say that it was due to a mix of skill and dedication, which he emphasized throughout the rest of his explanation. Ability is the completion of aptitude, which can be described as natural or acquired skills, that has been sharpened through the application of training and resources. Aptitude may be thought of as the starting point for developing ability. The combination of a strong desire to go in the right direction with the determination to actually take action in that direction is what produces motivation. Despite the fact that "performance of the organization" and "performance of employees" do not refer to the same thing, on the other hand, the performance of the firm is figured out by adding up the individual performances of all of the employees.

According to Omolawal, & Bawalla, (2017), human performance is what people do to contribute to the overall success of an organization in reaching its objectives. This success

may be measured in terms of how well the company achieves its goals. To assist with the group effort that is anticipated to be required in order to continually provide consumers and stakeholders with greater value, it is the role that the individuals engaged by the business are expected to play in order to play, and it is the role that they are expected to play in order to play the role that they are expected to play in order to assist with the group effort. These aspects of human performance include things like what the workforce should be doing (the scope of the job), how they should be doing it (their behaviors), how well they should be doing it (the quality of their behaviors), when they should be doing it (the timeliness of their behaviors how often, how quickly, and how consistently they do it), and how they might learn and change to do it better. What the workforce should be doing is called the scope of the job. If these targeted behaviors are carried out in a manner that is consistent and long-term (with ongoing modifications to reflect the changing conditions of the outside world), then the organization may be said to be maximizing the performance of its human resources.

The phrase "reward system" is somewhat of a catch-all phrase that may be used to refer to any and all forms of monetary compensation or other perks that employees at any level of an organization get as a direct consequence of their employment at that company (Armstrong, 2012). It is a system that has been set up by an organization with the purpose of rewarding outstanding performance and motivating personnel as well as individuals or groups who have contributed to the expansion of the company. It is also reasonable to conceive of it as the procedures, rules, and standards that determine how benefits and salaries are distributed to employees. The goal of giving out incentives is to encourage

particular behaviors, but in order for them to be successful, they need to be given out at the right time and be associated with good performance. If, for example, the incentive plan is seen as being unfair and too optimistic, then favoritism-based promotions may not be the most effective strategy to incentivize workers to put in a significant amount of effort. The entire remuneration package that the employee negotiates with the employer is the most important component of the agreement that they make with the company overall. The firm that an employee works for benefits immensely from their contributions of time, effort, knowledge, skills, creative potential, and energy, amongst other things. The organization shows its gratitude by bestowing physical and intangible gifts to those who have contributed to its success.

The reward in its most simple form is, nevertheless, the component of this selection of incentive packages that is considered to be the most important. When determining an employee's wage or salary, which is the most basic form of payment, there are a few different ways that may be used to do the calculation. It's conceivable that the worker will get paid hourly, and just for the amount of time that they really put in at the job. Other workers get a salary or a certain amount of money as payment once a month, every two months, every two weeks, or once a year, depending on the frequency of their employment, independent of the number of hours that they work. The majority of salespeople are paid on commission, which means that they won't be paid anything until they really complete a sale. This means that they have an incentive to close deals as quickly as possible. Others get a basic wage in addition to a commission that is related to the volume of merchandise they sell, and their compensation is determined by both factors

(Armstrong, 2011). After the primary advantage has been elucidated and validated, the majority of businesses move on to other areas of concern in order to concentrate their efforts. Studies have shown that the single most essential aspect in exceptional performance is motivation; hence, an effective incentive system has to be able to excite its personnel in order to be successful.

On the other hand, Armstrong (2011) states that the key goals of a reward system are to retain workers, to inspire employees to do a better job, and to recruit qualified and competent persons to join the organization. It makes a commitment to being fair with other organizations; it uses the logic and transparency of different job worths to figure out "internal equity;" it makes the business affordable and sustainable over time; and it satisfies the legal requirement of proportional income differences across all occupational levels within the company.

Muruu et al. (2016) analyzed government employee satisfaction in connection to wellness initiatives. Employees' perceptions of the impact of compensation and safety and health programs were examined in detail for this research. Theories of equality, socio-conflict, and function served as the basis for this research. The research, which used a descriptive-analytical approach, surveyed 213 workers. Using a method called "stratified polling," a pool of 137 candidates was selected. The main data was analyzed using the descriptive figures and was collected through a questionnaire. Researchers discovered that their study's predictor factors influenced the outcome variable. It is unclear how the data was analyzed. Taking care of employees' health at performance is crucial for every company that wants to succeed. This provides reassurance to workers, who in turn improve the

quality of their service and output. All staff members of a company should have access to it (Waititu & Senaji, 2017).

Worker morale and motivation were studied by Idemobi et al. (2017) who looked at the connection between organizational rewards and employee motivation. The purpose of the research was to learn how a company's pay structure affects its employees' output. The chi-square test of independence was employed to examine the survey data that was collected for this research. This study's findings demonstrated that an organization's incentive system has a noteworthy impact on employee output. A correlation between an organization's incentive system and employees' outlook on the job was also established. As a result of these findings, we can say that incentive programs significantly affect employees' motivation and performance.

The incentive structure and performance results of deposit money institutions in Rivers State, Nigeria (Eziokwu & Onuoha, 2021). Information gathered from 227 different research variables was evaluated via Pearson's Product Moment Correlation method for this study. Employee and customer satisfaction were shown to be greatly impacted by reward systems where pay/salary functioned as a dimensional indicator of performance for the business. Based on the results, the authors draw the conclusion that a well-designed incentive system is an essential component in maintaining high levels of performance within a company.

France, Pakistan, South Korea, Malaysia, and India are just few of the nations whose governments have seen success with human capital management (Wheeler, 2008). Although they have less resources as before, the disciplined services are increasing their



focus on global problems. Implementing successful cultural capital development strategies is the only way for multinational corporations to maintain uniform quality standards across a wide range of national markets and business spheres. As a result of their hard work, they are now enjoying the fruits of their labor in the form of higher output, higher returns on investment, and longer-lasting prosperity. This demonstrates how effective methods may be copied and utilized in other contexts to boost output. How well an individual, system, or organization performs in terms of converting raw materials into a usable product is measured by its performance (Onjure, 2019).

Further a review with a positivist approach was carried out by Bulitia et al. (2016) on how HRM techniques have an impact on productivity in Kenya's consumer-goods factories. Association of Manufacturers. Self-administered questionnaires were used in obtaining the primary data which was analyzed using the multiple linear regression. The analyzed data guided in making the conclusion that except employee training other variables had a significant positive relationship on the firm effectiveness. The recommendation emphasized on the need for improving the firm effectiveness through incentives and performance appraisal. The study however, was not anchored on any theory. There is need therefore to develop a study that is anchored on a theory such as resource-based theory.

#### **2.3.4 Occupational Health and Performance**

Occupational health encompasses all potential dangers in the workplace; as a result, all workers, regardless of their specialty, must be provided with absolute assurance of safety. Indicators of occupational health mentioned by Ratnawati and Setuju (2019) include

worker awareness of health and safety issues, the availability of medical care, the quality of working circumstances, and the fullness of necessary safety gear.

According to Rudman (2003), one of the most significant challenges facing modern human resource management is the implementation of pay for performance. According to a number of studies, there is a favorable connection between performance and remuneration based on performance (Goel, 2008; Huselid, 1995). People may earn extrinsic incentives such as wage raises, promotions, time off, unique tasks, office perks, prizes, and verbal praise, or intrinsic benefits such as recognition and satisfaction from their work (Armstrong, 2008; Goel, 2008). Self-administration is required for extrinsic incentives, though (Dessler, 2006). It is necessary for the entire incentive system to have several facets. Because every individual is unique, it is necessary for managers to provide a variety of incentives, such as monetary compensation, paid time off, public acknowledgment, or career advancement (Armstrong, 2008).

