



HUMAN CAPITAL MANAGEMENT PRACTICES AND PERFORMANCE OF PRISONS IN KENYA

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Abstract

The study overall goal was to evaluate human capital management practice on the disciplined services performance. The study's particular goals were to determine the flexible's working arrangement and occupational health on performance of prisons. The study was anchored on commitment-trust theory. The study adopted a descriptive survey research design while the target population consisted 104 officers in charge of prison in Kenya. Cluster sampling techniques was considered in selecting the 83 respondents of the sample size. Self-administered questionnaire which had 5-point Likert-scale questions was used in collecting primary data. The Cronbach's alpha coefficient was more than 0.6. Descriptive and inferential statistics was used in analyzing the data. Multiple linear regression model was used in testing test hypothesis and thereafter making conclusions from the findings. It was concluded that flexible working arrangements has a statistically significant influence on performance of prisons in Kenya. The study recommends that the management of prisons should push for better and

adequate compensation of its staffs. The management of the prisons in Kenya should also keep on equipping their prisons with the necessary risk control tools.

Keywords: Flexible's Working Arrangement, Occupational Health, Performance, Prisons in Kenya, Commitment-trust Theory

INTRODUCTION

The prospect of accomplishment or failure of an organisation is largely dependent on its performance. Organisation performance is the ability of an institution to efficiently and effectively implement strategies so as to attain its set or desired goals or objectives. It encompasses business model effectiveness, efficiency and outcomes (Bashaer, Singh, & Sherine, 2016). It plays an essential role in the survival of any organisation; either profit making or non-profit making. However, the perceived organisation performance is influenced by several factors such as organization overall policies, working climate, relationship between employer and employees. Nowadays, the human capital contribution to the survival or success of an organisation cannot be underrated. They are the expensive assets that an organisation can have as they can develop or destroy an institution (Zeb, Abdullah, Javaid, & Khan, 2017). This has led to human capital management practices attracting more attention from organizations globally.

Human capital management practice is the set of practices that firms use to seek, hire, train, cultivate, and acquire the greatest people attain the desired goals or objectives. It enables investment in employees by the organizations to enable them attain the desired organizational goals (Rasool, Samma, Wang, Zhao, & Zhang, 2019). The employees are viewed as valuable asset that must be supported to exploit their full capacity which is attributable to increased significance of human capital in delivering services. Human capital has the capacity to transform other resources into a service or product. Human capital management practice is one aspect of a comprehensive public-sector overhaul effort to boost productivity and competence while lowering overall expenditures (Jorgenson, 2014).

Globally, organizations such as prisons have adopted various human capital management practices to achieve their desired objectives. Organisation performance in western countries comprises all initiatives that ensure the corporate goals are consistently met cost-effectively and appropriately. It emphasizes staff output and, to a lesser level, the techniques used to develop services or products and other crucial areas in a company that ultimately lead to productive personnel output (Baqerrkord & Homayounizadpanah, 2012). The practice of personnel capacity development is an interconnected and systematic way to improving

personnel and organizational effectiveness through improving staff efficiency via the development of individual people and teamwork' capabilities (Baron & Armstrong, 2007).

Approaches in human capital management have an important role to play in Swedish public organizations that impacted positively on organizational performance and employee productivity (Bagul, 2014). However, there is a growing amount of research that supports the use of human capital management procedures that consider all issues related to employee performance employees' welfare management, flexible working arrangements can boost their engagement, eliminate antisocial traits, and increase superior staff attrition and productivity (Bagul, 2014).

The success of human capital management practice in public organizations in economies such as France, Pakistan, South Korea, Malaysia, and India have spurred global enthusiasm in this concept (Wheeler, 2008). The disciplined services are increasingly overcoming global challenges to do things differently with fewer resources. Bloom, Dorgan, Dowdy, and van Reenen (2007) found that transnational institutions have only been able to reproduce the same benchmarks beyond diverse economies, civilizations, and industries by having solid and successful cultural capital development strategies in place. They now realize the rewards of their endeavors in enhanced output, improved yields on capital and more stable prosperity. This demonstrates that well-designed systems may be duplicated and functional in diverse places, resulting in increased output. Performance is a measure of a human's, a machine's, a manufacturing plant, or a platform's productivity in the workplace transforming results become something useful. (Marsor, 2011).

The primary economic measure of innovation explains productivity, growth, and production in emerging nations such as South Africa, Nigeria, and Ghana. The appropriate adoption of emerging commodities and existing that have been upgraded procedures, organizational foundations, platforms, as well as corporate concepts, results in performance expansion that outpaces input metamorphosis. As a result, Performance (or result per component of intake is a measure of how productive a company is.) goes up. A raise in wealth might also be beneficial and can be achieved rather than new ideas by repurposing existing solutions Productivity will improve in accordance to inputs if just imitation and no inventiveness are used (Jorgenson et al., 2014).

