

**INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEES'
PRODUCTIVITY IN ISIOLO COUNTY GOVERNMENT KENYA**

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**A Thesis Submitted to the School of Business and Economics in Partial Fulfilment for the
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Management) of Kenya Methodist University**

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DECLARATION AND RECOMMENDATION

I declare that this thesis was my original work and has not been presented to any other university for a degree or any other award.

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RECOMMENDATION

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DEDICATION

This project is dedicated to my wife and friends who are many to count, for their encouragement and support.

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I want to take the opportunity to thank the following for their contributions to the development of my research work: I thank Allah for His favor, provision, health, protection and allowing me complete my studies. I thank my family and my project supervisors for their patience, guidance, and cooperation during the writing of this research paper. You are a cut above the rest because of your availability and commitment to your students.

ABSTRACT

A descriptive cross-sectional study was conducted to assess the relationship between the human resource management practices and employee productivity in Isiolo county government. The study was guided by four objectives; to determine the influence of recruitment on employees' productivity; to establish the influence of employees' relations on employees' productivity; to examine the influence of performance training on employees' productivity and to determine the influence of compensation on employees' productivity in Isiolo county government. The study sample 320 respondents from 1600 employees. These employees were the directors, managers and operational staff who were further sampled using simple random method to obtain 40 directors, 58 managers and 222 operational staff as the sample size. Further, the study undertook a pre-test study in Marsabit county government whose feedback was assessed using Cronbach Alpha coefficient to test the reliability. Questionnaires are used in the current study as means of data collecting. Findings were presented by use of tables. All along the investigation, ethical issues were adhered to. A total of 320 structured questionnaires distributed to respondents in Isiolo County, out of which 287 were completed, resulting to 90.0% response rate. The data collection tools were reliable, ($r=0.809$ on 65 items). Majority of the study participants were male 167(58.2%) aged between 36 and 45 years 125(43.6%). Most of the respondents had completed undergraduate degree 134(46.7%) and have a work experience of 6 to 10 years 144(50.2%). The model explained total variance of 87.7% on dependent variable ($R^2 = .877$). The resulting regression model was reported as: Employee productivity = $61.886 + .906 \text{ Recruitment} + .139 \text{ Employees relations} + .187 \text{ performance training} + .005 \text{ Compensations}$. This implied that when all independent variables (Recruitment, Employee Relations, Performance Training, Compensations) are zero, the baseline value of employee productivity is 61.886 units ($B = 61.886$; Std. Error = .683; $t\text{-value} = 90.608$; Sig. = .000). The study concluded that human resource management practices; recruitment, employee relations, and performance training significantly influence employee productivity in the Isiolo county government. Nonetheless, compensations do not significant influence employees' productivity in Isiolo county government. The study recommends that Isiolo County Government improve recruitment by clearly defining qualifications and implementing rigorous screening processes. It should foster open communication and involving employees in decision-making to enhance employee relations and productivity. For performance training, the county should conduct regular needs assessments, offer interactive and cross-training programs, and establish personalized development plans with mentorship.

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ABBREVIATIONS AND ACRONYMS

HRM: Human Resource Management

CEC: County Executive Committee

NACOSTI: National Council for Science and Innovation

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

A major concern for every business is the efficacy and efficiency with which workers carry out their duties and advance the company's objectives. Organizations place a high priority on enhancing and sustaining staff productivity because it has a direct bearing on service delivery and overall performance. Whatever the case may be, a company's human resources are its most valuable asset and the key to success in the marketplace. A solid human resource management system should be based on tried-and-true HRM methods that help organize and guide an organization's human capital to achieve its objectives (Choy & Kamoche, 2021; Ozkeser 2019). Workload, service efficiency, and productivity are all positively impacted by well-managed employees (Yin et al., 2023).

Employees of government agencies must follow the "right man in the right position" principle if these organizations are to succeed (Chen & Vanclay, 2021). Attracting, locating, and hiring people whose knowledge, skills, and viewpoints align with the demands of a work is the first stage in attaining employee performance (Dean & Sykes, 2021). Hiring people who are a good cultural fit and have the skills to help the firm achieve its long-term objectives is the result of an efficient recruiting process (Benslimane & Moustaghfir, 2020).

Institutions within the Asian government have prioritized the hiring process. According to Zhang and Lu (2021), the first step in the Chinese recruitment process is advertising available openings and then having qualified individuals submit their applications. The Mexican government begins the hiring process by tallying all the open positions and estimating the number of new employees the agency will

need. Second, in addition to a thorough evaluation of the role, you could get a job alert. Next, finding people who are qualified for the task. The fourth step is to think about what the job really entails.

Employees may greatly benefit from performance training in order to enhance their skills and achieve optimal outcomes in their employment (Deshpande & Munshi, 2020). When it comes to fixing low productivity, investing in staff training and development is quickly becoming the priority. Employees get a competitive edge and a sense of fulfillment via training programs that provide them with ongoing skill and knowledge enhancement, provide an environment that encourages open communication, and support the growth of individual initiative (Alfawaire & Atan, 2021). As stated by Stolovitch and Keeps (2020) Parastatals in the US should assist new hires in establishing links between their training and the information collecting skills and talents that would enable them to excel in their roles.

But studies conducted at Harvard University found that proper remuneration schemes, together with in-service training, boost employee output (Singh & Singh, 2022). This is in line with what Pakistani research discovered: that incentives management is more important than ever in the current fast-paced and competitive corporate environment (Shahzadi et al., 2021). Therefore, using both monetary and non-monetary incentives to boost employee output is crucial.

But as Wahyudi (2022) pointed out, incentive schemes make sense when employees' salary is directly tied to their individual performance and the success of the company. It's one of those necessities that may have a significant impact on how motivated and productive an individual is. Because it has the potential to motivate employees and increase production, compensation is an essential factor affecting performance. An increase in productivity is more likely to occur when government institutions establish remuneration schemes that align with the organization's goals and take workers' skills and abilities into

consideration (Ridwan et al., 2020)

Attracting, selecting, and onboarding top talent is the goal of recruiting, an important part of human resource management in Nigeria. The institutions were able to accomplish their goals in a timely and predictable way because of the competent individuals they hired via thorough and efficient recruitment (Adaoma & Onuoha, 2022). Omotunde and Alegbeleye (2021) used a descriptive survey research technique to examine the effects of hiring practices on productivity in Nigerian colleges. Attracting and selecting exceptional personnel at all levels is critical to an organization's success, according to the report. The failure of most South African institutions' personnel to establish and sustain a competitive advantage is attributed to inadequate recruitment and selection processes (Zizzamia, 2020). The requirement to quickly, adequately, and credibly attract individuals has made recruitment and selection procedures essential for modern institutions (Mahapatro, 2021).

Companies in Sub-Saharan African nations, however, have realized the impact that remuneration and training programs may have on worker productivity (Karim et al., 2019). A study done in Tanzania by Wege et al. (2019) on the topic of personnel re-training, advancement, and work performance found that when training and promotions are not done properly, they might have a negative effect on staff productivity.

People who find their motivation in prizes and recognition may regard the influence on performance to be reasonable. Assaad and El- adaway (2021) point out that employees' requirements are always evolving, which means that the concept that managing salary and benefits will increase productivity is unfounded. The interplay between pay, reimbursements, and the institution's critical performance elements should be made clear in a compensation plan.

Human resource management practices are being considered by Kenyan county governments as a whole. These practices include better communication with workers, job security, more leeway in job assignments, more emphasis on training for numerous occupations, and incentive compensation. The capacity of county governments to hold on to their top talent has allowed them to stay ahead of the competition and achieve their objectives. According to Muyela and Kamaara (2021), the service delivery objectives for the people of Kenya were hindered by the poor personnel productivity in the public service. Employee job productivity was positively correlated with the Machokos County Government's failure in recruitment, training, recognition, and assessment (Mutuku, 2021). In addition, Jeptepkeny (2021) argued that the absence of merit-based remuneration, as well as professionally-managed recruitment and selection procedures, is to blame for the low quality of work produced by government employees in Kericho County. Employee productivity must be addressed by the county in order to sustain excellence in service delivery and solve the strategic concerns that have been highlighted as critical in Isiolo county administration. As a result, the administration of Isiolo County is interested in management practices that encourage workers to give their all.

1.1.1 Employee Productivity

Employee productivity encompasses both the actions and outcomes of employees. Behaviors originate from the performer and convert productivity from a conceptual idea into tangible activity. Behaviors, in addition to instruments for achieving objectives, are also independent outcomes that occur from the application of mental and physical effort to activities. Employee productivity refers to the tangible outcomes achieved by an employee in relation to their intended objectives (Cheruiyot et al., 2013). As stated by Anwar and Abdullah (2021) the productivity of employees is evaluated based on the

performance criteria established by the firm. Every firm has certain productivity requirements for its personnel. Productivity is attributed to those who satisfy corporate expectations, perform according to specified standards and objectives. Productivity may be defined as the efficient management and delivery of employees' tasks that meet the organization's intended level of quality (Anwar & Abdullah, 2021).

Mousa and Othman (2020) state that productivity is a quantifiable behavior of individuals that is important for the accomplishment of corporate goals. External variables, such as incentive motivation and work environment, have a role in employee productivity outside the realm of individual variables. Quality, quantity, reliability, and understanding of the job are the four metrics by which they are evaluated (Mazin 2010).

Worker output is evaluated in relation to predetermined organizational benchmarks (Coyle-Shapiro & Diehl, 2018). Accuracy, completeness, cost, and speed are the four dimensions that make up performance (Coyle-Shapiro & Diehl, 2018). Mwita (2020) states that performance evaluations are the means by which an employee's output is assessed. Activities that do not directly contribute to the technical core but bolster the organizational, social, and psychological environment in which organizational objectives are achieved are referred to as contextual performance (Lovell, 2009). Other independent factors forecast contextual performance. Among these actions are those that set the social and psychological tone for the company and facilitate workers' ability to carry out their essential job functions (Buchman et al, 2007).

1.1.2 Human Resource Management Practices

Human Resource Management (HRM) practices encompass the practices and activities involved in

managing an organization's workforce (Ongori, 2019). HRM practices have a substantial impact on employee productivity by directly affecting their motivation, engagement, and general well-being. In recent years, companies have become more aware of the significance of strategically aligning human resource management (HRM) practices with corporate objectives in order to improve productivity. This alignment not only facilitates the attainment of corporate goals but also guarantees that workers are adequately prepared and motivated to execute optimally (Jaffu, 2023). HRM strategies focus on attracting, developing, motivating, and retaining people so that organizations can accomplish their objectives. Workforce planning, employee relations, pay and benefits, development and training, and performance management are all crucial aspects (Nondoh, 2021). This focused-on recruitment, employee relations, performance training and compensation.

Finding, recruiting, choosing, and employing the most qualified individuals to fill available positions is the essence of recruitment, an essential HRM activity. The success of an organization's purpose and its ability to achieve its objectives depend on the quality of its recruiting process (Prieto & Santana, 2014). An essential HRM strategy that has a substantial influence on staff productivity is the efficient recruiting and selection process. Organizations may secure a workforce that has the requisite skills, abilities, and attitudes to effectively contribute to the achievement of the organization's objectives by successfully attracting and recruiting suitable personnel. Transparent, efficient, and strategically aligned recruitment procedures aid in choosing people who possess both the necessary qualifications and a strong cultural compatibility. This alignment has the potential to decrease turnover rates and improve productivity by guaranteeing that workers are more inclined to remain dedicated and involved in their job.

By creating a supportive and appreciative workplace, it is essential to improve employee relations. This can be done by using reward management systems and praise, which in turn enhances relationships between employees and their bosses. There has to be a fair distribution of benefits between workers and their employers, and more and more businesses are realizing this. Good employee relations and achieving a work-life balance are two of the most compelling arguments in favor of compensating workers. Organizations that take a deliberate approach to ensuring improved employee relations and striking this balance often center their incentive systems on the three main components: remuneration, benefits, and recognition (Reddy, 2020).

Training and development are a crucial technique in human resource management that has a significant impact on employee productivity. Organizations provide continuous learning opportunities to help workers improve their skills and keep informed about the latest industry trends and technology breakthroughs. Customized training programs that address the individual requirements of people and the company result in enhanced job performance, creativity, and efficiency. Furthermore, when workers think that their company is dedicated to their advancement and progress, their dedication and allegiance to the organization escalate, thus enhancing productivity (Baharin et al., 2020).

Training oneself to do a certain profession or set of tasks effectively is known as performance training (Pattanayak, 2020). It includes both official and informal methods of doing their responsibilities effectively. Organizational or job-related demands initiate the requirement for training. According to Anwar and Abdullah (2021) and others, training is a methodical process that aims to alter the trainee's behavior in accordance with the objectives of the company (Anwar & Abdullah, 2021). Performance management tools, such as periodic evaluations, feedback, and acknowledgment, are crucial for

improving staff productivity. These systems facilitate the establishment of explicit expectations, pinpoint areas that need improvement, and provide the essential assistance for workers to attain their objectives. Effective implementation of performance management fosters a culture of responsibility and ongoing improvement. Employees are more inclined to be motivated when they get constructive comments and acknowledgment for their accomplishments, resulting in increased levels of production. Compensation practices are the rules and processes companies use to pay employees proportionally depending on performance and conditions of contract (Ghouri et al., 2020). Better pay policies will inspire people to execute their jobs better, thereby helping to contribute to the general improvement in company performance (Cooke et al., 2020). To raise employee performance, companies use job security, promotion, awards, and compensation among other strategies (Salas-Vallina et al., 2021). According to Pradhan and Jena (2016), compensation plans, which are incentives offered by the company, interact with production to determine employee performance. Research on the link between workers' performance and pay policies is somewhat extensive.