This makes it difficult to generalize about what constitutes a desirable non-financial reward for an employee. According to Suanders et al. (2009), non-financial incentives include the following: a sense of personal success; social acknowledgment; social and societal responsibility; feeling a member of a community; and feeling social and societal duty.

Iskamto et al. (2020) did a study on the occupational safety and health effect on performance. The research was conducted in of XYZ Islamic Hospital Riau Province in Indonesia. It was concluded that a significant relationship between occupational safety and job performance exists. The researcher needs to have anchored the study on a relevant theory and also make recommendations so as to contribute to the body of knowledge.

Electric Power Corporation in Ethiopia's Wolaita Sodo area was studied by Bitire and Chuma (2022) who analyzed how implementing health and safety measures in the workplace affected the company's performance. Both descriptive and inferential statistics were used to examine the data. Findings from the research indicate that Ethiopian electric power companies' efforts to improve employee well-being, reduce workplace accidents, and educate their staff on health and safety have a notable impact on their organizations' performance to function efficiently. The study's findings suggest that prioritizing workplace health and safety might boost an organization's performance.

Ekowati and Amin (2018) conducted a literature study on the association between workplace health and safety and worker performance. The research strategy used in this investigation was an explanatory one. A total of 50 people were randomly selected to fill out the survey, and 95% of them were located in the Kediri region. According to the results of this research, improving workplace safety does not directly boost performance in the workplace. No grounding theory was used, and no conclusions were drawn, in this investigation. More importantly, the researcher did not provide an explanation for the scope selection.

According to Thuo (2018), researchers Makori et al. (2012) investigated the effect of occupational health and safety programs on the performance of western Kenyan industrial companies. Both the mean and standard deviation of the Pearson correlation coefficients were positive, totaling 0.57 and 0.47, respectively, indicating a somewhat favorable relationship between occupational health and safety programs and organizational performance. Workers' performance in Ghana's wood sector was studied by Dwomoh et al. (2013) who looked at the effect of occupational health and safety policies. According to the findings, health and safety

initiatives boost performance. This was because employees were less likely to miss work due to sickness, and because their own health had improved.

Descriptive statistics results indicated that occupational health was available in the organization but was moderate. It was concluded that occupational health influences the performance of employees. The researcher did not justify the choice of the scope and it was not clear how the sample size was computed. The researcher needed to adopt the relevant sample calculation method for the study.

### **2.3.5 Organizational Performance**

Productivity, efficiency, effectiveness, and competitiveness have all been used interchangeably with performance. The term "performance" may also refer to the degree to which an organization achieves its aims (organizational goals and objectives). Indicators of organizational performance may be broken down into several different categories, such as financial (profits), market share, efficiency, dependability, and adaptability. Human capital management's goal is to organize workers in a manner that contributes to the company's success. Bakoti and Rogoci (2017) argue that encouraging participation from workers may boost performance. Human capital management methods are essential in contemporary organizations because they are based on the idea that human resources are an organization's most important resource, since they are in charge of coordinating the many aspects of production in order to boost performance.

Human capital management has a good effect on business performance because it creates structural coherence, a synergy created by employees that drives a company ahead and allows it to adjust to its environment while still going forward.

Imran and Abbas (2020) hold that organizational performance is measured by utilization of available resources, achievement of set targets, satisfaction of employees and quality of products/services offered. Organizational performance is the power that an organization has to achieve most of its goals to an extent of satisfying the stakeholders and act as a yardstick to evaluate the level of efficiency and effectiveness of an organization within a specified timeframe (Zhang, 2021).

Zairi (2012) posit that performance management process depicts that in today's competitive environment, every employee should be geared towards supporting the organization to accomplish its strategic objectives. Aguinis (2019) indicated that performance measurement has helped managers to establish platforms to monitor and control organizational operations as well as make informed decisions. The goal of performance measurement is to determine whether or not a company's investments, purchases, and initiatives are producing the intended returns (Eckerd & Snider, 2017).

A study done by Sagwa et al. (2015) on the effect of HRM practices on employee outcomes in firms listed in Nairobi securities exchange adopted a cross sectional descriptive survey and found out that organizations should come up with HRM practices that can act as a motivator of employees to ensure sustainability of competition advantage. Chand and Katou (2007) argued that manpower management has a strong relationship to productivity which has impact on institutional performance. Saira et al. (2021) in her study holds that HRM practices and activities play an important role in organizational performance. The success or poor implementation of HRM practices is characterized by the expertise and support of the top management (Guest, 2011).

## 2.4 Summary of the Reviewed Literature

Based on the assumption that there is a positive correlation between human capital management practices and organizational performance, this research investigates the connection between a subset of such practices and the performance of Kenya's prison system. All the studies that were studied focused on individual human capital management strategies, therefore it is unclear how implementing all four of these approaches at once might improve the performance of Kenya's prisons.

**Table 2.1**

*Summary of review of literature and research gaps*

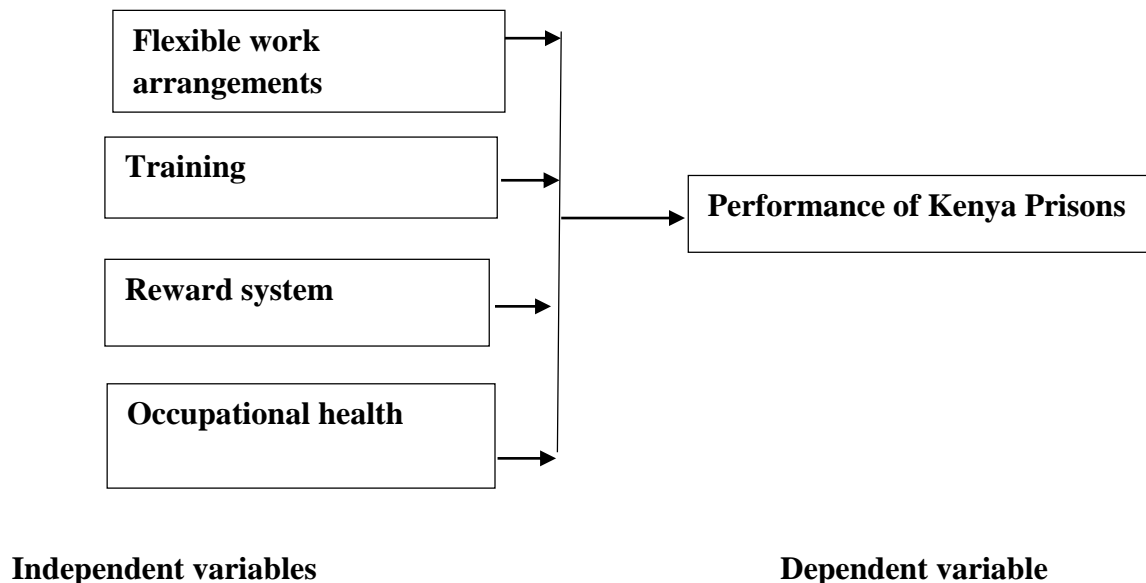
Author	Research Focus	Findings	Research Gap
Hashim et al. (2017)	Effect of time flexibility on staff performance of the Government Colleges	The study found a significant relationship between time flexibility and employee performance as an element of performance.	The research did not focus on other bundles of human capital management practices.
Rasool et al. (2019)	Connection between career development and sustainable organizational performance	The study revealed that training had a direct influence on sustainable organization performance in china	The researcher did not focus in Kenya prisons context.
Samuel (2018)	Impact of employee training on organizational performance of drilling companies in Geita, Shinyanga and Mara Regions Tanzania.	employee training has a significant effect on the performance of drilling companies	The study only addressed training.
Erari (2021)	Analyze the effects of competency, and reward system on performance of local government in Indonesia.	Positive effect between reward system and employee performance	Study conducted outside the Kenyan context

## 2.5 Conceptual Framework

A conceptual framework provides to a researcher a logical framework of connected concepts that enable one to visualize within the conceptual perspective, how theories in a subject connect to one another (Grant & Onsaloo, 2014). In this study, the independent variables constitute four human capital management practices namely, flexible work arrangements, training, reward system and occupational health. In this study, the dependent variable is what responds to the independent variables identified, namely the performance of prisons.