The perceived link between human capital management practice and organisation performance in Kenya disciplined services uses this weapon for reaching stated goals (Choke, 2009). Kiboi (2011), on the contrary extreme, looked into the development of personnel capacity practice in state corporations and achieved similar results. Korir (2012) postulates that human capital management practice has encouraged improvement in organization performance. As a

result, there are disparities in how government institutions deal with change. The fundamental reason was that most public-sector organizations' operational goals contrasted with those of private-sector companies, where strategic reinvention was focused on profit. because of political meddling, extensive oversight, and shifting performance standards, public enterprises are typically constricted with flexibility and autonomy. Many people considered that the services supplied by public sector organizations had grown insensitive to patrons in the early 1990s decade (Singh, Kochar & Yukse, 2010).

The main aim of prisons is offender's rehabilitation by the prison's officers. However, the performance of prisons in ensuring social reforms has been criticized. This is because inmates have no say in the rehabilitation process and are regarded as objects. The exposure of prisoners to brutal environment has not added value to their rehabilitation but increasing offering training grounds for criminal skills which lead to increased crime rate and recidivism in Kenya (Muteti, 2018). This might be attributed to the human capital management practices adopted in prisons. The human capital in this case who are prisoner officers experience poor employee welfare which can attest to the inhuman treatment of inmates. Additionally, they experience employee shortage, and inadequately trained employees which might negatively affect the prisons performance (Atieno, 2020). Hence, the need to study the significance of personnel investment development strategies on the functioning of Kenyan prisons

Statement of the Problem

Successful rehabilitation of offenders is the main goal of prisons in Kenya. However, this has not been fully achieved as the recidivism rate is still high at 47 percent (Atieno, 2020). This defeats the logic of using public revenue to establish a correction center that does not benefit the society. It is evident even after actualization of the prison's reforms in Kenya (Muteti, 2018). This has raised concern on the correction measures offered to inmates. They are usually offered various skills, guidance and counselling and spiritually educated on the better living. However, the same recipient of these services has not reformed and are prone to more crimes once released from the prisons. It might have been attributed to the working environment that the prison officers have been exposed leading to the brutal handling of prisoners (Wang'ombe, 2019). This may hinder the achievement of sustainable goal on ensuring the world is safe from crime by establishing strong justice institutions (Bashaer, Singh, & Sherine, 2016). It will further lead to the continued increase in crime rate which affects the growth of GDP by discouraging foreign and domestic investment which employs a large population of Kenyans hence, increased unemployment and enterprise.

However, performance have not increased in tandem and the disciplined services officers' level of job controls and there is no part for experiment or room to enhance creative ideas at work. The Kenya prisons service annual report 2018 highlighted that performance management have not increased the performance to the expected levels. The IPOA report (2018) found that since introduction of performance management in disciplined services employee's creativity was reduced with 7.8 % for a period of 3 years. This loss of creativity among the personnel who are charged with the security of this country has jeopardized the creativity of security personnel and threats from enemies have become a challenge to this sector and some of the loss of security personnel has been termed as poor approach by management such as Baragoi case where a number of security officer lost lives (IPOA, 2014). It is in this strength that the study evaluated the human capital management practices influence on the performance of prisons in Kenya.

General Objective

To measure the influence of human capital management practices on the performance of prisons in Kenya.

Specific Objectives

- i. To determine the influence of flexible working arrangements on performance of prisons in Kenya.
- ii. To establish the influence of occupational health on the performance of prisons in Kenya.

Research Hypothesis

- i. H_{01} : There is no association between flexible working arrangements and performance of prisons in Kenya.
- ii. H_{02} : There is no linkage between occupational health and the performance of prisons in Kenya.

LITERATURE REVIEW

Commitment-Trust Theory

Relationship commitment, and confidence according to Morgan and Hunt (1994), are important factors in healthy partnerships when they motivate relationship partners to cooperate and foster lengthy partnerships. They claim that trustworthiness and commitment-based connections enables couples to be far more accommodating of high-risk scenarios because one perceives the other will be eager to partake in pursuits that are in all these partners' protracted

best intentions. Morgan and Hunt (1994) validated their idea of economic ties involving motor tire merchants and their distributors, concluding that the results backed it up. According to the engagement paradigm, trust and commitment are fundamental structures that serve as mediators respectively five major determinants. Consider trust to be belief in a trade partner's dependability and integrity. They argue that when partners have certain beliefs and converse, trust is improved. When parties are thought to be engaging in unscrupulous conduct, trust is eroded.