1.1.3 Isiolo County Government

Formerly part of Kenya's Eastern Province, Isiolo County is now its own entity. Its seat of government and major city is Isiolo, and their residents was 268,002 as of the 2019 Census. Isiolo is also Kenya's least populous county. The first county to be created as part of Kenya Vision 2030 will be Isiolo County (Ngoyoni, 2021). With the adoption of the Kenyan Constitution (2010), a new type of governing entity was formed. The previous centralized form of governance was replaced by this new devolved one. Kenya's decentralized system of executive created 47 county administrations in addition to the national leadership. This was done in an effort to make accounting procedures and services more accessible to

the public. The PFM Act (2018), among other legislation, defines the duties of all parties involved, particularly citizens (Ngoyoni, 2021).

Isiolo County is located in the upper Eastern province. It is known for its diverse culture and strategic location as a transport hub. The county is led by Governor Adan Ibrahim Guyo. Isiolo County is made up of two constituencies, Isiolo North and Isiolo South, and three sub-counties: Isiolo, Merti, and Garbatulla. Isiolo County, like other Kenyan counties, has a County Executive Committee (CEC) comprised of various departments. These departments are responsible for delivering services to the residents of Isiolo County, as mandated by the Kenyan Constitution. The specific departments and their organizational structure are determined by the county government, but they generally align with the devolved functions outlined in the constitution (Isiolo County, 2025).

1.2 Statement of the Problem

Recognizing HRM as a crucial component that influences and contributes to performance, effective public organizations know its value. Although many other elements contribute to an organization's success, including its size, the environment in which it works, and the activities it engages in, the success of any organization ultimately rests on the behaviour and decisions of its people. Knowledge on how county governments in Kenya manage competent employees is crucial owing to the increased demand for optimal productivity.

The Isiolo County Government has implemented several measures to enhance employee performance. These include boosting communication, implementing digital processes and services to reduce workloads, ensuring staff members are punctual and attend work without missing days, conducting audits of risk management practices, prioritizing workplace health and safety, preparing for succession,

and conducting proper performance evaluations.

Despite the investment, employee productivity in Isiolo County Government has been struggling with poor performance among the workers due to low motivation causing to employee absenteeism and complains of corruption and tribalism (Dida, 2021). In support, Isiolo county integrated development plan (2023-2027) report indicated that only 50% of the proportion of County employees were satisfactorily implementing County tasks. Further, there is reported increase in complaints from citizens or other stakeholders about the quality or timeliness of services, with only 40% of the proportion of citizens satisfied with service delivery at functional levels. High rates of absenteeism or sick leave as well as increased employee turnover and little enthusiasm for their work, low levels of innovation or initiative, indicating dissatisfaction which result to low productivity. The current situation, however, is poorly understood from both a conceptual and empirical standpoint. In light of this, the current research sought to ascertain how the Isiolo county government's human resources management practices affect staff productivity.

The persistent underperformance in Isiolo County Government suggests a disconnect between the HRM practices employed and the actual productivity outcomes. This discrepancy raises questions about the efficacy of these HRM practices, such as whether the current practices are appropriately aligned with the specific needs and challenges faced by the county's workforce. The existing data, as reflected in the county's development plan, underscores the need for a more robust approach to HRM that not only focuses on procedural improvements but also addresses underlying motivational and structural issues that may be hindering employee productivity.

Human Resource Management (HRM) practices can significantly enhance employee productivity.

According to Alsafadi and Altahat (2021) effective HRM practices, such as strategic recruitment, training and development, performance management can lead to increased employee engagement, motivation, and ultimately, improved job performance and organizational success.

The impact of human resource management techniques on employee performance review (EP) mediating by work satisfaction was the subject of research by Rodjam et al. (2020) in Thailand. There is a lack of context because the study was conducted in Thailand. The effect of HRM on business output was the primary research topic of Anwar and Abdullah (2021). There was a methodological lapse since the study used a causal research strategy. Machakos County, Kenya was the site of the 2019 study by Atalya and Genga, which analyzed HRM strategies and employee retention rates. Staff productivity was not taken into account in the study, which primarily concentrated on staff retention. This research, therefore, seeks to fill the gap by investigating the specific aspects of HRM that influence productivity in Isiolo County. By doing so, it aims to provide actionable insights that can help in redesigning HRM practices to better meet the needs of the workforce, ultimately leading to improved service delivery and organizational performance. The study's findings could also serve as a benchmark for other counties facing similar challenges, contributing to broader improvements in public sector HRM practices across Kenya

1.3 Purpose of the Study

To examine the influence of human resources management practices on employee's productivity in Isiolo county government.

1.4 Specific Objectives

- i. To determine the influence of recruitment on employees' productivity in Isiolo county government
- ii. To establish the influence of employees' relations on employees' productivity in Isiolo county government
- iii. To examine the influence of performance training on employees' productivity in Isiolo county government
- iv. To determine the influence of compensation on employees' productivity in Isiolo county government

1.5 Research Hypotheses

H01: There was no significant relationship between recruitment and employees' productivity in Isiolo county government

H02: There was no significant relationship between employees' relations and employees' productivity in Isiolo county government

H03: There was no significant relationship between performance training and employees' productivity in Isiolo county government

H04: There was no significant relationship between compensation and employees' productivity in Isiolo county government

1.6 Significance of the Study

The investigation will help Isiolo county governments by providing information on how the recruitment process, employee relations, compensations and training do influence the staff productivity. They would get to understand which one of the predictor variables influences the employee's productivity and develop policies regarding the same so that they can implement best HRM practices to gain a competitive advantage through higher productivity and efficiency. The study findings would provide empirical evidence that would guide human resource professionals in making data- driven decisions about which practices to implement or modify. The results would also help the county government to make sure its human resource policies are in line with what's required by law and what's considered best in the business, which would make them more inclusive, fair, and productive. The study findings would form the foundation for future research scope, where the researchers and scholars would validate and replicate the findings in different contexts, industries, and regions to ensure their generalizability. The researcher would identify researchable gaps from the recommendations that was highlighted.

1.7 Scope of the Study

The investigation was conducted to Isiolo County government whereby it dealt with four HRM practices; recruitment, training, compensation and employee relations influence employee's productivity. Employees of the county government departments were the intended target audience. The study took a period of 6 months and the main purpose is to investigate influence of HRM practices on an employee's productivity in Isiolo County government.

1.8 Limitation of the Study

The public sector deals with delicate matters that affect employee's performances. The respondents were reluctant to engage with the researcher due to concerns that their admissions would be utilized against them or their coworkers, leading to confusion regarding confessions connected to maladministration practices. The researcher explicitly notified participants that the study results were exclusively used for academic reasons. In addition, the respondents' demanding duty schedules resulted in their unavailability during data collecting. In order to tackle this issue, the research prearranged visits with participants.

1.9 Assumptions of the Study

The research assumed the participants provided honest and accurate responses. Furthermore, the study assumptions were that the HRM methods under investigation were applicable and generally acknowledged as contributing elements to employee productivity within the Isiolo county administration. The other assumption was that the Isiolo county government management would be cooperative towards giving the required authorization for effective data collection.

1.10 Operational Definition of Terms

Compensation: pay or monetary rewards for good work performance (Agbenyegah, 2019). This was measured by salary increment, personal benefits and incentives

Employee Productivity: how much work employees complete within specific timeframe, measuring efficiency and output

Human Resource Management (HRM) practices: encompass the practices and activities involved in managing an organization's workforce (Ongori, 2019)

Performance training: refers to a structured approach aimed at enhancing an individual's or team's ability to achieve specific goals or outcomes, often involving skill development, knowledge acquisition, and behavioral adjustments. This was measured by In-service training, career development policies and frequency of training

Recruitment: attracting, selecting and hiring the qualified candidates to respective jobs for achievement of organizations' vision and mission (Minha & Tanth, 2023). This was measured by qualification, number of staffing and work experience

Work relations: It refers to the extent to which there exists a symbiotic relationship between an organization's employees in different cadres. This was measured by employee engagement, workplace conflicts, and employee's complaints

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the literature review in terms of empirical literature review, theoretical literature review, theoretical models, conceptual framework, and research gaps.

2.2 Theoretical Review

A theoretical review is the systematic analysis and synthesis of existing theories and concepts related to a specific topic or research question. This type of review is fundamental in establishing a comprehensive understanding of the theoretical landscape, identifying gaps in current knowledge, and framing the context for the study.

2.2.1 Goal setting Theory

In 1979, Latham and Locke spread the idea of goal-setting. It reflects wide success with regard to the fact that team members are lifted both by the assigned tasks and setting goals that are both challenging and feasible. The philosophy of goal setting is essential for the process of putting forth objectives and objectives to be worked on to set new, higher ones. The accomplishment of the articulated tasks on the list requires the rightful consensus among team members, which then must get the appropriate directives from the leadership. You don't even notice that a while has passed by. With a clear focus and determination, this environment creates an undisturbed mood where you can comfortably accomplish your goals. It changes very easily what you can aim at. People's attribute as self-confident and quality-conscious worker could be transformed by setting and achieving goals (Ime et al., 2015).

Effectiveness of an employee can be understood as how employees work better in their given positions which leads to high level of production (Choon & Cheng, 2016). The reason for this is that an employee would prefer to concentrate on completing assigned tasks or deferring them rather than thinking how the task should be completed so that the general effectiveness of theory of goal setting depends on the setting of precise goals that is both realistic and quantifiable. Job performances including choices that are made and the level of motivation of the employee is largely influenced by it. In the result, the way employees exert their efforts, and the matter of goals clarity, and their attainment may be perceived. The idea of goal setting, from the point of view of an employee, is able to define himself or herself some individual, specific, and reachable aims and objectives, which contribute with sense of purpose that boosts performance. If employees feel as if their purposes aren't being met, a strategy should be employed, which should in turn make it easier to reaffirm and put into action the organization's vision and the value it holds so dear Goals are tremendous motivator for wider organizations because they present the employees with the goals that are easily achieved, very specific and well measured (Kopaneva & Sias, 2015).

The achievement of difficult and specific goals by the managers and workforce both create concentration and motivation to do so. This way you are able to compare an employee's performance to goals and in the same way. According to goal setting theory the workers are more efficient when target they have been specific, measurable, achievable, relevant and allocated time rather than target that are general or not existing (Kihama & Wainaina, 2019). The philosophy of goal setting makes a case for performance management as an element that brings to the table the mechanism of SMART objectives which are easily measurable and manageable.

While Goal Setting Theory has been widely acknowledged for its effectiveness in enhancing employee performance and motivation, it is not without its criticisms and limitations. One significant criticism is that the emphasis on specific, challenging goals may inadvertently lead to unethical behavior or an unhealthy work environment. When goals are set without considering the broader context or ethical implications, employees might resort to cutting corners or engaging in dishonest practices to achieve these targets. This can result in a narrow focus where the end justifies the means, potentially undermining the overall integrity and long-term success of the organization (Jaffu, 2023). Additionally, the pressure to achieve ambitious goals can create stress and burnout among employees, particularly if the goals are perceived as unattainable or if adequate support and resources are not provided.

Another limitation of Goal Setting Theory is its potential to stifle creativity and adaptability within the workforce. By focusing on specific, measurable objectives, the theory may inadvertently discourage employees from exploring innovative solutions or thinking outside the box. This can be particularly problematic in dynamic industries where flexibility and creative problem-solving are crucial for success. Moreover, the rigid structure of SMART goals may not account for the complexities and uncertainties of real-world situations, leading to frustration and disengagement when unforeseen challenges arise (Mousa & Othman, 2020). The theory's reliance on quantifiable outcomes also risks neglecting qualitative aspects of job performance, such as interpersonal skills, collaboration, and overall job satisfaction, which are equally important for sustaining long-term organizational success.

This theory informs the recruitment variable. Goal-setting theory, which posits that specific and challenging goals enhance motivation and performance, is highly relevant to recruitment. By setting clear, measurable, achievable, relevant, and time-bound (SMART) goals for recruitment, organizations

can attract, select, and onboard top talent more effectively.

2.2.2 Herzberg's Theory

In 1959, Herzberg put forth this notion. According to Ramlall (2004), Herzberg found that workers often cited aspects of their jobs that were directly related to the work itself when describing what made their jobs enjoyable. Internal values (intrinsic incentives) rather than exterior values (extrinsic rewards) are what inspire employees, according to Herzberg's two-factor theory. Accomplishment, acknowledgment, the task itself, accountability, promotion, and personal development are all examples of intrinsic rewards listed by Koech and Namusonge (2012). Extrinsic rewards, on the other hand, include things like pay, benefits, working conditions, management styles, and business rules. According to Herzberg, there is a clear distinction between the variables that contribute to job satisfaction and those that contribute to job unhappiness. As a result, managers who aim to eradicate things that cause dissatisfaction may achieve peace, but they may not necessarily inspire their employees (Ramlall, 2004).