**Figure 2.1**

### *Conceptual Framework*



#### **2.4.1 Flexible work arrangements**

A dynamic work schedule allows a worker to decide whether individuals want to start working, wherever they want to perform, and when they want to finish working. The goal is to aid workers handle their employment equilibrium and the advantages of flexible work arrangements might entail lower personnel tension and improved entire company productivity (Bar-haim et al., 2019).

#### **2.4.2 Training**

Non-managerial individuals obtain technical knowledge and abilities for a specific objective through training, which is a relatively brief exercise involving a methodical and organised approach. Lessons in technical and mechanical processes, such as the running of a device or piece of equipment, are referred to as training (Alvinus, 2017).

#### **2.4.3 Reward System**

Reward consists of how disciplined services analyze and control employee remuneration and all of the other benefits for the employees. If the reward structure is competitive, employees will work with commitment to achieve the targets agreed with employer. Punishment is where the disciplined services takes action to the employees who are not performing as per the performance managements (Nuttin & Greenwald, 2014).

#### **2.4.4 Occupational Health**

Occupational health is a multifaceted division of health care focused to the quality of life and security of workers in the office It places a major emphasis on staff training and accident mitigation Meyer et al., 2016).

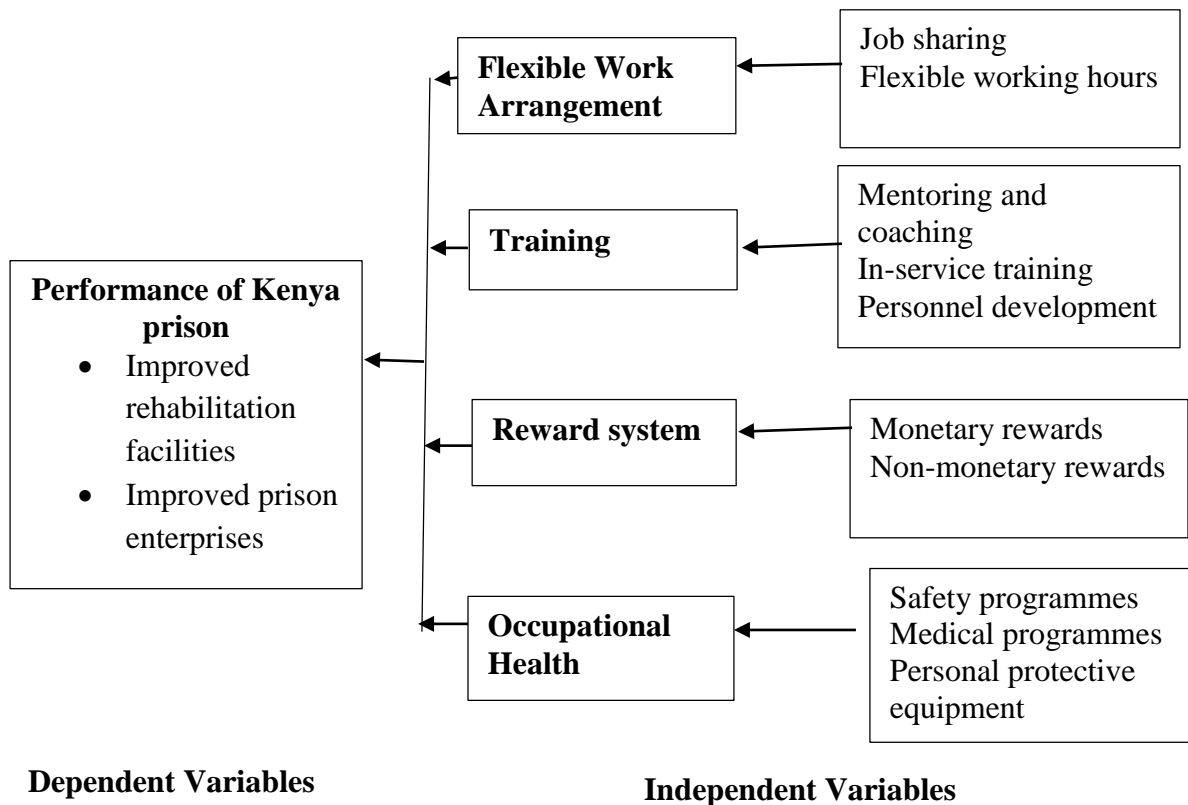


### 2.4.5 Performance

Performance is a yardstick to evaluate the level of efficiency and effectiveness of an organization within a specified timeframe. In today's competitive environment, performance management process depicts that every employee should be geared towards supporting the organization to accomplish its strategic objectives. This is achieved by setting targets that should be met (Nishii et al., 2018).

**Figure 2.2**

#### *Operational Framework*



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the concept and techniques which were utilized in this study. The chapter discussed the research design, target population, sampling design, sample size, data collection procedures and instruments, the validity and reliability and the data analysis method used in this study.

#### **3.2 Research Design**

In order to efficiently investigate research problems with limited resources, it is necessary to have a well-thought-out strategy for how to gather and analyze the necessary data, and this plan is known as the research design (Mugenda & Mugenda, 2003). The methods of data collection, research duration, and analytic strategy are the main points of discussion (Sekaran & Bougie, 2010; Kothari, 2011). Through this, the researcher is able to establish protocols that will lead to hypothesis testing and give a framework for addressing research problems. The objective of the study, which might be either explanatory, descriptive, survey, or causal, is reflected in the research strategy used. The study used a descriptive survey inquiry approach, which primarily focuses on summarizing the attributes of a single person or cluster of people (Kothari 2009). This strategy is appropriate since it allows for flexible data gathering while ensuring that participants are not influenced. Format of descriptive research design includes surveys and fact-finding inquiries. The descriptive research design was used to define the actual situation of circumstances. Njeru

(2016) claims that descriptive research design employs cross-sectional and survey method. Quantitative and qualitative data are collected and evaluated using descriptive and inferential statistics in surveys. Moreover, the framework permits a sampling strategy that is representative of the whole population. Research that relied on a descriptive approach was valid since it revealed adequate information about the connection between the independent and dependent variables.

### 3.3 Target Population

The population is the subject of scrutiny of common observable characteristic in a universe (Sekaran, 2009). The study target population was 104 offer in charge (OIC) of prison stations in Kenya. The selection of OIC is because they are the overall managers of the institutions and they are the right audience to this study. They are considered key players in the implementation of the performance contracting.

**Table 3.1**

#### *Sample Frame*

<b>Regions</b>	<b>Total Population</b>
Nairobi	7
Central	13
Rift-valley	28
Coast	13
Western	7
Nyanza	13
Eastern	19
North-eastern	4
<b>Total</b>	<b>104</b>

### **3.4 Technique for Sampling**

The correctional institutions in Kenya served as the unit of analysis in this research, which used a census design. Therefore, it was unable to use a specific sampling strategy. Since the study's target demographic was all of the OIC in all prisons, the researcher opted to conduct a census. There is no other way to collect data on such granular levels of population and geography as via a census. Orodho (2009) argues that the census method is appropriate since it helps collect data that is representative of the views of the whole community being studied.

In addition, Field (2006) argues that a census technique is appropriate since census results are more representative, accurate, and trustworthy than sample results derived from a community, and therefore census helps in generalizing study findings. Because there is no sampling error in a census, and because more specific information about the studied issue within the population is more likely to be acquired, a census is the most accurate way to gauge the size of a population (Sekaran & Bougie, 2010).