Identical, ideals which have earlier been mentioned as a prerequisite for loyalty, are also prerequisites for cooperation. Partners' impressions of associated goals improve their observed competence to foretell each other's intentions and conduct, resulting in increased security. The transmission of relevant and prompt information among individuals is referred to as communication. Educators who inform students over what to anticipate in class and on tests may increase classroom morale. Furthermore, contact between instructors and students might help to avoid miscommunication and resolve issues. The breach of subtle or visible duty behaviors is referred to as unscrupulous conduct. In the Commitment/Trust Model, trust influences each result, perhaps clearly or passively. Via its influence on dedication, trust has immediate consequences on teamwork, constructive rivalry, and choice uncertainties, as well as potential impact on submission and intention to change.

This notion is relevant to this research because two entities require to collaborate in order to reach a mutual aim. Cooperation, according to Morgan and Hunt (1994), produces achievements that are superior to those obtained in a partnership in which members do not participate. A confrontation that results to a partnership enhancement is referred to as functional conflict. Misunderstandings can help to enhance connections by providing options to talk and re-evaluate objectives. The prisons department must provide respect in this analysis because trust promotes parties to regard disagreements as practical and create win outcomes. The degree to which individuals believe they have enough knowledge to make confident conclusions is referred to as decision-making uncertainty. This will have an immediate impact on managerial and workforce engagement. The ability to take a proactive stance of a connection is facilitated by trust. Regardless of the outcome of each exchange involving partners, the interaction itself remains the aim. This approach, it may be inferred, will assist the prisons sector in creating an advantageous atmosphere for the establishment of productivity monitoring. If the prisons unit applies this approach, it will aid in the development of a positive rapport involving administration and staff allowing for improved service delivery compliance.

Empirical Review

Some examination was taken out by Zeb, Abdullah, Javaid, and Khan, (2017) on the human capital management practices and job satisfaction in the enterprise at Pakistan's Telecom sector with a sample size of 272 employees. Acquisition and, screening as well as progress evaluation are all aspects of instruction and advancement were the parameters of human capital management practices. Primary data was collected through questionnaires where descriptive statistics, correlation and regression analysis was utilized in the data analysis. It was found out that human management practices have a high correlation with the response variable. However, the researcher did not make recommendation and the regression analysis was not clear. The p-value could be used to make conclusion on the significant levels of the parameters. Training is the most important factor in ensuring organizational performance. Employees with high Professionals with extensiveness on-the-job exposure generally to achieve higher since their abilities and competences improve as a product of their job exposure (Kenny & Nnamdi, 2019).

Rasool, Samma, Wang, Zhao, and Zhang (2019) carried out a study of the career development and its connections methods and sustainable organizational performance where organizational innovation was a moderator. Performance management, personnel, selection training, including fair compensation and incentives were the human resource management practices constructs. Questionnaire was utilized to collect primary data from 20 Shanghai branches of five Chinese banks. The correlated results indicated that performance management, selection training, including fair compensation and direct influence on sustainable organization performance. In addition, the mediating effect was present. Nevertheless, it was not clear how the sample size was attained. Waititu, Kihara and Senaji (2017) stated that personnel ought to be given a motivation in the form of a pay extra or some other sort of compensation for improving the organization performance. It can be pegged on the profit made.

Nzuve and Bundi (2018) reviewed the study on human capital practices and commercial banks performance. Human capital resources were measured using recruitment excellence, flexible workplace, communication integrity and rewards and accountability parameters. The study used a cross-sectional poll technique with a group number of 45 lenders. Questionnaire was used in collecting the primary data from the head of human resource section. The compiled sources on the contrary extreme, was gathered through the bank's yearly reviews. The data revealed that the human capital management practices were on average while the regressed data was found to show a positive influence on the connection with the personnel management practices and success of the company. The banks were found to have a flexible working arrangement though they were not rewarded for increased profits in a year. A recommendation

was made for banks to enhance their human capital management practice. Nevertheless, the study did not indicate the data collection procedures hence the results cannot be fully relied upon. The researcher also would have chosen a relevant theory that anchors the study.