According to Herzberg's two-factor theory, 'hygiene' elements like pay, corporate policy, working conditions, status, and job security are to blame for employee unhappiness. According to Molander (1996), one of the most important motivators is the idea of job enrichment, which is put out by Herzberg's theory. Making work more engaging and enhancing prospects for success, acknowledgment, responsibility, and promotion were the only ways to boost motivation and job satisfaction. Torrington (2008) agrees and says that these two things, when present, cause the person doing the job to work more and better. How people feel in relation to their employment is directly affected by these elements.

Herzberg's Two-Factor Theory, while influential, has faced criticism for its methodology and assumptions. Critics argue that the theory's reliance on self-reported data, the "critical incident technique," and the strict separation of hygiene and motivator factors may not accurately reflect real-world experiences of job satisfaction and motivation. Additionally, the theory's focus on job content over external factors, and the lack of consideration for individual differences, have also been questioned (Stello, 2011).

This theory is deemed relevant to this study. This is because the theory addresses the effect of HRM on employee productivity. Herzberg's theory suggests that salary is a hygiene factor. While a fair and competitive salary is essential to prevent dissatisfaction, it won't, on its own, create motivation or high performance. Employees need to be paid fairly for their work to feel neutral, but not necessarily motivated. From a hygiene perspective, providing mandatory training to meet minimum standards or comply with regulations is necessary. This training, while needed, won't inherently motivate employees, it just ensures they meet the baseline requirements.

2.2.3 McGregor Theory X and Theory Y of Motivation

The Theory X and Theory Y of Motivation was developed by social psychologist Douglas McGregor in 1960. The idea generated two distinct preconceptions on how human resource managers see behaviour in both the workplace and organizational environments. He believed that corporations and other organizations embrace one of two completely opposite methods. He classified these procedures as theory X and theory Y. According to theory X, he argues that management has the responsibility of organizing the essential elements of the firm, such as cash, suppliers, and labour, in order to accomplish financial objectives (Hattangadi, 2015).

When given the chance, employees will take advantage of their inherent hate of work to escape from it. Motivating, controlling, and modifying their behaviour is important to satisfy the goals of the company since they are inherently selfish and uncaring. They are dependent on others to help them take charge, and although they may lack ambition, their number one priority is ensuring their safety. Because humans are inherently slothful, they can't get enough done when left to their own devices. Organizational objectives may only be achieved via the use of many forms of persuasion, including rewards, coercion, control, direction, and threats of consequence. Managers should exert pressure and authority over their staff. People will stay uninvolved and unresponsive to the demands of the company if management does not step in. Some worry that having a boss who subscribes to Theory X will have a negative impact on morale and output (Tudor & Petre, 2021).

Management, according to theory Y Makushkin (2019), is responsible for coordinating the use of resources (money, materials, tools, and people) in order to meet financial objectives. People aren't inherently slothful; thus, they have no trouble getting things done. People always seek and take responsibility, unlike theory X, and they are never passive or resistant to the demands of the organization. When employees are committed to their objectives, they are also prepared to exhibit self-direction. According to Nomuoja and Johnson-Itabita (2019), managers who embrace Y-Theory believe that their staff is ambitious, self-motivated, and eager to take on more responsibility, demonstrating initiative, independence, and a desire for mastery.

The company's leadership thinks its workers are happy where they work. They also think that workers are capable of great creativity and innovation when given the opportunity. Nevertheless, management can only guarantee employee dedication by providing them with the optimal working circumstances

and operational practices that will guide their efforts to accomplish organizational objectives. According to theory Y assumptions, managers should focus on bringing out the best in their employees and facilitating their growth so that they can work together to accomplish objectives. In order to get things done, management looks to these assumptions, which opens up a range of alternatives between two ends of the spectrum. One end of the spectrum is "soft" or weak management, while the other end is "hard" or strong management. While many contemporary businesses have adopted the progressive stance of theory Y with regard to their employees, conventional management has maintained the stance of theory X (Boeree, 2006).

Some argue that the two theories, X and Y, are too radical and should be reconsidered (Oberauer & Lewandowsky, 2019). The vast majority of workers, including supervisors, occupy a middle ground. Human resource managers may still look to McGregor's X-Y Theories as a framework for developing procedures that boost productivity, even if new research has cast doubt on the model's validity. Employees are more likely to be motivated by a blend of practices that ensure a robust balance of systems and provide the flexibility needed to excel at work. Incorporating training and compensation tactics based on theories X and Y in a real-world setting was necessary for this combination of practices.

Although McGregor's Theory X and Theory Y have had a big impact on management techniques, they have also come under fire for being too binary and simple. One significant critique of these theories is that they provide a dichotomous explanation of human motivation, implying that workers can either be classified as intrinsically motivated and lazy (Theory X) or as intrinsically ambitious and self-directed (Theory Y). The intricacy and variety of human behavior in the workplace are not taken into consideration by this oversimplification. The attitudes and motivations of employees might differ

greatly based on a variety of variables, including their personal circumstances, work environment, and the nature of their job. Thus, depending only on one of these ideas may result in a biased or insufficient understanding of employee behavior, which may then translate into unproductive management practices (Udokwu et al., 2023).

The possibility that McGregor's ideas won't always apply in various organizational and cultural situations is another critique leveled against them. For example, whereas Theory X management methods may seem antiquated or too controlling in other situations, they may be more successful or culturally suitable in societies where hierarchical structures and authoritative leadership are strongly embedded. On the other hand, societies that value individuality and personal accountability could find Theory Y more appropriate (Baharin et al., 2020). This cultural heterogeneity casts doubt on the idea that one theory is fundamentally better than the other and raises the possibility that managing a diverse workforce may need a more sophisticated strategy that draws from both ideas. Furthermore, some contend that McGregor's ideas are less applicable to current management practices since more complicated models that take a broader variety of motivational elements into account have been presented in recent studies on organizational behavior and employee motivation.

2.3 Empirical Literature

2.3.1 Recruitment and Employee Productivity

Research conducted by Cooke et al., (2020) among 436 manufacturing enterprises in Japan supports this claim. The study found that when job descriptions are clear, it's easier to find individuals who are a good fit, and those people are more likely to be motivated to do a good job. When it comes to recruiting, certain companies have their own special procedures. These approaches differ greatly from

the conventional ways of recruiting. Companies like Samsung and Toyota often favor family members when filling open positions. There are a number of benefits to this practice, including stability over the long term, shared values, and continuity throughout generations, despite the fact that many studies have opposed it. Following in the footsteps of these companies that have used these practices are (Cooke et al., 2020).

Recruitment practices significantly influence employee productivity, as highlighted in a study conducted by Sabuhari et al., (2020) in the United States. This research demonstrated that effective recruitment practices lead to the selection of highly skilled and motivated employees, which in turn enhances overall organizational productivity. The study found that companies that invested in comprehensive recruitment processes, including rigorous candidate assessment and selection methods, experienced a notable improvement in workforce performance and productivity. This emphasizes the global importance of strategic recruitment in driving employee productivity across various industries (Sabuhari et al., 2020).

Girsang et al., (2023) focused on the effect of recruitment and selection on employee performance. In this instance, the head of the branch at PD was one of the many employees whose responses comprised the primary data set. According to the requirements of this study, Anugrah Simalungun and her company's staff number 32. This number includes individuals from various departments such as administration, marketing, and collectors. According to the findings of this study, both the recruiting variable and the selection variable demonstrate a substantial impact on employee performance in the partial hypothesis test (t test). In addition, the F test shows that recruiting and selection are key factors in determining employee success when taken together. Variables related to hiring and selection have a

71.4% impact on performance metrics measured by employees, according to the determination test (R2). The hiring procedure implemented at PD.

Wanyoike and Kiplangat (2019) conducted a study in Nigeria to analyze the influence of recruiting procedures on employee productivity. The study revealed that organizations that adopted transparent and merit-based recruitment practices saw significant improvements in employee performance and productivity. The research further highlighted that such practices reduce the likelihood of employee turnover, thereby contributing to sustained productivity levels. This study underscores the critical role of effective recruitment in enhancing employee productivity within African organizations, where challenges such as nepotism and favoritism often undermine recruitment processes. Recruiting and selecting personnel for government institutions presents distinct challenges for employee retention methods in African nations such as Zimbabwe (Tsvuura, 2022). A number of issues have been noted, including brain drains, corruption, nepotism, high turnover rates, a shortage of competent staff, and costly recruitment costs (Tsvuura, 2022). Many times, these government agencies employ individuals who are not qualified for the job. University of Pretoria staff members in South Africa were the subjects of Thabethe (2022) study, which demonstrates that universities are cognizant of the fallout from a poor hiring process. Government agencies, whether public or private sector, and organizations of any size can attest to the fact that hiring mistakes incur enormous costs. Issues in the workplace can stem from blunders made while employing new employees. The team's overall performance suffers as a consequence of low-performing individuals, leading to decreased output and real monetary losses (Aspalter, 2023). On top of that, upper management should try to fix things by giving themselves enough time to accomplish it. This takes time and energy away from managers' other responsibilities.

Establishing a structured approach to hiring is the first stage in developing a human resource management system that is both strategic and valuable. Also, Omotunde and Alegbeleye (2021) study of Nigerian institutions revealed a strong correlation between merit-based recruiting methods and higher workplace efficiency. Unqualified people have been hired due to a lackluster approach to recruiting, according to this report. Furthermore, effective selection methods significantly influenced labour productivity, according to studies on recruitment and selection in Egypt (Karim et al., 2021). A key component of many innovative HR methods is hiring the correct people, whether that means finding people with the proper set of skills and competences or the right sort of personality to thrive in a team environment.

A study conducted in Uganda by Yusoff et al. (2020) explored the association between recruitment practices and employee productivity in the banking sector. The research found that banks that implemented structured and competency-based recruitment processes were able to attract and retain highly qualified personnel, leading to increased productivity. The study also emphasized the importance of aligning recruitment practices with organizational goals to ensure that the right talent is selected, thereby maximizing productivity (Yusoff et al., 2020). This highlights the significance of recruitment as a key factor in boosting employee productivity in the East African region.

The company considers a number of factors before making a recruiting decision. Work experience, interpersonal abilities, and communication skills are the three most important factors for Tanzanian employers, according to Mashenene & Kumburu (2023). Although they go on to say that communication skills are the most crucial, Mkongo and Macha (2023) concur with this statement and provide more explanation. Reason being, those who are naturally gifted communicators are more likely

to avoid or resolve conflicts, build strong relationships within their teams, and learn new, essential skills, like problem solving, with relative ease (Mkongo & Macha, 2023). Adula et al. (2022) cited a study of Ugandan life insurance firms that found that good recruiting methods increased productivity. The study found that employees' performance improved after going through the selection, induction, and interview processes. Mugizi et al. (2021) found similar outcomes in their research of government agencies in Tanzania. According to the study's findings, agency hiring and recruiting practices have a favorable effect on worker output. This is in line with the findings of Elisado (2022), who found that effective recruiting practices correlate positively with employee productivity.

In Kenya, a study by Nondoh (2021) investigated the influence of recruitment practices on employee productivity within the telecommunications industry. The study found that companies that utilized modern recruitment techniques, such as online job portals and psychometric testing, were more successful in identifying and hiring candidates who were not only skilled but also fit well with the company culture. This led to higher levels of employee engagement and productivity (Nondoh, 2021). The research concluded that adopting innovative recruitment practices is essential for enhancing employee productivity in Kenya's competitive business environment.

2.3.2 Employee Relations and Employee productivity

A study conducted in the United States by Salas-Vallina et al. (2021) emphasizes that effective employee relations are a critical component of high-performing organizations. The research shows that companies that prioritize strong relationships between management and employees tend to experience higher productivity levels. This is largely attributed to increased employee engagement, lower turnover rates, and enhanced organizational commitment (Salas-Vallina et al., 2021). The study

concludes that positive employee relations contribute to creating a work environment where employees feel valued, leading to higher productivity and overall organizational success.

According to Kutaula et al. (2020) study in Asia, to improve employee relations and encourage healthy competition, employees should be aware of the following. In order to better plan and monitor employee performance, organizations should establish performance management programs that make use of suitable measurement tools. Employees' productive behaviour and overall good performance may be enhanced via the use of rewards. Consequently, rewarding excellent conduct ought to be the primary objective of incentive programs. Bonuses may be given to employees that demonstrate exceptional performance, initiative, teamwork, reliability, punctuality, positive customer feedback, and overall productivity (Chandrasekar, 2019). Building or developing a method to evaluate or quantify all of these criteria is necessary for employers and managers to effectively distribute incentives.