### **3.5 Data Collection Method and Instruments**

The mechanism of data collecting is critical in assuring information authenticity (Topchy et al., 2005). The research relied on primary data, and was gathered through the employment of a self-administered questionnaire. To better understand the study topic, questionnaires described the relevant factors and the current state of things. It was decided that questionnaires would be the most effective method because of their focus on hard data rather than subjective opinions. They also use data coding, which facilitates the conversion of qualitative information to quantitative data for the sake of inferential

analysis (Saunders et al., 2009). A 5-point likert-scale type questionnaire was employed to collect information from the study respondents about specific objectives as mentioned in chapter one. The questionnaires had structured questions on which the respondents were required to answer by ticking the relevant responses.

### 3.6 Measurement of the Variables

**Table 3. 2**

*Measurement of the variables*

Variable	Proxy	Variable type	Measurement indicators / Expected sign elements
Performance	Y	Dependent	Improved rehabilitation Improved prison enterprise Positive
Flexible working arrangement	X <sub>1</sub>	Independent	Job sharing Flexible working hours Teleworking Positive
Training	X <sub>2</sub>	Independent	Mentoring and coaching Positive
Reward system	X <sub>3</sub>	Independent	Monetary rewards Incentives Positive
Occupational health	X <sub>4</sub>	Independent	Safety programmes Personal protective equipment Positive

### **3.7 Pilot Study**

There was a pilot study done to ensure the quality and accuracy of the questionnaire. This was done to ensure the accuracy and precision of the data gathering tools (Sekaran 2003). A pilot study, as defined by Low and Dempsey (2003), is a trial run of the data gathering tools to identify and remedy any issues that could compromise the quality of the final results. A pilot study was conducted on 21 deputy officer in charge of the 21 prisons in Kenya who did not participate in the final study. The deputies will have enough knowledge on the matter and will not need to book appointment for the study for they may have a light schedule.

### **3.8 Reliability**

The notion of reliability is a way of gauging how stable an idea is (Mutea, 2018). There are a variety of ways to testify reliability, but they all lead to the same results. When a questionnaire, interview guide, or other instrument of data collecting yields consistent findings, the research may be trusted, according to Mandala (2018). In determination of consistency, test retest and internal consistency test are mostly employed. Test retest determines consistency by giving questionnaires to the same respondents twice or thrice to check if correlation is constant. Internal consistency test examines consistency in a variable construct. The test employs Cronbach alpha to determine whether the questionnaire give consistent results and correlations. When the internal consistency approach is used, Cronbach's alpha is the most often regarded statistic. The range from zero to one is used in the internal function. In accordance with the suggested range, a reliability rating of 0.7 to 0.8 is indicative of a reasonable degree of trustworthiness, while

a rating of 0.8 or higher indicates excellent dependability. However, values over 0.95 are unsatisfactory, since they may represent unnecessary redundancy (Ursachi et al., 2015).

### **3.9 Validity**

Validity alludes to the precision and significance of assumptions drawn from study findings. Validity ensures if the fundamental construct's dimensions represent what they are designed to reflect. Both content and construct validity are crucial in a pilot research, (Munjuri, 2018). In order to verify whether the underlying construct in the theoretical framework covers what it is designed to cover, content validity relies on experts to flag important material that may not be captured. High construct validity may be inferred from a correlation of 0.5 or above, which is essentially the threshold for statistical significance.

The research method used construct validity. The level of construct validity indicates how well the questionnaire corresponds to the underlying theoretical model. This aided in bringing the theoretical framework into line with the surveys, guaranteeing that all variables accurately represent their intended measurement. Factor analysis is used to establish causality in construct validity. Therefore, component analysis was used to check for strong correlations between the hypothesized constructs.

### **3.10 Data Analysis and Presentation**

According to Vogt et al. (2012) data analysis involves systematic application of statistical tools. Data processing aids in answering inquiry concerns, hence the finer the data interpretation the better the results. According to Zikmund (2010), data analysis refers to the process of thinking through material gathered in order to select accurate patterns and

outline the key subtle components discovered during the investigation. This comprises coding, modifying, data entering, and quality assurance for the full data control procedure (Zikmund, 2010). The content generated through the questionnaires was reviewed for validity thoroughly. It was then coded, tabulated and analyzed. Pie charts, bar charts and recurrence tables were used to present the data that was analyzed. Both descriptive and inferential statistics were used to evaluate and interpret the original data that was collected to establish the connection. Using several linear regression models allowed us to test hypotheses and draw meaningful results. Regression analysis was used to see whether there was any relationship between the predictor factors and the result variable. The goal of regression is to describe and evaluate the connection across a specific variable and one or multiple other variables. Regression, on the contrary extreme, tries to justify changes in a variable by referring to changes in one or several distinct variables (Mugenda and Mugenda, 2003). The following multiple-linear regression equation will be employed;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \quad \text{Equation 3.1}$$

Where;

$Y$  = Performance of prison officers (Dependent Variable)

$\beta_0$  = Intercept or Constant

$\beta_1, \beta_2, \beta_3, \beta_4$  are coefficients

$X_1$  = Flexible work arrangement

$X_2$  = Training

$X_3$  = Reward



$X_4$ =Occupational health

$\epsilon$ =Error Term

### **3.11 Ethical Issues**

Ethical standards were consistently upheld by the researcher. The responses were kept private and used only for research. The investigator contacted NACOSTI, the university, and other appropriate institutions to request permission to conduct the study. In addition, permission to gather data was sought from the prison commander presiding over the Central area. The goal of the investigation was presented to the survey participants before they complete the questionnaire, and they were asked to engage in the survey. Only those who cooperated were featured in the information gathering process. The questionnaires were accompanied by a reference signed statement of participation from the responders as well as a copy of a letter from the institution stating that the study is solely for scholarly reasons and that all professional practices would be followed.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSIONS**

#### **4.1 Introduction**

The study evaluated the influence of human capital management practices on the performance of prisons in Kenya. Precisely, the study evaluated whether flexible employment arrangements, training, reward system and occupational health have an influence on the performance of prisons in Kenya. In this section, we provide the results of our reliability analysis, together with the characteristics of our sample and a descriptive analysis of the data we gathered. In addition, the study's four hypotheses will be examined, reported, and analyzed.

#### **4.2 Study Response Rate**

A questionnaire was designed for the research project to gather information on how prison performance in Kenya is affected by human capital management strategies. The respondents were asked to rate their level of agreement with various statements using a Likert scale for each aspect of the questionnaire. The 104 respondents from Kenyan prisons were asked to fill out a self-administered questionnaire for the research. Seventy-seven out of a total of 104 questionnaires were filled out and returned (a response rate of 74.0%). An acceptable response rate for analysis of additional studies is 50%; a good response rate is 60%; and an exceptional response rate is 70%. (Mugenda & Mugenda, 2003). Therefore, the study's 74.0 percent response rate is sufficient for analyzing the replies. The Kenyan National Commission for Science, Technology, and Innovation may

have facilitated such a large turnout by granting prisons the necessary permissions to gather data. The survey inquired on topics such as workplace flexibility, education and advancement opportunities, compensation and benefits, and performance in the workplace.

### **4.3 Socio-demographic Characteristics**

In an effort to get the insight of the respondents the study sought out some information about them. The respondent's information on academic qualification and work experience were assessed. The sample characteristics results are presented in table 4.1 and table 4.2.

#### **4.3.1 Academic Qualification of the Respondents**

The academic qualification level of an individual may have a bearing on making a decision. The respondents' education levels were of interest to the researchers. Respondents were asked to choose their highest level of education achieved, from a certificate all the way to a PhD. Majority of the respondents who were 72.7 percent had attained a bachelor degree, they were followed closely by those who had a masters and had a 14.3 percent representation. Diploma holders were 13.0 percent as indicated in table 4.1.