Muruu, Were, and Abok (2016) evaluated the relationship between workforce happiness and wellness measures in the government sphere. The study specifically evaluated the effect of worker's characterization by remuneration initiatives as well as protection and wellbeing measures. The study was anchored by equity theory, socio-conflict theory and the functional theory. A concept of descriptive analysis was adopted in the study where a population of 213 employees was targeted. A group set of 137 personnel was chosen using stratified polling. The descriptive figures were used to examine the primary data gathered through the use of a questionnaire.. The study predictor variables were found to have an effect on the response variable. It is not clear how data analysis was carried out. Occupational health is essential in enhancing the organisation performance. It offers a sense of security to employees who will end up offering better services and improving their productivity. It should be availed to all employees in an organisation (Waititu, Kihara, & Senaji, 2017).

The implications of performance management, according to Kobia and Mohammed (2011), have been mixed. In some nations, state sector has seen a widespread and persistent progress, whereas in others, some governmental bodies have failed to participate or have been hindered from participating by government regulations. The widely accepted concerns that have been highlighted in the implementation of performance management entail production advancement in order to provide consistency and prompt assistance to citizens, enhance profitability in attempt to maximize investor earnings, eliminate dependence on the treasury, maintain a sense of oversight and disclosure in the administration of service providers and investment utilization and give a sense of empowerment to employees.

Conceptual Framework

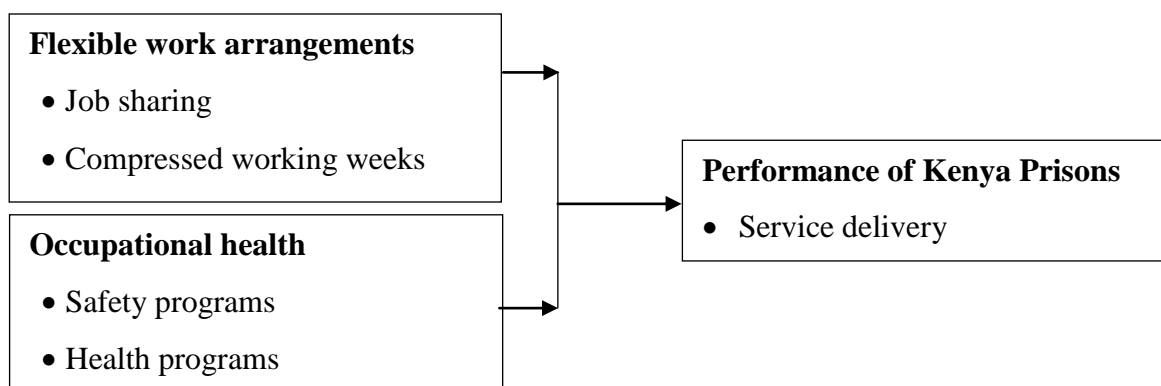


Figure 1 Conceptual Framework

RESEARCH METHODOLOGY

The study adopted a descriptive cross-sectional research design. The study targeted the 104 officers in charge of prisons in Kenya. The study utilized the cluster sampling. The population was classified into clusters. The prison stations were considered for clustering and was utilized in selecting the sample respondents for the study from each cluster. In calculating the sample size, the Yamane (1967) formula for sample size computations was considered at a confidence level of 95 percent and $e = 0.05$.

$n = \frac{N}{1 + N(e)^2}$ Where; n: sample size, N: population size and e: the level of precision.

This resulted to 83 respondents of which 92.8 responded. Primary data was collected by use of a self-administered questionnaire. The structured questionnaire had five-point Likert scale questions measuring the various parameters in the study. The computed Cronbach's Alpha Coefficient of above 0.6 attested the reliability of the questionnaire.

Multiple linear regression analysis was carried out to test the influence of human capital management practices on performance of prisons in Kenya. To test significance for individual independent variables 5% significance level for the P-values was used.

RESULTS

Flexible Employment Arrangements and Performance of Prisons in Kenya

Determining the influence of flexible employment arrangements on the performance of prisons in Kenya was the first objective for the study. Flexible employment arrangement was evaluated through job sharing and compressed working weeks. The respondents responded to the questions posed on flexible employment arrangements constructs. The researcher further utilized these variables during the hypothesis testing. The respondents were required to state the extent they agree with the various statements posed on flexible employment arrangements. The measure that had the highest score was on employees working even during weekends with a mean score of 4.35. Employees having specific number of hours they are supposed to work annually and working in shifts during one day followed with a mean score of 4.34 and 4.29 respectively. Employees working for less than 5 days in a week and more than eight hours in a day scored lowly recording a mean score of 1.45 and 1.43 respectively.