Research conducted in South Africa by Tumwesigye et al. (2020) investigated the correlation between human resource practices, namely employee relations, and productivity within the public sector. The results suggest that there is a correlation between favorable employee relations and higher levels of work satisfaction and enhanced performance (Tumwesigye et al., 2020). The study emphasizes that when workers regard management as helpful and equitable, their incentive to excel improves, thus boosting productivity. The study underscores the importance of fostering good employee relations as a means of boosting productivity across various sectors in the country.

Onifade et al. (2021) focused on employee relations and organizational efficiency in food industry in Nigeria. This study used a descriptive research strategy. The first hypothesis's results showed that De-

United Foods Industries Limited's efficiency was positively and significantly impacted by employee voice. Additionally, the second hypothesis's results showed that De-United Foods Industries Limited's efficiency is positively and significantly impacted by dispute resolution. Finally, the third hypothesis's results showed that De-United Foods Industries Limited's efficiency was positively and significantly impacted by employee empowerment. The study's results suggest that De-United Foods Industries Limited's organizational efficiency is greatly affected by employee relations.

Tuffaha (2020) identified factors related to staff relations in the performance of workers in government organizations. Their findings showed that appreciation and recognition are crucial parts of a proper organizational employee relations system. Recognition refers to the act of acknowledging an individual in the presence of their colleagues for exhibiting commendable behaviour, achieving notable achievements, engaging in productive activities, or maintaining a pleasant demeanor. Conversely, appreciation is centered on expressing thanks towards a worker for their conduct, with the aim of cultivating a feeling of inclusion. These incentives empower workers to evaluate their performance and ascertain whether they are achieving success or experiencing failure.

Similarly, in Uganda, a study conducted by Kasekende et al. (2020) examined the impact of employee relations on productivity in the manufacturing sector. The research found that effective communication, conflict resolution, and fair treatment of employees were critical in enhancing productivity. Companies that maintained open channels of communication and actively engaged employees in decision-making processes experienced higher levels of productivity. The study also noted that poor employee relations could lead to decreased morale and lower productivity, stressing the need for organizations to invest in building strong employee relations (Kasekende et al., 2020).

In Kenya, specifically in Nairobi County, a study by Obama et al. (2020) focused on the influence of employee relations on productivity in the banking sector. There was a significant increase in productivity at banks that put resources into cultivating positive relationships with their staff, according to the study. This included initiatives like employee engagement programs and frequent communication. Employees' motivation to positively contribute to the organization's objectives increased when they felt their issues were acknowledged and handled by management, according to the research (Obama et al., 2020). In densely populated areas like Nairobi, this discovery emphasizes the importance of positive employee connections in boosting productivity.

Another study conducted by Mutwiri et al. (2021) in Kiambu County further supports these findings, focusing on the manufacturing sector. The study explored how employee relations practices, such as fair conflict resolution, employee participation in decision-making, and recognition programs, influenced productivity (Mutwiri et al., 2021). The results indicated that companies that implemented these practices experienced higher productivity levels compared to those that did not. The study emphasizes that in addition to fair treatment, recognition of employees' efforts and involving them in key decisions significantly boosts their morale and productivity.

According to Mwenda (2019), employee relations are integral parts of ensuring that employee performances are improved. Relations can be ensured and improved by not only using reward systems as discussed, but also by emphasizing on teamwork, and comprehensive communication systems. Mule (2020) further describes that ensuring proper employee relations improves performances since each role mandated to the workers is well explanatory and through teamwork and desire to adapt in a competitive environ, organizations.

Kyondo et al. (2023) focused on employee relations and staff performance in Public Universities within Nairobi County, Kenya. In order to achieve the objectives of the study, the main data collected (via structured questionnaires) was analyzed using descriptive statistics. All three study variables—employee performance and welfare, employee performance and communication, and employee performance and participation—were determined to be significantly correlated with one another. In public colleges in Nairobi, Kenya, the regression results show that employee welfare, employee communication, and employee participation all have a favorable impact on employee performance. Staff performance at public universities in Nairobi County, Kenya, was positively correlated with employee relations practices, according to the study.

2.3.3 Performance Training and Employee productivity

Mahardika, and Luturlean (2020) focused on the effect of training on employee performance. The study is quantitative in nature. Both descriptive and causal research approaches are employed in this type of study. This training impact research set out to answer that same question for the Soekarno Hatta Bandung Branch of PT. Astra International Tbk, Toyota Sales Operation (AUTO2000), and its employees. Saturated sampling is the method employed. Questionnaires were sent out to 51 individuals in order to gather data. Simple regression analysis is the data analysis technique that was utilized. A simple linear regression study found that training increased productivity by 0.441%. Sixty-5.1 percent of a technician's performance is impacted by their training, while 34.9 percent is affected by other factors

Mohammed et al. (2022) focused on the impact of training and development on employee productivity in the 21st century. This project used the conceptual literature review approach, which entails analyzing

and synthesizing information on "training and development on employees' productivity" from existing studies by critically reviewing English-language articles, periodicals, and books published between 2000 and 2020. According to the research, trained workers are more likely to be competent, skilled, and efficient in their work than their untrained counterparts. Programs for training and development seek to increase output from both workers and businesses. Embracing a mindset of lifelong learning allows individuals to grow in all areas of their being, from personal to technical to professional, and keeps them focused on the organization's purpose and objectives. Organizations should prioritize and engage in effective training and development of their employees to boost productivity and obtain a competitive advantage over rivals, as training and development has a beneficial effect on employee productivity. Moderating factors like age, teamwork, lifestyle, and education level may be important to consider in future studies.

Zondo (2020) focused on the influence of employee engagement on labour productivity in an automotive assembly organisation in South Africa. Quarterly data on absenteeism, quality circle participation, and labor productivity were collected both before and after the technique was used to attain the investigational goals. In a South African car assembly company, employee involvement cannot boost labor productivity. However, the rate of absenteeism affects the productivity of labor as a result of employee engagement initiatives.

Odesanya (2020) focused on Impacts of training and development on employees' productivity in First Bank of Nigeria PLC, Osogbo. A desktop research design was used for the investigation. Due to the overwhelming effects of opposition to new modifications to current operating procedures, which should necessitate purchases of new IT systems, the study concluded that the bank's present training and

development programs have not significantly improved workers' job performance.

Christopher et al. (2022) focused on employee training and organizational performance: A Case Study of African College of Commerce and Technology in Kabale District, South Western Uganda. The research used a mixed-methods case study approach, drawing on qualitative and quantitative techniques. The research showed that the bank was increasing its growth rate and accomplishing some of its objectives. Employees must make a personal commitment to learning new things and receiving regular training if they are to deliver high-quality services to customers. Employees' intrinsic motivation, sense of purpose in their work, and performance on the job are all positively impacted by training, which in turn leads to higher productivity. As a result of training, employees' knowledge, skills, abilities, competencies, and conduct are enhanced, which in turn improves their performance and the advantages they receive.

Kaman (2022) focused on impact of training on employee performance in public organizations: A Case of Dodoma Police Force in Tanzania. Descriptive case study design was used. Various types of training, including orientation, coaching, and on-the-job training, are offered by the Dodoma Police Force, according to the results. The goal of all of this training was to ensure that staff members could carry out their important responsibilities, which included working with the community to develop plans for crime prevention and develop appropriate reactions to incidents when they occurred. According to the findings, the Dodoma Police Force employs a wide range of training strategies, including mentoring programs, job rotation, coaching, demonstration, and distance learning. Additionally, the results showed that the trainings provided have enhanced record keeping and customer service. According to the findings, the Dodoma Police Force encounters obstacles that disrupt its training program, including

a lack of resources, time, and bias.

Mualuko et al. (2023) focused on effect of training and development on employee productivity in Private Hospitals in Nyeri County, Kenya. Quantitative and qualitative techniques were used in a mixed-method approach. Thematic analysis was used for qualitative data, while SPSS Version 27 was used for quantitative data analysis and a variety of graphic aids were used to display the results. Training greatly improves productivity by enhancing skills, decreasing mistakes, and increasing morale, according to the study. However, middle management faces limited career advancement options due to budget constraints.

James et al. (2022) focused on effect of training on employee performance in Turkana County Government, Kenya. Data analysis in the study was descriptive in nature. Fifteen employees were interviewed and thirty-six were given structured questionnaires as part of the study's 321 total participants. Primary and secondary data were both incorporated into the study. Interviews and questionnaires were both employed to gather information for the study. The qualitative data was analyzed using content analysis and then presented narratively. The quantitative data was analyzed using descriptive statistics, such as means and standard deviations. Mentoring improved the effectiveness of government employees in Turkana County, according to the findings.

2.3.4 Compensation and Employee productivity

Saman (2020) focused on effect of compensation on employee satisfaction and employee performance. Data collected by interview, observation and literature study. The analysis of data is done using the Partial Least Square (PLS) method, and the study is conducted on 51 employees. Compensation significantly affects both job satisfaction and employee performance, according to this study's findings.

Reddy (2020) focused on impact of compensation on employee performance. A desktop research design was used for the investigation. Human resource management would be incomplete without compensation as a tool for employee motivation and organizational performance enhancement. The two main components of direct compensation are salary and health benefits. The primary duty of the compensation management team is to develop pay scales and wage bands for various roles within the organization. When workers receive direct pay that is competitive with market rates, they know they are being treated fairly. Each worker's intrinsic drive is the primary emphasis of indirect compensation. While financial compensation is certainly a factor, employees really shine when they are able to put their beliefs and objectives into practice at work. Some examples of these perks are paid time off to learn new skills, reduced or free daycare, internal promotions, public acclaim, agency to make a difference at work, and recognition for your efforts.

Okeke and Ikechukwu (2019) focused on compensation management and employee performance in Nigeria. The study adopts descriptive survey research design. There is no statistically significant negative relationship between equity-based compensation and employee performance in Nigerian organizations. There is no statistically significant negative correlation between competency-based compensation and employee performance in Nigerian organizations. Employee performance in Nigerian organizations is unaffected by performance-based compensation.

Raymond (2021) focused on compensation packages and employees' job performance: A Case Study of National Population Council, Uganda. This study's methodology was a descriptive cross-sectional survey that included quantitative and qualitative techniques. According to the research, NPC uses a mix of salaries, incentives, rewards, and pay in their compensation packages. Workers' productivity at

NPC increased significantly after receiving these pay raises. The results of the logistic regression showed that workers at NPC who were paid a salary, bonus, or other form of compensation performed better than those who were not. This finding shed light on the possible connection between pay and productivity on the job. The survey revealed that the main obstacles impacting the job performance of NPC personnel include insufficient funding for employee health insurance, poor salaries, inadequate allowances, and a lack of opportunities for staff advancement. The study found that, despite certain difficulties, the remuneration packages offered to NPC employees significantly improve their job performance.

Mung'athia et al. (2025) focused on effect of training programs on organizational performance of Meru County Government, Kenya. The study's descriptive research design allowed for evaluation of the population's characteristics. The importance of training programs in improving the county government's performance was determined.

Kinyamu et al. (2021) focused on effects of training and compensation practices on employee performance in public universities in Kenya. A survey approach was used. This research aimed to survey all 201 OAS officers at six different public institutions in the Mt. Kenya Region. Embu, Nyandarua, Tharaka Nithi, Nyeri, and Meru are the counties that make up the Mt. Kenya area. The study found that training practice had a considerable impact on workers' performance, whereas compensation practice had no meaningful effect. As a result, the study found that employees at Kenya's public universities performed better after participating in training and compensation programs.

Mule (2020) claims that one suggestion that has been popular in Meru's county government is the one associating performance with remuneration. Through performance-oriented remuneration, which also

considers the general success of the company, employees might be acknowledged for their either individual or group efforts (Mule, 2020). One may define a great range of schemes as performance-based remuneration. Their shared objective, nevertheless, is to distribute or divide the financial gains of a firm among its employees. The schemes might be generally divided into four categories: individual-based incentive schemes, profit/gain sharing, skill/competency-based pay, and employee share option programs. Furthermore, the approach motivated the remaining employees to maintain a good degree of performance. The reason for this effort impact is that workers are motivated to learn more effective methods to accomplish their duties via a performance-based incentive scheme. As a result of salary fluctuations, workers learn to anticipate the company's successes and failures. Employees of the Makueni County Government were more likely to compete with one another than work together, according to Makau (2021). As long as everyone is looking out for number one—their own pay—then it makes no sense to assist other people succeed.

2.4 Summary of Research Gaps

Various studies have explored this topic across different geographic contexts. Research has been conducted in Japan (Cooke et al., 2020), the United States (Sabuhari et al., 2020), and Tanzania (Kaman, 2022). In Nigeria, studies were carried out by Omotunde and Alegbeleye (2021), Salas-Vallina et al. (2021), and Wanyoike and Kiplangat (2019). Similarly, research in Uganda was conducted by Christopher et al. (2022), Kasekende et al. (2020), and Raymond (2021). Finally, studies were performed in South Africa (Tumwesigye et al., 2020; Zondo, 2020) and Asia (Kutaula et al., 2020). The research was done in different countries thus showing a contextual gap. The current study was done in Kenya.