**Table 4.1**

***Respondent's Academic Qualification***

	<b>Frequency</b>	<b>Percent</b>
Bachelor degree Level	56	72.7
Master degree level	11	14.3
Diploma Level	10	13.0
<b>Total</b>	<b>77</b>	<b>100.0</b>

The results indicated that the respondents from the prisons in Kenya had pursued academic education ranging from diploma level to master degree level. The prisons had attracted qualified employees in the various sections. Qualified employees have ability to improve the performance of an organization. Equally, qualified employees with high level of education make few errors while responding to questions as compared to the one who has low level of education

(James & Rajan, 2004). Since the respondents had a formal education, they had the ability of responding to the questions in the questionnaire which were structured in English.

**4.3.2 Respondent's Work Experience**

The study sought to find out the work experience of the respondents. The respondents were required to indicate their work experience between less than one year and more than nine years. Majority of the respondents who accounted for 64.9 percent of the respondents had worked in the prisons for six to ten years, they were followed by 24.7 percent of the

respondents who had a work experience of eleven to fifteen years. Those who had worked for sixteen to twenty years were 10.4 percent. The results are indicated in table 4.2.

**Table 4.2**

***Respondent's Work Experience***

	<b>Frequency</b>	<b>Percent</b>
6 to 10 years	50	64.9
11 to 15 years	19	24.7
16 to 20 years	8	10.4
<b>Total</b>	<b>77</b>	<b>100.0</b>

The results in table 4.2 indicate that the study respondents might be having more information about their organisation. This might be due to the fact that 77 respondents who accounts for 100 percent had worked for the organisation for more than six years. These respondents have already interacted with their work place environment and have become used to the worked they are supposed to do.

#### **4.4 Performance of Prisons in Kenya**

Performance of Prisons in Kenya was the study dependent variable. Performance was assessed through service delivery. The researcher posed questions based on service delivery measures. Participants were asked to rate their level of agreement with many statements on the provision of services. Five indicated total agreement, four indicated

agreements with some reservations, three indicated uncertainties, two indicated disagreements, and one indicated extreme disagreement.

The parameter that had the highest score was that the correction measures taken at the prison have rehabilitated the inmates which had a mean score of 4.68. it was followed by guidance and counselling offered at the prison having been helpful to the inmates, the prison offering after-care services to its former inmates and most of the prisoners in the prison having been imprisoned more than once with a mean score of 4.38, 4.00 and 2.18 respectively. These findings are shown in the table 4.3.

**Table 4.3**

*Service Delivery Measures*

Statement	Min.	Max.	Mean	Std. Deviation
Most of the prisoners in your prison have been imprisoned more than once	1	4	2.18	0.996
The prison offers After-Care services to its former inmates	4	4	4.00	0.00
Guidance and counselling offered at the prison have been helpful to the inmates	4	5	4.38	0.488
The correction measures taken at the prison have rehabilitated the inmates	4	5	4.68	0.471

#### 4.5 Flexible Employment Arrangements and Performance of Prisons in Kenya

Job-sharing and shortened workweeks were used to assess the efficacy of flexible work schedules. The participants provided their thoughts on the concepts around flexible work arrangements. These factors were also used by the researcher in the course of hypothesis testing. Table 4.4 displays the results of a survey asking respondents how much they agree with different assertions about workplace flexibility.

Workers' willingness to put in extra time on weekends was the highest-scoring metric, averaging 4.35 out of 5. Employees who are required to work a certain amount of hours per year and those who work in shifts during the course of a single day had mean scores of 4.34 and 4.29, respectively. Employees who worked less than five days per week and/or more than eight hours per day had lower mean scores of 1.45 and 1.43, respectively. The findings are indicated in table 4.4.

**Table 4.4**

##### *Extent of Agreement on Flexible Employment Arrangements*

Statement	Min.	Max.	Mean	Std. Deviation
Employees work in shifts during one day	4	5	4.29	0.455
Employees have specific number of hours they are supposed to work annually.	4	5	4.34	0.476
Employees work even during weekends	4	5	4.35	0.480
Employees work for less than 5 days in a week	1	2	1.45	0.501
Employees work for more than 8 hours in a day	1	2	1.43	0.498

The findings in table 4.4 indicate that the prison employees usually work in shifts in a particular day. Equally, they have specific number of hours which they are supposed to work in a year and more than 5 days in a week. They also work even during the weekends. However, they do not work for more than 8 hours in any particular day.

#### **4.6 Training and Performance of Prisons in Kenya**

Job shadowing and enactment were used as assessment tools for the training program. The participants provided their thoughts on the training-related questions that were asked to them. These factors were also used by the researcher in the course of hypothesis testing.



**Table 4.5*****Extent of Agreement on Training***

<b>Statement</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
For all new employees, there is a well-organized orientation program.	4	5	4.79	0.408
There are employee mentoring programs that promote workers' professional development.	2	5	3.73	0.912
Employees are permitted to work sometimes at a different workstation to hone their abilities.	4	4	4.00	0.00
To prepare them for management roles inside the company, employees are given more responsibilities. Professional development opportunities are provided for employees.	2	2	2.00	0.00
For all new employees, there is a well-organized orientation program.	1	1	1.00	0.00
Employees are given opportunity to assume a task in the work place by practicing	2	4	3.64	0.776

The findings in table 4.5 indicate that the prison employees have been trained. The training is carried out through job orientation, mentorship programs, job rotation and role playing. Nevertheless, the prison employees are not sponsored to undertake professional courses. Equally they are not offered opportunity to prepare themselves to senior positions

#### **4.7 Reward System and Performance of Prisons in Kenya**

Assessing the influence of reward system on the performance of prisons in Kenya was the third objective for the study. Both monetary and non-monetary incentives were used to assess the effectiveness of the rewards system. In this survey, participants answered questions on the elements of a rewards system. These factors were also used by the researcher in the course of hypothesis testing. Respondents were asked to indicate the degree to which they agreed with each statement about the incentive system shown in table 4.6.

The measure that had the highest score was on that the prisons had procured a group insurance cover for all the employees with a mean score of 4.61. The prisons offering competence or skill-based pay followed with a mean score of 4.32. Best employee of the year award presence scored moderately recording a mean score of 3.55. Nevertheless, employees being fairly compensated and being paid extra time worked allowances scored poorly with a mean score of 2.13 and 1.73 respectively. The findings are indicated in table 4.6.

**Table 4.6*****Extent of Agreement on Reward System***

<b>Statement</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
All employees are fairly compensated in the organization	1	4	2.13	0.992
The prison pays an allowance for any extra time worked	1	2	1.73	0.448
The prison usually gives competence/skill-based pay	4	5	4.32	0.471
The prison has procured a group insurance cover for all employees	4	5	4.61	0.491
There is an award for the best employee of the year	3	4	3.55	0.501

The findings in table 4.6 indicate that the prison employees have been insured through a group cover and they are skills or competencies are rewarded. However, the employees are poorly compensated as well as offered no allowance for any extra time worked.

**4.8 Occupational Health and Performance of Prisons in Kenya**

Occupational health was evaluated through safety programs and health programs. All of the questions pertaining to occupational health concepts were answered by the respondents. These factors were also used by the researcher in the course of hypothesis testing. The respondents were asked to rate their level of agreement with the assertions made about occupational health in table 4.7.

There was a mean score of 4.74 for prisons that had proper accident prevention equipment and a score of 4.55 for everyone obtaining the essential training in occupational health and safety before beginning a new job, switching occupations, or implementing new procedures. What we found is detailed in table 4.7.