Occupational Health and Performance of Prisons in Kenya

Occupational health was evaluated through safety programs and health programs. The respondents responded to the questions posed on occupational health constructs. The researcher further utilized these variables during the hypothesis testing. The measures that had

the highest score was on that there is regular communication between employees and management about safety issues, incidents and accidents are investigated quickly in order to improve workplace health and safety and communication about workplace health and safety procedures is done in a way that is understood by all with a mean score of 5.00. Prisons having adequate accident prevention accessories and Everyone receiving the necessary workplace health and safety training when starting a job, changing jobs or using new techniques recorded a mean score of 4.74 and 4.55 respectively.

Multiple Linear Regression

Multiple linear regression was carried out to test whether human capital management practices have an influence on performance of prisons in Kenya. The test of evaluating the variations in the dependent variable explained by the independent variables was carried out. The results of the test are indicated in table 1 where the r is 0.939, R is 0.881 and the adjusted R square is 0.875.

Table 1 Model Summary

Model	r	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939 ^a	.881	.875	.167

The r is the correlation coefficient of the study. This shows that human capital management practices have a positive and strong relationship with performance of prisons in Kenya. It is an indication that a unit increase in human capital management practices would lead to an increase in performance of prisons in Kenya positively.

The R square of 0.881 indicates the variations in the dependent variable are explained by 88.1 percent of the independent variables. However, the adjusted R square indicates the variations in the response variable are explained by 87.5 percent of the predictor variables explained. Adjusted R Square is recommended in explaining the relationship between Predictor variables and response variable. Therefore, adjusted R square value of 0.875 is used in explaining the relationship between human capital management practices and performance of prisons Kenya. It indicates that 87.5 percent of the variations are explained by the study variables.

Further, ANOVA was carried out to test the overall model significance. The results in table 2 indicate that the F calculated is 133.665 and a significance value of 0.000.

Table 2 ANOVA

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

As shown in table 2, the significance value is 0.000 which is less than 0.05. This indicates that the model is statistically significant in predicting how flexible working arrangements and occupational health influences the performance of prisons in Kenya. On the other hand, the F calculated is 133.665 while the F critical at 5 percent significance level is 2.32. This shows that the F Calculated is higher than the F critical hence the overall model is significant.

Further variables in the equation were evaluated so as to test the coefficient of the independent variables. The outcome shows the coefficient (B), and the P values (Sig.) of the variables as indicated in table 3. The regression coefficient for customer flexible working arrangements is 0.153, 0.075 for training, 0.022 for reward system and 0.099 for occupational health. Equally, the P value for flexible working arrangements is 0.000, and 0.002 for occupational health.

Table 3 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
Occupational health	.099	.031	-3.184	.002

a. Dependent Variable: Performance

The multiple linear regression test developed a predicted equation as follows;
 Performance of prisons in Kenya = 12.017 + 0.153 Flexible working arrangements + 0.099 Occupational health + ϵ

The result indicate that flexible working arrangement has a P value of 0.00 and a Coefficient (B) of 0.153 this indicates that an increase in one unit of flexible working arrangement will lead to an increase in performance of prisons in Kenya by 0.153. Equally, the P value for the flexible working arrangement was less than 5 percent, thus, it is significant in explaining the relationship between flexible working arrangement and performance of prisons in

Kenya. This study finding supports the study carried out by (Nzuve & Bundi, 2018) whose study findings indicated that flexible working arrangement statistically influences the performance of an organization.

Further, the result indicate that occupational health has a P value of 0.02 and a Coefficient (B) of 0.099 this indicates that an increase in one unit of occupational health will lead to an increase in performance of prisons in Kenya by 0.099. Equally, the P value for the occupational health was less than 5 percent, thus, it is significant in explaining the relationship between occupational health and performance of prisons in Kenya. This study finding is in agreement with Muruu, Were, and Abok (2016) study which concluded that occupational health has a statistically significant influence on the response variable. Occupational health is essential in enhancing the organisation performance. It offers a sense of security to employees who will end up offering better services and improving their productivity. It should be availed to all employees in an organisation (Waititu, Kihara, & Senaji, 2017).

CONCLUSION AND RECOMMENDATION

The study concluded that flexible working arrangements has a statistically significant influence on the performance of prisons in Kenya. Moreover, the positive value of the coefficient shows that an increase in one unit of flexible working arrangements would lead to an increase in performance of prisons in Kenya. In addition, the study concluded that occupational health has a statistically significant influence on the performance of prisons in Kenya. Moreover, the positive value of the coefficient shows that an increase in one unit of occupational health would lead to an increase in performance of prisons in Kenya. The study therefore, made recommendation that the management of prisons should push for better and adequate compensation of its staffs as this is likely to positively influence performance as revealed by the research study. The management of the prisons in Kenya should also keep on equipping their prisons with the necessary risk control tools. This will ensure their employees are always safe as they deliver services to the public.

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