Zondo (2020) used secondary data while the current study adopted primary data. Mohammed et al. (2022) and Odesanya (2020) adopted a desktop research design, Mahardika and Luturlean (2020) adopted a causal research design, Christopher et al. (2022) adopted a case study design. The studies presented methodological gap. This research will adopt a descriptive research design.

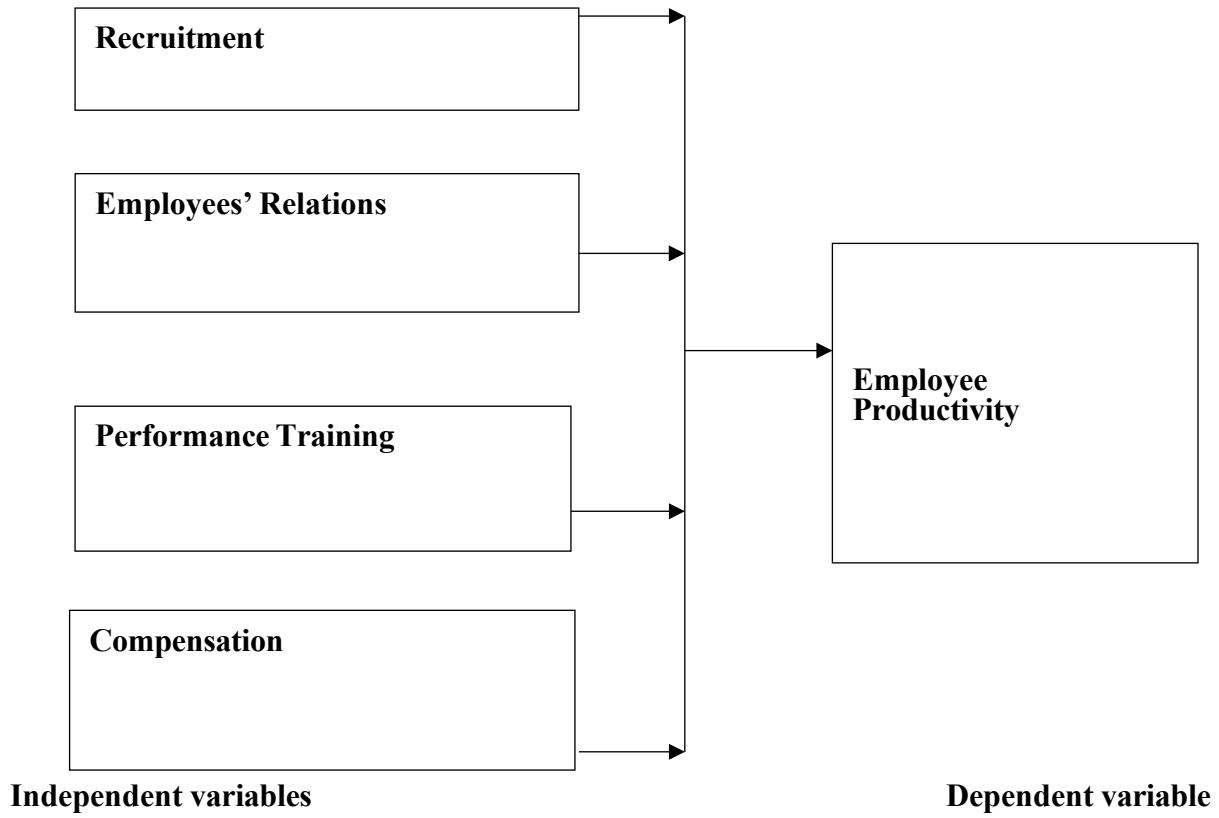
Girsang et al. (2023) and Issack et al. (2025) and Yusoff et al. (2020) focused on the effect of recruitment and selection on employee performance but left out other HRMP, Onifade et al. (2021) and Kutaula et al. (2020) focused on employee relations and organizational efficiency but left out other HRMP. Mahardika and Luturlean (2020) and Zondo (2020) and Odesanya (2020) focused on the effect of training on employee performance but left out other HRMP. Saman (2020) and Okeke and Ikechukwu (2019) and Raymond (2021) focused on effect of compensation on employee satisfaction. This study focused on recruitment, employee relations, performance training and compensation.

2.5 Conceptual Framework

A conceptual framework is a theoretical model that defines the major constructs, variables, and their interconnections in given research. It is a roadmap of the research process; it delineates hypothesis, methods, and analysis. A well-defined conceptual framework ensures clarity and focus, helping to align the research objectives with the theoretical foundation and empirical investigation (Van der Walddt, 2020).

Figure 2.1

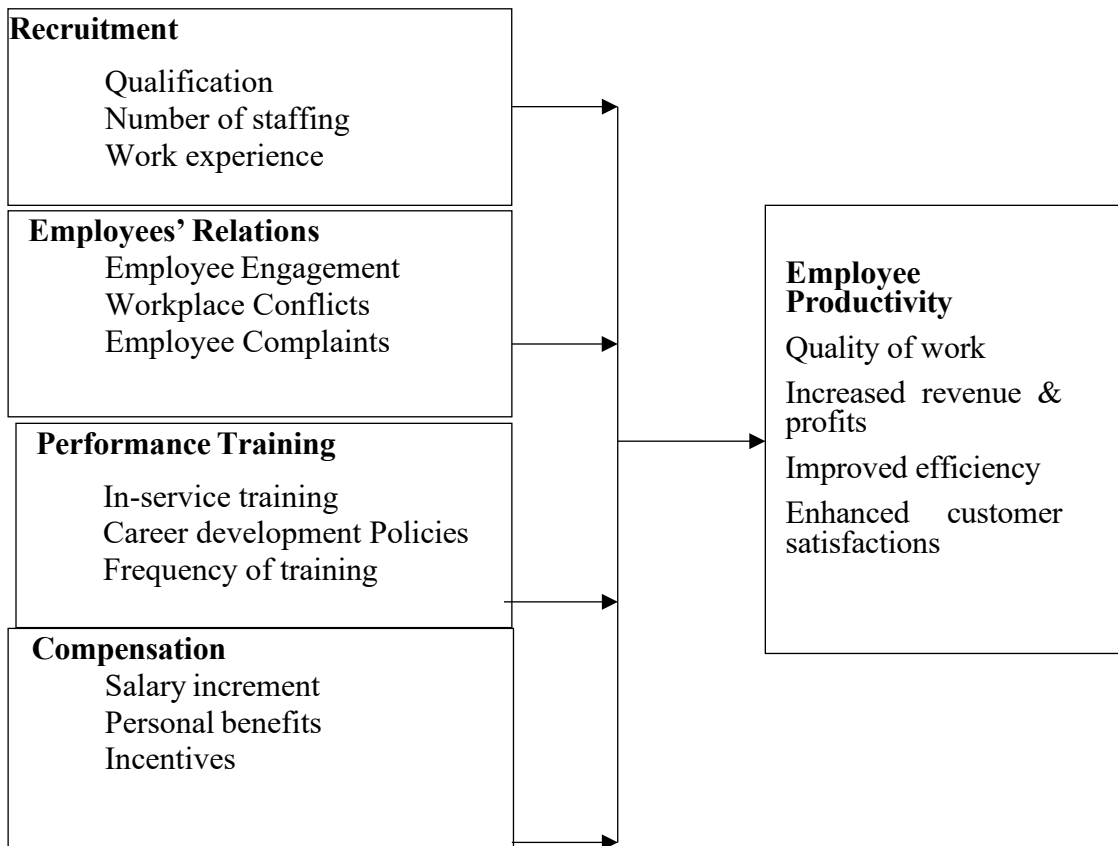
Conceptual Framework



2.6 Operational Framework

Figure 2.2

Operational Framework



Independent variable

dependent variable

From the model, recruitment was operationalized by qualification, work experience and interpersonal skills. Performance training was measured on In-service training, frequency of training, relevancy and policies. Additionally, employee relations were operationalized on employee Engagement, workplace conflicts, and employee complaints while compensation and benefits are operationalized by salary increment, job promotions, medical health cover and leave and off-day.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter detailed the methodology, instruments, and procedures that was used to conduct the study. It laid out the methodology that was used, including the study's design, population of interest, sampling framework, sample size calculation, sampling methods, data collecting procedures, and pilot testing. Data collection, processing, and analysis methodologies, as well as the statistical measurement model to be used, were covered.

3.2 Research design

Research design refers to a thorough and structured framework or strategy for carrying out research, which includes specifying the techniques and processes for gathering, assessing, and examining data. The research issue is efficiently solved and the outcomes are accurate and legitimate by following a blueprint known as a research protocol (McGregor, 2018). The study used a descriptive cross-sectional research design to collect data at a certain moment in time. Additionally, the cross-sectional design relied on a pre-established body of information that is stable, observable, and unbiased. This design allowed for the assessment of associations between variables (Omware et al., 2020).

3.3 Target Population

This is a group of people, cases or elements which the research targets to examine who have similar character traits (Kamau 2014). The study was conducted in Isiolo County government departments. These employees are 52 directors, 65 managers and 1,483 operational staff. The directors were

considered to be the senior management team that that have a direct implication on the entire county staff population. They were most valuable since their contributions enabled the study, they understand the HRM practices such as recruitments, training and development, performance management and compensations

The managers were included in the study since they were knowledgeable on the supervision typical on the recommended human resource practices. Therefore, they provided information on various encounter when supervising the county employees. The operations staff were all junior staff involved in the execution of the HRM practices. They provided information on what was working and what was not in respects to recruitments, training and development, performance management and compensations within the control of the County government of Isiolo. The target population is provided in Table 3.1.

Table 3.1

Target Population

Department	Target Population
Directors	52
Managers	65
Operational Staff	1483
TOTAL	1600

3.4 Sampling Procedure

Because it is not cost effective and time realistic to conduct the study on all target population for quantitative study, the researcher drew representative sample from the population. Mathematical formulae; Sloven's formula was employed to determine the sample because is appropriate with population greater than 400 items, known population size (N=1600) and the acceptable error value (e=5%). The formula was given as;

$$n = N / (1 + Ne^2)$$

Where; -

n = Sample size

N= Population size

e = The level of precision

Substituting in the formula to get 1600/

$$1+1600(0.05^2) = 320$$

Therefore, the sample size was 320 respondents

The sampling method is a methodical approach used to obtain a sample population that accurately represent the target population and permits the generalization of study findings (Schreier, 2018). The study employed stratification random sampling to categorize the respondents into homogenous strata. Proportional samples were drawn from each stratum using probability proportionate to size formula given as;

Probability Proportionate to Size (PPS) = (sample size/target population) x Stratum population

Table 3.2

Stratum sample size

Department	Target Population category	per Sample size per category
Directors	52	40
Managers	65	58
Operational Staff	1483	222
TOTAL	1600	320

Then, simple random sampling was used to pick the individual respondents from each stratum. The specific respondents that were included the senior managers, middle level managers and

staffs/However the sample did not include the non-permanent employees and casual laborers.

3.5 Data Collection Instruments

Cilliers (2020) states that researchers use data collecting instruments to get information from individuals. This study used a questionnaire with multiple-choice. Further, the questionnaires were structured into six sections in line with the study objectives; section A collected data on the demographic data of the respondents, section B collected data on recruitment and employee productivity in Isiolo county government; section C collected data on employees' relations and employee productivity in Isiolo county government; section D collected data on performance training and employee productivity in Isiolo county government; section E collected data on compensations and employee productivity in Isiolo county government and section F collected data that was used to measure employee productivity in Isiolo county government. The descriptive responses on latent variables were based on 5 ordinal scale levels; 1 = strongly disagree, 2 = disagree, 3 = neutral, 4

= agree and 5 = strongly agree.

3.6 Piloting of Research Instruments

According to Truong's (2017) assertion, a pilot study refers to a preliminary investigation that is conducted on a smaller scale as a preparatory measure for a larger study. According to Tseng and Sim (2021), in order to achieve accurate pilot studies, it is deemed acceptable to utilize a sample size ranging from 1 to 10%. The study conducted a pilot study in the neighboring Marsabit County since the region borders the county to the east and it is also categorized as a hardship county. This means that the working conditions of the staff in Isiolo County are similar to that of Marsabit County. Therefore, this provided a nearer perspective of how the study's questionnaires performed in the main study. The pilot

test population was 6 directors; 8 managers and 34 operations staff selected through simple random method. The pilot testing of the equipment guarantees that the real research gathered accurate and dependable data that is devoid of any faults (Mbugua & Omagwa, 2017). The respondents that were included in the pilot were not included in the final study.

3.6.1 Validity

According to Grégis (2019), a test is considered valid if it accurately measures the construct it promises to assess. This ensures that the measure is being used as intended. The researchers at this site want to conduct their study using construct and content validity both. Using construct validity, the study confirmed that the instrument correctly gauges the intended theoretical concept and avoided too strong connection with measurements of other variables. In order to strengthen the construct validity of the study, the researcher created a thorough collection of items (constructs) that include all facets of the construct. This involved reviewing existing literature, consulting experts, and considering theoretical frameworks. Also, the study gathered feedback on the clarity and comprehensiveness of the items and then revise items based on the feedback. The content validity was adopted because it ensures that all relevant aspects and dimensions of the construct are represented in the questionnaire, prevents the omission of critical elements that could lead to an incomplete or biased understanding of the construct and it avoids the inclusion of irrelevant or extraneous items that could dilute the focus of the questionnaire. Content validity will be conducted statistically by use of Lawshe (1975) formula. Specifically, the researcher calculated the content validity ratio and conclude the findings using the subject matter expert's approach.