**Table 4.7**

*Extent of Agreement on Occupational Health*

<b>Statement</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Everyone who starts a job, changes employment, or uses new methods is given the essential training in occupational health and safety.	4	5	4.55	0.501
Prisons have adequate accident prevention accessories	4	5	4.74	0.441
Management and staff often communicate about safety concerns.	5	5	5.00	0.00
Rapid investigation of incidents and accidents is conducted to enhance safety and health in the workplace.	5	5	5.00	0.00
Procedures for maintaining a safe and healthy workplace are explained to me in a manner that makes sense.	5	5	5.00	0.00

The results in table 4.7 show that incidents are promptly investigated to ensure occupational health and safety. Safety-related communications between management and staff are frequent and well understood by everybody. On the other hand, there are

sufficient accident prevention tools and every person obtains the required training in workplace health and safety whether beginning a job, switching employment, or using new methods.

#### **4.9 Multiple Linear Regression Diagnostic Measures**

To assess the relationship between Kenyan jail performance and human capital management strategies, multiple linear regression was used. To assess the causal link between the independent factors and the dependent variable, a multiple linear regression is often used. Regression models often include a number of assumptions, such that the independent and dependent variables have a linear connection that the residuals should have a normal distribution, and that heteroscedasticity, autocorrelation, and multicollinearity do not exist. First, the presumptions were examined.

##### **4.9.1 Normality Test**

In testing the variables normality, Kolmogorov Smirnov and Shapiro-Wilk test was conducted. A normality hypothesis is usually not accepted in the test when the significance level falls below five percent.

**Table 4.8***Normality Test*

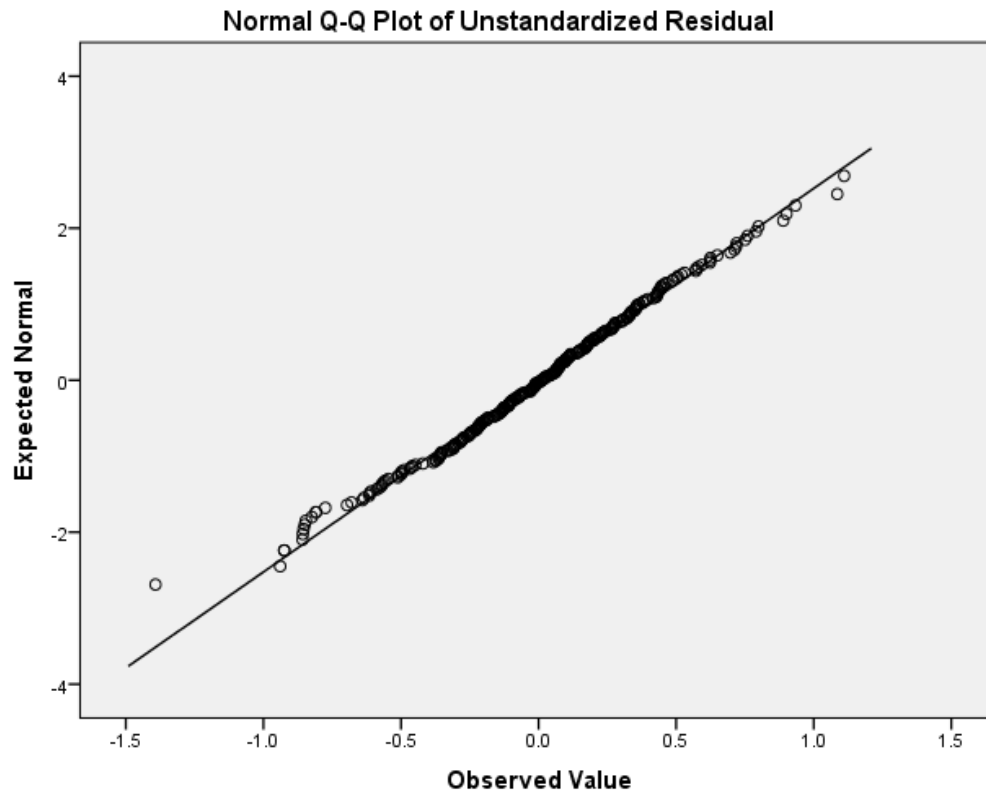
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Unstandardized Residual	0.085	72	0.200 <sup>*</sup>	0.968	72	0.082

Kolmogorov-Smirnov and Shapiro-Wilk test of normality that evaluates the null hypothesis of normal distribution of unstandardized residuals against the alternative hypothesis that there is absence of normality in the data is shown in table 4.9. The results show that Shapiro-Wilk statistics has a significance value of 0.082. The value is greater than 5 percent significance level, therefore, the null hypothesis deeming the unstandardized residuals normally distributed holds. This is in line with the assumption of the multiple linear regression that the dependent variable and residuals should be distributed normally. As per the test results the residuals were distributed normally where the significance value was found to be greater than 5 percent. A study variable is usually regarded as normally distributed when the significance value is higher than 5 percent for a Kolmogorov-Smirnov and Shapiro-Wilk test.

Further, the normal Q-Q Plot also confirmed these results as all values were found to lie on the straight line diagonally as shown in figure 4.1.

**Figure 4.1**

*Q-Q Plot for Data Normality*



**4.9.2 Breusch-Pagan and Koenker Test**

In testing the absence of heteroscedasticity Breusch-Pagan and Koenker test was considered. Heteroscedasticity is absent when the residual variance is equal over a range of measured values.

**Table 4.9**

***Heteroscedasticity Test***

<b>Statistic</b>	<b>Lagrange Multiplier</b>	<b>P-Values</b>
Breusch-Pagan	3.979	0.402
Koenker	3.945	0.411

Breusch-Pagan and Koenker test results are shown in table 4.9. The test assesses the null hypothesis that heteroscedasticity is absent. The P-values for Breusch-Pagan test and Koenker test are 0.402 and 0.411 respectively, which are less than 5 percent. This is an indication that there is presence of homoscedasticity. Thus, fulfilling the assumption that a multiple linear regression portrays an absence of heteroscedasticity.

**4.9.3 Autocorrelation Test**

Additionally, the Durbin-Watson test was used to determine if autocorrelation existed or not. The sample had a Durbin-Watson value of 2.0, indicating that there was no autocorrelation. The values of the Durbin-Watson statistic vary from 0 to 4. A score of 2.0 indicates that there is no autocorrelation in the sample. Positive autocorrelation is indicated by numbers between 0 and less than 2, while negative autocorrelation is shown by values between 2 and 4.



#### 4.10 Multicollinearity

The absence of multicollinearity was also tested. Multicollinearity arises when independent variables are highly correlated with each other. In case of presence of multicollinearity, the predictor variable is removed. In testing for multicollinearity, the study used correlation matrix, tolerance and variance inflation factor (VIF) criteria as shown in table 4.10 and 4.11 below respectively.

**Table 4.10**

##### *Correlation Matrix*

		<b>Flexible working arrangements</b>	<b>Training</b>	<b>Reward system</b>	<b>Occupational health</b>
Flexible working arrangements	Pearson Correlation	1	-0.102	-0.141	-0.224*
	N	76	76	76	76
Training	Pearson Correlation	-0.102	1	0.046	0.327**
	N	76	76	76	76
Reward system	Pearson Correlation	-0.141	0.046	1	0.149
	N	76	76	76	76
Occupational health	Pearson Correlation	-0.224*	0.327**	0.149	1
	N	76	76	76	76

Table 4.10 shows that the correlation of the independent variables ranges from -10.2% to 32.7%. This portrays a low correlation thus absence of multicollinearity. Additionally, collinearity statistics in table 4.11 show that tolerance values are greater than 0.1 and the

variance inflation factor values are less than 5. This indicates that the data lacks multicollinearity. According to Ombaka (2014), tolerance and variance inflation factor values for all the variables should be greater than 0.1 and less than 5 respectively. Therefore, the findings indicate lack of multicollinearity.