3.6.2 Reliability

Fiona (2019) states that reliability is how consistent an instrument can give the same results after several measurements in the same circumstances. Failure to do different tests may lead to different types of research disappointments therefore affecting the study. The questionnaires were tested using the reliability coefficient (Cronbach's Alpha) in order to determine the internal constant results. A reliability coefficient of 0.7 and above concludes reliability and acceptance of the instrument (Salkind, 2015).

3.7 Data collection procedures

Data collection procedures involve systematic steps to gather and measure information from various sources to answer research questions, test hypotheses, and evaluate outcomes. The choice of data collection methods depends on the research design, objectives, and the nature of the data needed (Sileyew, 2019). The study first sought for authorization from the university, ethical review committee and National Commission for Science, Technology and Innovation (NACOSTI). Then, initiate contact with respondents (develop the sampling frame). The tools were self-administered and allowed adequate time to the respondents to fill in the questions. In order to minimize the chances of omission biases and transcription errors, the processes of data collection were carefully observed.

3.8 Data Analysis and Presentation

Numbers collected in the field were entered into a Statistical Package for the Social Sciences (SPSS) window version 28 after they were arranged. Descriptive and inferential statistics were used to solve the study challenges. The sample's make-up and features were laid bare using descriptive statistics like percentages, means, and standard deviations. To test the study's hypothesis, the researcher used

inferential statistics, namely correlation and multiple regression analysis. The direction and magnitude of the association between the dependent and independent variables were determined using regression analysis. The analysis that was specifically evaluated was the Pearson product-moment or Spearman correlation. The distribution of scores on the dependent variable, employee productivity, dictated the option of which correlation to conduct.

Multiple Regression expanded upon correlation analysis by providing a more advanced examination of the connection between the independent variables and dependent variable (Boateng & Abaye, 2019). In addition, multiple regression analysis enabled the assessment of how effectively the model, consisting of four predictor variables (recruitment, employee relations, training, and compensations), explained the overall variance in the dependent variable. Furthermore, it provided insights into the individual contributions of each predictor variable to the model. Furthermore, the study was able to evaluate the model's statistical significance using an analysis of variance, all thanks to MR. The purpose of the preliminary investigation was to ensure that there are no breaches of the assumptions of normality, autocorrelation, and multicollinearity tests. The empirical model displayed the relationship between the independent factors and the dependent variable.

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

Where:

Y = Employees productivity (Dependent variable)

β_i ; = The coefficients for the independent variable (i=1,2,3,4) X_i for predictor variables

X_1 = recruitment

X_2 = employee's relations X_3 = training

$X_4 = \text{compensations}$ e is the error term

Diagnostic tests were performed to verify that the correct statistical test was used in the study in order to prevent false estimates. The tests included a normality test and a multicollinearity test.

3.8.1 Testing of Normality

The scores on the dependent variable were tested for normality to see whether they follow a normal distribution (Mishra et al., 2019). Normality tests also suggest using parametric or non-parametric methods in the research. A Shapiro-Wilk test was used. The results were considered normal, and the Sig-Value was larger than 0.05, ruling out the need for parametric methods (Kaya, 2021; Knief & Forstmeier, 2021).

3.8.2 Autocorrelation test

According to Knief and Forstmeier (2021), the reliability of a regression model is compromised and deemed unacceptable for estimating population parameters when autocorrelation assumptions are not met. There is no link between subsequent disturbances, according to the linear regression model, since the random error components are uniformly and independently distributed. To investigate autocorrelation, the Durbin-Watson statistic was used. Values for the test statistic fall between the 1.5–2.5 range. Any value outside of these ranges indicates that the assumptions of autocorrelations have been violated (Turner, 2020). Autocorrelation, on the other hand, caused a model transformation that resulted in a new model with an error term that is serially independent.

3.9 Ethical Considerations

One fundamental component of research involves the recognition and appreciation of the inherent dignity and worth of all individuals involved in the research process. Every person engaged in the

research, in any capacity, was accorded the appropriate level of respect they deserved. Blundell (2020) argues that while using living organisms, whether they are people or animals, for research purposes, it is important to perform testing in a way that respects human dignity and follows ethical norms. Access and acceptance in the study effort were ensured via a number of procedural measures. The essential steps involved in the process were informing the appropriate County administrative authorities, obtaining consent from the institution, and then applying for a permit from the National Council for Science and Innovation (NACOSTI). The individuals who provided information were properly contacted and asked to participate in the research effort. Efforts were undertaken to minimize any dangers and reduce any hazards or threats. The participants were given information about the research's purpose. The assurance of privacy and confidentiality were upheld by the implementation of respondent anonymity. The researcher will refrain from engaging in dishonesty or employing covert means to document any information. The act of fabricating or distorting data was strongly discouraged in this research.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The chapter present the study findings aligned with the study objectives. It includes data analysis, interpretation, discussion, and connections to previous past researches outlined in chapter two. It outlines the response rate and reliability of the data collection instruments. Additionally, it presents descriptive statistics; frequencies, percentages, means, and standard deviations. Diagnostic tests on normality, autocorrelation, and multicollinearity precede inferential statistics test; Pearson-product Moment correlation and Multiple Regression. The study results are presented using frequency tables.

4.2 Response Rate

A total of 320 structured questionnaires distributed to respondents. Results are presented in Table 4.1.

Table 4.1

Response Rate

Response	Frequency	Percentage
Returned	287	89.69%
Unreturned	33	10.31%
Total	320	100%

The results showed that only 287 were completed, resulting to 89.69% response rate. This rate was considered representative of the target population. Notwithstanding, a response rate exceeding 70% is indicative of population representativeness (Wang & Cheng, 2020). Moreover, Mongan et al. (2020) submitted that quantitative studies typically require a minimum sample size of 30 subjects. As a result,

the 287 respondents were sufficient for the study.

4.3 Reliability Test

Cronbach’s Alpha coefficient was used to measure the internal consistency of the constructs making up the scale.

Table 4.2

Reliability results

Variable	Cronbach's Alpha	Number of constructs	Comment
Recruitment	0.722	11	Reliable
Employee relations	0.723	19	Reliable
Performance training	0.850	11	Reliable
Compensation	0.781	13	Reliable
Employee productivity	0.700	11	Reliable
The data collection instrument	0.809	65	Reliable and dependable

The study found that the data collection tool was reliable, ($r=0.809$ on 65 items). Constructs making up the individual latent variables were reliable (Recruitment=0.722; Employee relations=0.723; performance training=0.850; compensation=0.781; employee productivity = 0.700). According to Ingle and Mahesh (2020), a Cronbach Alpha coefficient of 0.7 and above is considered reliable and dependable.

4.4 Background data

Descriptive statistics; frequencies and percentages were conducted to describe the characteristics and composition of the study population.

4.4.1 Gender of the Respondents

The study requested the respondents to provide their gender.

Table 4.3

Gender of the Respondents

Gender	Frequency	Percent
Male	167	58.2
Female	120	41.8
Total	287	100.0

From the analysis, majority of the study participants were male 167(58.2%) compared to female 120(41.8%). The study established that the county government of Isiolo observed gender equality in employment process indicating diversity of minds and expertise. Gender had a crucial role in the study's results since it indicated a balanced gender strategy that may have been impartial or neutral.

4.4.2 Age of the Respondents

The study further established the age of respondents.

Table 4.4

Demographic Information for Managers and Staff

Job position	Frequency	Percent
Directors	34	12
Managers	52	18
Operational staff	201	70
Total	287	100

Age of the respondents

Age category	Frequency	Percent
(18-25) years	47	16.4
(26-35) years	21	7.3
(36-45) years	125	43.6
(46-55) years	64	22.3
Above 55 years	30	10.5
Total	287	100.0

From the findings, the majority of the respondents are in prime of their lives; age between 36 and 45

years 125(43.6%), indicating that a significant portion of the staff in the county is in their mid-career stage which is a highly active and engaged in performing their task accordingly. Followed by staff aged between 46 and 55 years at 64 (22.3%). Only 21(7.3%) are aged between 25 to 35 years.

4.4.3 Education Level

The study determined the highest level of education completed by the respondents. The results presented in table 4.5

Table 4.5

Distribution of Educational Qualifications

Education level	Frequency	Percent
Diploma and Below	77	26.8
Undergraduate	136	47.4
Postgraduate Diploma	46	16.0
Master's degree	26	9.1
Doctorate	2	.7
Total	287	100.0

Most of the respondents had completed undergraduate degree 136(47.4%) while 77(26.8%) are diploma & below holder. Only 2(0.7%) of the respondents recorded having completed doctorate studies. This data indicates that undergraduate degrees are the most common educational qualification, while doctorates are the least common education qualifications among the staff in Isiolo County. Due to the importance of education in management levels, it was crucial for the researcher to determine how

respondents comprehended the phenomenon under investigation. Academic qualifications showed objectivity that the respondents were familiar with how the human resource management practices affect employee productivity. This shows that the Isiolo county government had the potential capacity to deliver services to the public based on the capability of its employees intellectually.

4.3.4 Experience

The study established the work experience the respondents had accrued over the service period.

Table 4.6

Experience

Period	Frequency	Percent
Less than one year	36	12.5
(1-5) years	77	26.8
(6-10) years	144	50.2
11 years and above	30	10.5
Total	287	100.0

Majority of the respondents reported to have work experience of 6 to 10 years 144(50.2%, followed by those worked for 1 to 5 years, 77 (26.8%), Less than one year 36(12.5%) and 11 years and above at 30(10%). Work experience was significant for participants to offer the necessary data because the more experienced, the better to understanding of the topic under study thus, contributing objectively (Prasad et al., 2019).

4.5 Descriptive Statistics Results: Study Variables

Descriptive statistic results for the study variables are provided in this section. The specific descriptive statistics analyzed included frequencies, percentages, mean and standard deviation. Mean value less than three ($M < 3$) indicated low agreement (Samejima, 2016). The mean value of three ($M = 3$) indicated moderate agreement while, mean value greater than three ($M > 3$) indicated positive agreement (Samejima, 2016). Further, an aggregate Standard Deviation (SD) confirm variability in the scores.

4.5.1 Recruitment and employees' productivity in Isiolo county government

The first study objective was to investigate the influence of recruitment on employees' productivity in Isiolo county government. Recruitment was operationalized with three practices; qualification, number of staffing and work experience.

Table 4.7***Respondents' Opinions on Recruitment and Employees' Productivity***

Statements	SD	D	M	A	SA	Mean	Std. Deviation
The County Government of Isiolo has Qualified personnel	12 (4.2%)	23 (8.0%)	84(29.3%)	129(44.9%)	39(13.6%)	3.56	.966
The county government of Isiolo has right number of staff that allows for balanced workloads.	38(13.2%)	149(51.9%)	81(28.2%)	19 (6.6%)	0 (0.0%)	2.28	.776
The county government of Isiolo has ALWAYS sufficient staff	94(32.8%)	167(58.2%)	24 (8.4%)	2 (0.7%)	0(0.0%)	1.77	.622
The county staff handle complex tasks with less training time	76(26.5%)	185(64.5%)	22 (7.7%)	4 (1.4%)	0(0.0%)	1.84	.611
The county staff ALWAYS professionals	55(19.2%)	118(41.1%)	109(38.0%)	3 (1.0%)	2(0.7%)	2.23	.791
There is ALWAYS adequate staff-mix	73(25.4%)	151(52.6%)	47(16.4%)	13(4.5%)	3(1.0%)	2.03	.834
ALL staff are provided with specific job roles to effectively perform their duties	46(16.0%)	143(49.8%)	95(33.1%)	0 (0.0%)	3(1.0%)	2.20	.739
The county employees have ALL requisite skills and expertise to need for higher productivity M=2.92; SD=1.070	32(11.1%)	65 (22.6%)	99(34.5%)	76(26.5%)	15(5.2%)	2.92	1.070
Staff are ALWAYS equally distributed to department in the county	40(13.9%)	130(45.3%)	77 (26.8%)	38(13.2%)	2 (0.7%)	2.41	.912
The county always hires new staff regularly	38(13.2%)	149(51.9%)	81 (28.2%)	19 (6.6%)	0 (0.0%)	2.28	.776
The facility has ALWAYS sufficient staff	74(25.8%)	141(49.1%)	66 (23.0%)	2 (0.7%)	4 (1.4%)	2.03	.802
Aggregate						2.32	0.422

A mean of less than 3.0 indicate disagreement while standard deviation value less than 1.0 shows low discrepancies. The respondents disagreed that the Isiolo county government observe staff qualification, work experience nor hires number of staffing during recruitment process (M=2.32; SD= 0.422). A

mean of less than 3.0 indicate disagreement while standard deviation value less than 1.0 shows low discrepancies. On the statement that the county government of Isiolo has qualified personnel majority of the respondents agreed with the statement (M=3.56; SD=.966). In addition, on the statement that the county government of Isiolo has right number of staff that allows for balanced workloads (M=2.28; SD=.766). Further results revealed that on the statement that the county government of Isiolo has always sufficient staff majority of the respondents disagreed with the statement (M=1.17; SD=.662). In addition, on the statement that the county government of Isiolo has right number of staff that allows for balanced workloads majority of the respondents disagreed with the statement (M=1.84; SD=.611). Further, on the statement that the county staff always professional's majority of the respondents disagreed with the statement (M=2.23; SD=.791). In addition, on the statement that there is always adequate staff-mix majority of the respondents disagreed with the statement (M=2.03; SD=.834). In addition, on the statement that all staff are provided with specific job roles to effectively perform their duties majority of the respondents disagreed with the statement (M=2.20; SD=.739). Further, on the statement that the county employees have all requisite skills and expertise to need for higher productivity majority of the respondents disagreed with the statement (M=2.92; SD=1.097). In addition, on the statement that staff are always equally distributed to department in the county majority of the respondents disagreed with the statement (M=2.41; SD=.912). Further, on the statement that the county always hires new staff regularly majority of the respondents disagreed with the statement (M=2.28; SD=0.776). In addition, on the statement that the facility has always sufficient staff majority of the respondents disagreed with the statement (M=2.03; SD=.802). The study findings agreed with Wanyoike and Kiplangat (2019) who found that organizations that adopted transparent and merit-based recruitment practices saw significant improvements in employee performance and productivity.

4.5.2 Employees' Relations and Employees' Productivity in Isiolo County Government

The second study objective was to examine the influence of employees' relations on the county government of Isiolo's employee productivity.

Table 4.8

Respondents' opinions on Employees' Relations

Statements	SD	D	M	A	SA	M	Std. Dev
Always there is clear open and transparent communication between management and employees to build trust to prevent misunderstandings	24(8.4%)	155(54.0%)	93(32.4%)	9(3.1%)	6(2.1%)	2.37	.768
There is always developed process for resolving disputes in a fair manner	40(13.9%)	413(49.8%)	97(33.8%)	3(1.0%)	4(1.4%)	2.26	.760
Disputes are always in timely manner	75(26.1%)	153(53.3%)	56(19.5%)	3(1.0%)	0(0.0%)	1.95	.706
Hardly exist favourism that can lead to conflict among the employees	60(20.9%)	154(53.7%)	72(25.1%)	0(0.0%)	1(0.3%)	2.05	.700
Always the management make use of neutral third party to help facilitate discussion and resolve conflict in the county	80(27.9%)	133(46.3%)	72(25.1%)	2(0.7%)	0(0.0%)	1.99	.748
There are clear policies and procedures for addressing conflict	43(15.0%)	152(53.0%)	92(32.1%)	0(0.0%)	0(0.0%)	2.17	.665
Job roles and responsibilities are always clarified to prevent roles related conflict among the staff	49(17.1%)	129(44.9%)	105(36.6%)	2(0.7%)	2(0.7%)	2.23	.759
After resolving a conflict, always the situation is monitored to ensure that the disputes do not resurface?	48(16.7%)	187(65.2%)	48(16.7%)	4(1.4%)	0(0.0%)	2.03	.625
There are established systems for employees to provide feedback	94(32.8%)	167(58.2%)	24(8.4%)	2(0.7%)	0(0.0%)	1.77	.622
Always employees are allowed to have say in decision that affect their work	46(16.0%)	111(38.7%)	87(30.3%)	41(14.3%)	0(0.7%)	2.45	.948

Always there is flexible remote working option for the staff in the county	97(33.8%)	137(47.7%)	38(13.2%)	8(2.8%)	7(2.4%)	1.92	.893
The management always implement programs that support staff well being	30(10.5%)	149(51.9%)	72(25.1%)	26(9.1%)	10(3.5%)	2.43	.921
The management hardly organize activities that promote team cohesion	5(1.7%)	7(2.4%)	51(17.8%)	134(46.7%)	90(31.4%)	4.03	.864
Always complaints are handled with discretion to protect their privacy of those involved	49(17.1%)	80(27.9%)	77(26.8%)	67(23.3%)	14(4.9%)	2.71	1.145
Always management conduct fair and impartial investigation to understand the detail and the context of the complaint	68(23.7%)	75(26.1%)	64(22.3%)	67(23.3%)	13(4.5%)	2.59	1.208
The complainants is always informed about the steps being taken to arrive at the outcome of the investigation	67(23.3%)	81(28.2%)	67(23.3%)	63(22.0%)	9(3.1%)	2.53	1.161
Staff are always encouraged to report issues early before they become major problems	81(28.2%)	62(21.6%)	76(26.5%)	60(20.9%)	8(2.8%)	2.48	1.185
Complaints procedures are always transparent	85(29.6%)	71(24.7%)	82(28.6%)	44(15.3%)	5(1.7%)	2.35	1.111
Detailed record of all complaints are always taken to ensure compliance.	7(2.4%)	55(19.2%)	68(23.7%)	68(23.7%)	89(31.0%)	3.62	1.179
Aggregate values						2.42	.375

The results showed that majority of the respondents disagreed with the statement always there is clear open and transparent communication between management and employees to build trust to prevent misunderstandings (mean=2.37, std.dev=0.78). In addition, results showed that majority of the respondents disagreed with the statement that There is always developed process for resolving disputes in a fair manner (mean=2.26, std.dev=0.760). In addition, results showed that majority of the respondents disagreed with the statement that disputes are always in timely manner (mean=1.95, std.dev=0.706). In addition, results showed that majority of the respondents disagreed with the

statement that hardly exist favourism that can lead to conflict among the employees (mean=2.05, std.dev=0.700). In addition, results showed that majority of the respondents disagreed with the statement that always the management make use of neutral third party to help facilitate discussion and resolve conflict in the county (mean=1.99, std.dev=0.798).

In addition, results showed that majority of the respondents disagreed with the statement that there are clear policies and procedures for addressing conflict (mean=2.17, std.dev=0.665). Further results showed that majority of the respondents disagreed with the statement always employees are allowed to have a say in decision that affect their work (mean=2.45, std.dev=0.948). On the statement that always there is flexible remote working option for the staff in the county majority disagreed with the statement (mean=1.92, std.dev=0.893). Further results showed that majority of the respondents disagreed with the statement the management always implement programs that support staff well-being (mean=2.43, std.dev=0.921). On the statement that the management hardly organize activities that promote team cohesion majority agreed with the statement (mean=4.03, std.dev=0.864). Further results showed that majority of the respondents disagreed with the statement the always complaints are handled with discretion to protect their privacy of those involved (mean=2.711, std.dev=0.145). On the statement that always management conduct fair and impartial investigation to understand the detail and the context of the complaint majority of the respondents disagreed with the statement (mean=2.591, std.dev=0.208). Further results showed that majority of the respondents disagreed with the statement that the complainants is always informed about the steps being taken to arrive at the outcome of the investigation (mean=2.531, std.dev=0.161). On the statement that staff are always encouraged to report issues early before they become major problems majority of the respondents disagreed with the statement (mean=2.481, std.dev=0.185). Further results showed that majority of the respondents

disagreed with the statement that complaints procedures are always transparent (mean=2.351, std.dev=0.111). On the statement that Detailed record of all complaints are always taken to ensure compliance majority of the respondents disagreed with the statement (mean=3.621, std.dev=0.129). The study findings agreed with Onifade et al. (2021) who found that employee relations have a significant impact on organizational efficiency in De-United Foods Industries Limited. The study findings also agreed with Kasekende et al. (2020) who found that effective communication, conflict resolution, and fair treatment of employees were critical in enhancing productivity

4.5.3 Performance training and Employee Productivity

The third objective analyzed the influence of performance training on county government of Isiolo's employee productivity. The participants were asked to rate their agreement in realm of in-service training, career development, policies and frequency of training.

Table 4.93**Performance training and Employee Productivity**

Statements	SD	D	M	A	SA	M	SD
Seminars are Always organized regularly	71(24.7%)	128(44.6%)	80(27.9%)	4 (1.4%)	4(1.4%)	2.10	.836
Training workshops are Always are organizes regularly	44(15.3%)	177(61.7%)	60(20.9%)	2(0.7%)	4(1.4%)	2.11	.711
Staff are always developed through regular training	48(16.7%)	187(65.2%)	48(16.7%)	4(1.4%)	0(0.0%)	2.03	.625
Staff are always mentored through continuous learning	94(32.8%)	167(58.2%)	24(8.4%)	2(0.7%)	0(0.0%)	1.77	.622
Staff are always competent	54(18.8%)	160(55.7%)	47(16.4%)	26(9.1%)	0(0.0%)	2.16	.832
Staff are always offered relevant knowledge through capacity building	47(16.4%)	147(51.2%)	87(30.3%)	2(0.7%)	4(1.4%)	2.20	.764
Staff are always provided with relevant information	49(17.1%)	164(57.1%)	68(23.7%)	4(1.4%)	2(0.7%)	2.11	.717
Staff are always provided with paid study leave	47(16.4%)	159(55.4%)	77(26.8%)	2(0.7%)	2(0.7%)	2.14	.711
Always there is fairness in the choice of staff to be sponsored to undertake a higher degree	62(21.6%)	119(41.5%)	74(25.8%)	30(10.5%)	2(0.7%)	2.27	.940
I feel competent enough to carry out my responsibilities	163(56.8%)	102(35.5%)	18(6.3%)	4(1.4%)	0(0.0%)	1.52	.678
Always staff are provided with allowance for professional development	171(59.6%)	97(33.8%)	18(6.3%)	1(0.3%)	0(0.0%)	1.47	.630
Aggregate						1.9895	0.46824

A mean less than 3 implied that the respondents disagreed with the statement while a mean above 3 showed that the respondents agreed with the statements. The results showed that the statement that seminars are always organized regularly majority of the respondents disagreed with the statement (mean score = 2.10 and a standard deviation = 0.836); training workshops are always are organizes regularly (mean=2.11, std.dev=0.711); Staff are always developed through regular training (mean=2.03, std.dev=0.625); Staff are always mentored through continuous learning (mean=1.77, std.dev=0.622); Staff are always competent (mean=2.16, std.dev=0.832); Staff are always offered relevant knowledge through capacity building (mean=2.20, std.dev=0.764); Staff are always provided with relevant information (mean=2.11, std.dev=0.717); Staff are always provided with paid study leave (mean=2.14, std.dev=0.711); Always there is fairness in the choice of staff to be sponsored to undertake a higher degree (mean=2.27, std.dev=0.940); I feel competent enough to carry out my responsibilities (mean=1.52, std.dev=0.678); Always staff are provided with allowance for professional development(mean=1.47, std.dev=0.630). This implies that employees strongly perceive in-service training, career development, policies and frequency of training are missing in the county, significantly influencing their productivity. This could imply that current training programs are either ineffective or not aligned with employees' needs and job requirements. The low standard deviation suggested that the respondents' views are quite consistent, reflecting a general consensus on the matter in the county. These results married with those of Mohammed et al. (2022) findings that, employee exposure to training programs often had a positive effect on employee productivity. The study findings also agreed with Mohammed et al. (2022) who found that training and development programs are aimed at upgrading both employee and organizational productivity.

4.5.4 Compensation and Employee Productivity

The fourth objective was to determine the influence of compensations on employee productivity in the county government of Isiolo.