**Table 4.11**

*Collinearity Test Results*

<b>Independent Variables</b>	<b>Tolerance</b>	<b>VIF</b>
(Constant)		
Flexible working arrangements	.927	1.079
Training	.899	1.112
Reward system	.961	1.040
Occupational health	.842	1.188

**4.11 Reliability Test Results**

A concept's reliability is its degree of consistency (Mutea, 2018). Numerous questions that used a Likert scale were presented by the researcher. Before beginning the process of data analysis, presentation, and interpretation, the validity of these questions based on the four predictor variables and one response variable was assessed. Cronbach's alpha coefficient was calculated in order to evaluate the reliability of all the Likert scale questions. The results are shown in Table 4.12.

**Table 4.12*****Reliability Test Results***

	<b>Cronbach's Alpha Based on Standardized</b>	<b>Number of Items</b>
	<b>Items</b>	
Flexible	0.704	5
Training	0.715	6
Reward System	0.741	5
Occupational health	0.702	5
Performance	0.732	4

Cronbach's alpha was larger than 0.7 for all variables after the reliability test was conducted, as shown in Table 4.12. To make sure the data gathering tool is trustworthy, we ran a reliability test using Cronbach's Alpha Coefficient. The range for Cronbach's alpha coefficients for the independent variables was (0.702, 0.741). According to the suggested range, numbers between 0.7 and 0.8 indicate an acceptable degree of dependability, while values of 0.8 and above indicate a very high level of reliability. However, values over 0.95 are not optimal, since they may represent unnecessary repetition (Ursachi et al., 2015). According to the advice, the study's questionnaire has sufficient internal consistency and reliability for the study's purposes, and the findings may be extrapolated to apply to the community at large. This demonstrates that the study's Likert scale questions effectively tested the variables of interest. Independent variable and dependent variable responses to Likert scale questions were used in data analysis.

#### 4.11 Multiple Linear Regression

In order to determine whether human capital management strategies affect the performance of Kenya's prisons, a multiple linear regression analysis was conducted. When testing the hypothesis of the relationship between variables that are categorical or continuous multiple linear regression is considered or is appropriate (Vogt et al., 2012). Independent variables and dependent variables for this study has an ordinal result. Evaluation of individual effects of the independent variables for the study was conducted. Equation 3.1 was used in testing the relationship between human capital management practices (flexible working arrangements, training, reward system and occupational health) and the performance of prisons in Kenya.

Analyses were conducted to determine the extent to which the independent factors accounted for the observed differences in the dependent variable. Table 4.13 displays the results of the test; the *r* value is 0.939, the *R* value is 0.881, and the corrected *R* square value is 0.875.

**Table 4.13**

##### *Model Summary*

Model	<i>r</i>	<i>R</i> Square	Adjusted <i>R</i> Square	Std. Error of the Estimate
1	.939 <sup>a</sup>	.881	.875	.167

a. Predictors: (Constant), Flexible working arrangements, Training, Reward system and Occupational health

Table 4.13 displays a value of  $r=0.939$ ,  $R=0.881$ , and an adjusted  $R^2=0.875$ . Coefficient of correlation, denoted by  $r$ , for the research. The value of a correlation coefficient might be on the scale from minus one to plus one. When a coefficient has a high absolute value, it indicates a robust connection between the variables being studied. A value between  $+0.9$  to  $+1.0$  is considered to be very high positive correlation (Weaver et al., 2017). This demonstrates that the performance of Kenya's prisons is positively correlated with human capital management strategies. This suggests that if prisons in Kenya were to adopt more effective human capital management approaches, the system's overall performance would improve.

With a  $R$  squared value of  $0.881$ , we may deduce that the independent variables account for  $88.1$  percent of the variance in the dependent variable. The adjusted  $R$ -squared value shows that  $87.5$  percent of the variance in the response variable can be attributed to the effects of the predictors. To further illustrate the connection between your predictor factors and your response variable, you should use the Adjusted  $R$  Square. Since this is a complex relationship, we use an adjusted  $R$  square value of  $0.875$  to describe the connection between human capital management practices and the performance of Kenyan prisons. It shows that the research variables account for  $87.5$  percent of the variance.

In addition, analysis of variance was used to check for model significance. Based on the data in table 4.14, we can see that the computed  $F$  is  $133.665$  with a significance level of  $0.000$ .

**Table 4.14**

*ANOVA*

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	14.879	4	3.720	133.665	.000 <sup>b</sup>
1 Residual	2.004	72	.028		
Total	16.883	76			

a. Predictors: (Constant), Flexible working arrangements, Training, Reward system and Occupational health

b. Dependent Variable: Performance

The table 4.14 indicates a significance level of 0.000, which is much lower than the threshold of 0.05. This suggests that the model is useful for making predictions about how factors like workplace flexibility, training, rewards, and health affect the efficiency of Kenya's penal system. Meanwhile, the computed F is 133.665, whereas the F crucial at the 5% significance level is 2.32. This demonstrates that the calculated F is greater than the crucial F, making the model important as a whole.

The coefficient of the independent variables was tested by evaluating other variables in the equation. Table 4.15 displays the results, including the variable coefficients (B) and associated P values (Sig.). Reward system, occupational health, and training all have regression coefficients of 0.099, but customer-driven flexible work schedules have a

coefficient of 0.153. Similarly, the P value for workplace flexibility is 0.000, whereas it is 0.000 for training, 0.275 for the incentive system, and 0.002 for occupational health.

**Table 4.15**

*Variables in the Equation*

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	12.017	.758	15.852	.000
Flexible working arrangements	.153	.020	-7.528	.000
Training	.075	.017	-4.361	.000
Reward system	.022	.020	-1.099	.275
Occupational health	.099	.031	-3.184	.002

a. Dependent Variable: Performance

An explanation of the connection between the explanatory factors and the dependent variable is provided by using the multiple linear regression equation 3.1. Using the results of the multiple linear regression test, a predicted equation was created.

#### **4.12 Hypothesis Testing**

The first null hypothesis was to test that flexible working arrangement has no significant relationship with performance of prisons in Kenya. Table 4.11 shows that the P value for flexible work arrangements is 0.00 and the Coefficient (B) is 0.153. This means that jail

productivity in Kenya would improve by 0.153 percentage points for every additional flexible work arrangement.

Flexible working arrangement is statistically significant in prediction of performance of prisons in Kenya. The results of this research corroborate those of (Nzuve & Bundi, 2012) who also found that organizations' bottom lines are statistically affected by the performance of flexible work arrangements.

The second null hypothesis was to test that training has no significant relationship with performance of prisons in Kenya. Table 4.11 displays the results, which show that training has a P value of 0.00 and a Coefficient (B) of 0.075, meaning that a one-unit increase in training would result in a 0.075-percent improvement in jail performance in Kenya. Similarly, the training's P value was less than 5%, making it a major factor in elucidating the connection between training and the performance of Kenya's prisons.

Training is statistically significant in prediction of performance of prisons in Kenya. This study finding is in agreement with the study carried out by Hussain et al. (2017) who found that training significantly influences the organizational performance. Effective training in an organisation should always be carried out in an organization as it improves employee's information acquisition to improve critical thinking and intellectual abilities for high productivity in an organisation (Waititu & Senaji, 2017).



The third null hypothesis was to test that reward system has no significant relationship with performance of prisons in Kenya. Table 4.11 shows that the reward system has a P value of 0.001 and a Coefficient (B) of 0.022, suggesting that a one-unit increase in the incentive system would improve jail performance in Kenya by 0.022. However, while the training's P value was more than 5%, it is not important in explaining the connection between Kenya's prisons' incentive system and their performance.

Reward system is not statistically significant in prediction of performance of prisons in Kenya. The study results disagree with the study carried out by Nzuve and Bundi (2012) and concluded that reward system has no statistically significant influence on organization performance.

The fourth null hypothesis was to test that occupational health has no significant relationship with performance of prisons in Kenya. Table 4.11 shows that the P value for occupational health is 0.00 and the Coefficient ( $\beta$ ) is 0.099. This means that jail performance in Kenya would improve by 0.099 percentage points for every one unit rise in occupational health.

Statistics show that jail performance in Kenya may be predicted using data on prisoners' occupational health. Findings from this research corroborate those from a study by Muruu et al. (2016) who also found that occupational health significantly affects the outcome variable. Taking care of employees' health at performance is crucial for every company

that wants to succeed. This provides reassurance to workers, who in turn improve the quality of their service and output. All staff members of a company should have access to it (Waititu & Senaji, 2017).

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The summary of the findings, conclusion and recommendations of the study are entailed in this chapter. Specifically, the study objectives were to examine whether flexible employment arrangements, training, reward system and occupational health have an influence on performance of prisons in Kenya. This chapter will discuss the influence of independent variables on the dependent variable. Additionally, conclusion and recommendation will be made based on the study variables.

#### **5.2 Summary of the Findings**

The main objective of the study is to evaluate the influence of human capital management practices on performance of prisons in Kenya. In attaining the study objective this section will discuss the influence of flexible employment arrangements, training, reward system and occupational health on performance of prisons in Kenya.

##### **5.2.1 Flexible Employment Arrangements and Performance of Prisons in Kenya**

The results indicated that that the prison employees usually work in shifts in a particular day. Equally, they have specific number of hours which they are supposed to work in a year and more than 5 days in a week. They also work even during the weekends. However, they do not work for more than 8 hours in any particular day. Additionally, the

results indicated that there is a significant influence between flexible working arrangement and performance of prisons in Kenya thus the null hypothesis was rejected.

#### **5.2.2 Training and Performance of Prisons in Kenya**

The results indicated that the prison employees have been trained. The training is carried out through job orientation, mentorship programs, job rotation and role playing. Nevertheless, the prison employees are not sponsored to undertake professional courses. Equally they are not offered opportunity to prepare themselves to senior positions. Moreover, the results indicated that there is a significant influence between training and performance of prisons in Kenya thus the null hypothesis was rejected.

#### **5.2.3 Reward System and Performance of Prisons in Kenya**

The findings of the study indicated that the prison employees have been insured through a group cover and their skills or competencies are rewarded. However, the employees are poorly compensated as well as offered no allowance for any extra time worked. Nevertheless, the results indicated that there is no significant influence between reward system and performance of prisons in Kenya thus the null hypothesis was accepted.

#### **5.2.4 Occupational Health and Performance of Prisons in Kenya**

The findings of the study indicated that in case of accidents they are investigated quickly in ensuring workplace health and safety. Communication between management and employees on safety matters are communicated regularly and are understood by all. On the other side, all workers get the mandatory workplace health and safety training when beginning a new job, switching to a new position, or employing new methods, and there

are sufficient accident prevention accessories. In addition, the study finding indicated that there is a significant influence between occupational health and performance of prisons in Kenya thus the null hypothesis was rejected.

### **5.3 Conclusion**

The conclusions of the study will be based on the summary of the findings of the study and guided by hypothesis of the study.

The second null hypothesis was to test that training has no significant influence on the performance of prisons in Kenya. As training was shown to have a statistically significant impact on jail performance in Kenya, and as the P value for the predictor variable was less than 5%, the study's authors drew that conclusion. The positive correlation indicates that if prisons in Kenya received an additional training unit, the result would be improved performance.

The third null hypothesis was to test that reward system has no significant influence on the performance of prisons in Kenya. Given that the predictor variable's P value was more than 5%, it can be argued that the incentive system has no statistically significant effect on jail productivity in Kenya. The negative coefficient value also indicates that a single unit increase in the incentive system would improve jail performance in Kenya.

### **5.4 Recommendations**

The study results also indicated that training relates positively with performance, thus, the prisons in Kenya should offer more training to its employees so as to rip benefits of a well-trained employee.

The administration of Kenya's prisons should also continue providing prisons with the safety measures they need. With this in place, they can rest certain that their staff is protected at all times while serving the public.

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## APPENDICES

### APPENDIX I: NACOSTI Research Permit

 <p><b>REPUBLIC OF KENYA</b></p> <p>Ref No: <b>999515</b></p>	 <p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p> <p>Date of Issue: <b>02/July/2021</b></p>
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## **Appendix II: Letter of Introduction**

Lucy Kathure Kinoti

Kenya Methodist University

P.O. BOX 267-60200

MERU

DATE .....

**Dear Sir/ Madam**

### **RE; LETTER OF DATA COLLECTION INSTRUMENTS**

I am a student at Kenya Methodist University pursuing a Master's Degree in Business Administration. I am required to carry out a research proposal as a requirement to graduate. I request you to provide me with information and I assure you that the results of my study will only be for education purpose once submitted to the examining authority, in this case the Kenya Methodist University.

Yours faithfully,

Lucy Kathure

### **Appendix III: Questionnaire**

Please answer all the questions provided as honestly as possible and to the best of your knowledge. In answering the questions, you can place a tick (✓) on the item(s) that apply to you or take the direction given in the question.

#### **SECTION A: DEMOGRAPHIC DATA**

Kindly tick ( ✓ ) your response or explain where necessary.

1. Your level of education:-

Certificate ( )

Diploma ( )

Degree ( )

Masters & Above ( )

Other Professional courses ( )

2. How many years you have worked in your institution:-

Below 5 years ( )

6-10 years ( )

11-15 years ( )

16-20 years ( )

Above 21 years ( )

### **Flexible working arrangements**

On a scale of 1-5, to what extent do you agree with the following statements on flexible working arrangements in your organisation; Where: 1= strongly disagree 2= disagree 3= not sure 4= agree and 5= strongly agree

Statement	1	2	3	4	5
Employees work in shifts during one day					
Employees have specific number of hours they are supposed to work annually.					
Employees work even during weekends					
Employees work for less than 5 days in a week					
Employees work for more than 8 hours in a day					

### **Training**

On a scale of 1-5, to what extent do you agree with the following statements on employee training in your organisation; Where: 1= strongly disagree 2= disagree 3= not sure 4= agree and 5= strongly agree

Statement	5	4	3	2	1
For all new employees, there is a well-organized orientation program.					
There are employee mentoring programs that promote workers' professional development.					



Employees are permitted to work sometimes at a different workstation to hone their abilities.					
To prepare them for management roles inside the company, employees are given more responsibilities. Professional development opportunities are provided for employees.					
By practicing, employees are given the chance to take on a job at work.					
For all new employees, there is a well-organized orientation program.					

### **Reward system**

On a scale of 1-5, to what extent do you agree with the following statements on reward system in your organisation; Where: 1= strongly disagree 2= disagree 3= not sure 4= agree and 5= strongly agree

Statement	5	4	3	2	1
All employees are fairly compensated in the organisation					
The prison pays an allowance for any extra time worked					
The organisation usually gives competence/skill-based pay					
The hospital has procured a group insurance cover for all employees					
There is an award for the best employee of the year					

### Occupational health

On a scale of 1-5, to what extent do you agree with the following statements on occupational health in your organisation; Where: 1= strongly disagree 2= disagree 3= not sure 4= agree and 5= strongly agree

Statement	5	4	3	2	1
Everyone who starts a job, changes employment, or uses new methods is given the essential training in occupational health and safety.					
Employees and management speak with each other often about safety concerns.					
In order to enhance workplace health and safety, incidents and accidents are examined very away.					
It's easy for me to grasp when information regarding workplace health and safety practices is communicated.					

### Performance

On a scale of 1-5, to what extent do you agree with the following statements on performance of prisons; Where: 1= strongly disagree 2= disagree 3= not sure 4= agree and 5= strongly agree

Statement	5	4	3	2	1
Most of the prisoners in your prison have been imprisoned more than once					

The prison offers After-Care services to its former inmates					
Most of the former prisoners have been rehabilitated					
Guidance and counselling offered at the prison have been helpful to the inmates					
The correction measures taken at the prison have rehabilitated the inmates					