Table 4.10

Compensations and employee productivity

Statements	SD	D	M	A	SA	M	SD
I am always satisfied with salary received because it covers my needs	197(33.8%)	137(47.7%)	38(13.2%)	8(2.8%)	7(2.4%)	1.92	.893
I am always given responsibility allowance which stimulates me to mark learners register	61(21.3%)	140(48.8%)	47(16.4%)	32(11.1%)	7(2.4%)	2.25	.992
I am always given responsibility allowance which stimulates me to participate in extra curriculum activities.	84(29.3%)	92(32.1%)	68(23.7%)	43(15.0%)	0(0.0%)	2.24	1.036
We are always given health benefits	58(20.2%)	122(42.5%)	59(20.6%)	38(13.2%)	10(3.5%)	2.37	1.056
The county always give staff security/pension benefits	62(21.6%)	112(39.0%)	74(25.8%)	37(12.9%)	2(0.7%)	2.32	.976
The county always leave allowance and sick leave	80(27.9%)	127(44.3%)	59(20.6%)	19(6.6%)	2(0.7%)	2.08	.899
I am always given sick leave upon request	91(31.7%)	121(42.2%)	60(20.9%)	15(5.2%)	0(0.0%)	2.00	.859
There is always staff off days	46(16.0%)	143(49.8%)	95(33.1%)	0(0.0%)	3(1.0%)	2.20	.739
I am always committed to my work	84(29.3%)	103(35.9%)	72(25.1%)	24(8.4%)	4(1.4%)	2.17	.989
Always policy on regular salary increments makes me complete my assignments timely	152(53.0%)	110(38.3%)	25(8.7%)	0(0.0%)	0(0.0%)	1.56	.650
Staff are always evaluated through management performance systems (Appraisals) for staff improvement	140(48.8%)	116(40.4%)	28(9.8%)	3(1.0%)	0(0.0%)	1.63	.702
Always promotion is given to higher performed regularly with payments	130(45.3%)	125(43.6%)	28(9.8%)	1(0.3%)	3(1.0%)	3.64	1.005
I always take my responsibilities seriously for accomplishing my goals	138(48.1%)	104(36.2%)	42(14.6%)	1(0.3%)	2(0.7%)	3.28	1.213
Aggregate						2.0091	0.46257

The study established a mean score of 2.0 which falls below the midpoint of 3, indicating a tendency towards disagreement. The results showed that majority of the respondents disagreed with the statement that I am always satisfied with salary (mean=1.92, std.dev=0.893); I am always given responsibility allowance which stimulates me to mark learners register (mean=2.25, std.dev=0.992); I am always

given responsibility allowance which stimulates me to participate in extra curriculum activities (mean=2.24, std.dev=1.036); We are always given health benefits (mean=2.37, std.dev=1.056); The county always give staff security/pension benefits (mean=2.32, std.dev=0.936); The county always give staff security/pension benefits (mean=2.32, std.dev=0.976); The county always leave allowance and sick leave (mean=2.08, std.dev=0.899); I am always given sick leave upon request (mean=2.00, std.dev=0.859); There is always staff off days (mean=2.20, std.dev=0.739); I am always committed to my work (mean=2.17, std.dev=0.989); Always policy on regular salary increments makes me complete my assignments timely (mean=1.56, std.dev=0.650); Staff are always evaluated through management performance systems (Appraisals) for staff improvement (mean=1.73, std.dev=0.702). This implies that employees strongly perceive salary increment, personal benefits and incentives are not adequately provided among the staf, significantly influencing their productivity. The standard deviation of 0.4 indicates relatively low variability in responses. This means that most respondents have similar opinions regarding the effect of compensation on their productivity. Results were in agreement with Okeke and Ikechukwu (2019) who found that compensation has no negative significance effect on employee performance in Nigeria organization. Findings were not in agreement with Saman (2020) who found that compensation has a significant effect on job satisfaction, in addition, compensation also has a significant effect on employee performance. However, on the statement that always promotion is given to higher performed regularly with payments majority of the respondents agreed with the statements (mean=3.64, std.dev=0.1005); I always take my responsibilities seriously for accomplishing my goals (mean=3.28, std.dev=1.213). Results were in agreement with Okeke and Ikechukwu (2019) who found that compensation has no negative significance effect on employee performance in Nigeria organization. Findings were not in agreement with Saman (2020) who found that compensation has a

significant effect on job satisfaction, in addition, compensation also has a significant effect on employee performance.

4.5.5 Employee productivity

The employee productivity was the study's dependent variable. Ten constructs were rated in a Likert Scale.

Table 4.41

Level of employees' productivity

Statements	SD	D	M	A	SA	M	SD
I hardly dedicate reasonable working hours every day.	5(1.7%)	2(0.7%)	76(26.5%)	143(49.8%)	61(21.3%)	3.88	.806
I rarely have flexible work arrangements	0(0.0%)	4(1.4%)	22(7.7%)	185(64.5%)	76(26.5%)	4.16	.611
I always complete my work late	2(0.7%)	3(1.0%)	109(38.0%)	118(41.1%)	55(19.2%)	3.77	.791
I always value my personal responsibility over the work responsibilities	3(1.0%)	13(4.5%)	47(16.4%)	151(52.6%)	73(25.4%)	3.97	.834
I rarely have a sense of stability and confidence in my workplace	3(1.0%)	0(0.0%)	95(33.1%)	143(49.8%)	46(16.0%)	3.80	.739
I always set realistic task goals that I meet on time	15(5.2%)	76(26.5%)	99(34.5%)	65(22.6%)	32(11.1%)	3.08	1.070
I always prioritize task completion	2(0.7%)	38(13.2%)	77(26.8%)	130(45.3%)	40(13.9%)	3.59	.912
I always allocate sufficient time for each task	0(0.0%)	19(6.6%)	81(28.2%)	149(51.9%)	38(13.2%)	3.72	.776
I hardly feel motivated to work in the County	0(0.0%)	2(0.7%)	24(8.4%)	167(58.2%)	94(32.8%)	4.23	.622
I hardly concentrate on my work	4(1.4%)	2(0.7%)	66(23.0%)	141(49.1%)	74(25.8%)	3.97	.802
I always feel unsatisfied with my work	49(17.1%)	80(27.9%)	77(26.8%)	67(23.3%)	14(4.9%)	2.71	1.145
Aggregate						3.7159	0.42148

The results showed that majority of the respondents agreed with the statement that hardly dedicate reasonable working hours every day (mean=3.88; SD=0.806); I rarely have flexible work arrangements (mean=4.16; SD=0.611); I always complete my work late (mean=4.16; SD=0.611); I always complete my work late (mean=3.77; SD=0.791); I always value my personal responsibility over the work responsibilities (mean=3.97; SD=0.834); I rarely have a sense of stability and confidence in my workplace (mean=3.80; SD=0.739); I always set realistic task-goals that I meet on time(mean=3.08; SD=1.070); I always prioritize task for completion (mean=3.59; SD=0.912); I always allocate sufficient time for each task (mean=3.72; SD=0.776); I hardly feel motivated to work in the County (mean=4.23; SD=0.622); I hardly concentrate on my work (mean=3.97; SD=0.802); I always feel unsatisfied with my work (mean=2.71; SD=1.145). Generally, this suggests that human resource management practices under the investigation positively and significantly influence employee productivity in Isiolo county. The standard deviation of 0.42148 indicates low variability in responses. While most employees agree on the positive impact of HRM, there are some differences in opinions.

4.6 Diagnostic Tests Results

In order to guarantee accurate estimates, diagnostic tests were carried out to verify that suitable statistical tests were used in the analysis. The tests included normality test, multicollinearity test and auto-correlation test.

4.6.1 Normality Test

Normality test explained the distribution of scores on dependent variable to determine whether to conduct parametric statistical techniques or non-parametric statistical techniques. The study reported Shapiro-Wilk statistics because the sample size was greater than 100 (n=287).

Table 4.12

Shapiro-Wilk Test

Dependent			
Variable	Statistic	df	Sig.
Employee productivity	.945	287	.000

From normality test, the scores on dependent variable provided significant value ($P=0.000$) which is less than the conventional significance of 0.05 implying no violation of assumptions for normality around dependent variable. The Normal Q-Q plots and histograms were conducted to support the Shapiro test results.

Figure 4.1

Normal Q-Q plot

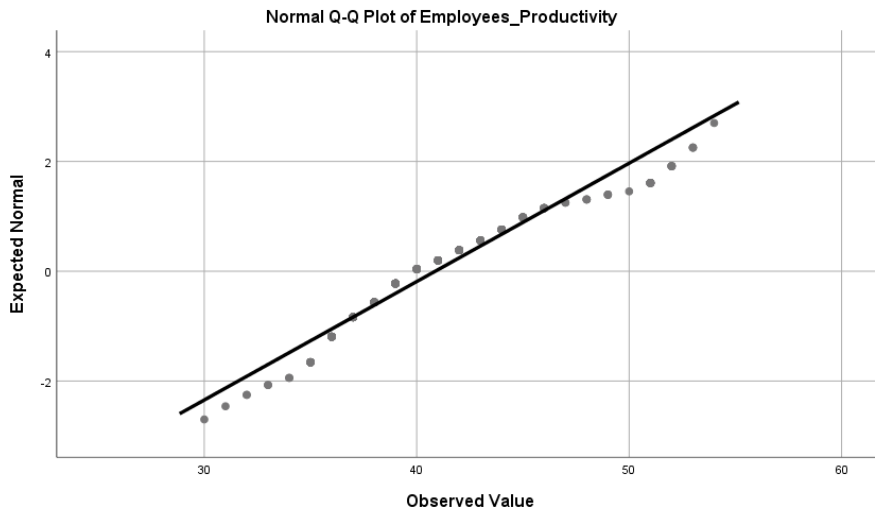
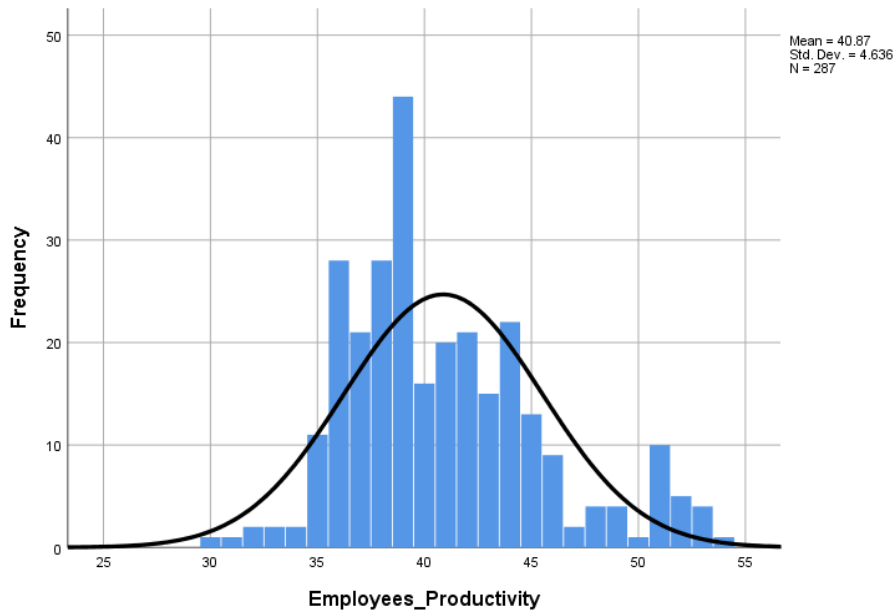


Figure 4.2

Histogram



An inspection of the normal probability plots (Normal P-P plots) and the Histograms demonstrate the

distribution of scores on the dependent variable (employees' productivity in the county government of Isiolo) were normally distributed. From the normal fit line in the normal Q-Q Plots, the scores appeared to be reasonably above and over the normal line.

4.6.2 Multicollinearity test

The degree of interdependence among the independent variables was ascertained by administering a multicollinearity test. This was done by conducting tolerance and Variance Inflation Factor (VIF) tests.

Table 4.13

Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Recruitment	.428	2.338
Employees relations	.336	2.980
Performance training	.481	2.081
Compensation	.920	1.087

From the analysis, all the tolerance values for all independent variables were less than 1.0 and greater than 0.1 while VIF values were greater than 1.0 and less than 10 implying that there was no violation of assumption of multicollinearity among the independent variables. Therefore, there was no high interrelationship between the four predictor variables under investigation; recruitment, employee relations, performance training and compensations.

4.6.3 Auto-correlation Test

The existence of auto-correlation was evaluated using the Durbin-Watson test. The test statistic that the Durbin-Watson test produces may have a value between 1.5 and 2.5. There will be no deviation from the assumption of autocorrelation if the Durbin-Watson test result is within this range. Consideration should be given to values that fall outside of this range (Field, 2009).

Table 4.14

Durbin-Watson test of Auto-correlation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.930 ^a	.865	.863	1.716	1.619

a. Predictors: (Constant), Compensations, Recruitment, Performance Training, Employee Relations

b. Dependent Variable: Employees Productivity

The results show a Durbin-Watson value of 1.619, falling somewhere in the 1.5-2.5 range. Since the residuals did not show any signs of autocorrelation, we cannot rule out the possibility of autocorrelation and must instead accept the alternative hypothesis. Hence, the assumption of autocorrelation was not violated.

4.7 Correlation analysis

The direction and intensity of the association between the dependent variable and the independent variables were measured using correlation analysis. Additionally, the research determined whether the connections were statistically significant. Since the dependent variable's scores followed a normal

distribution, the Pearson product-moment correlation was used rather than Spearman.

Table 4.15

Correlations

		Y	X1	X2	X3	X4
Y	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
	N	287				
X1	Pearson	.917**	1			
	Correlation					
	Sig. (2-tailed)	.000				
	N	287	287			
X2	Pearson	.419**	.741**	1		
	Correlation					
	Sig. (2-tailed)	.000	.000			
	N	287	287	287		
X3	Pearson	.651**	.624**	.704**	1	
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		
	N	287	287	287	287	
X4	Pearson	.045	.146*	.269**	.151*	1
	Correlation					
	Sig. (2-tailed)	.445	.013	.000	.010	
	N	287	287	287	287	287

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Y=Employee Productivity; X1=Recruitment; X2=Employee Relations; X3=performance training;

X4=Compensations

A very substantial positive connection ($r=.917^{**}$, $n=287$, $P=0.000$) exists between recruiting tactics and employee productivity. The results show a substantial correlation between improved recruiting techniques and increased staff productivity. At the 0.05 level, the association is considered statistically

significant.

Employee relations and productivity were positively correlated to a moderate degree ($r=0.419^{**}$; $N=287$; $P=0.000$). It seems that when there is an improvement in employee relations, productivity goes up. At the 0.05 level, the association is considered statistically significant.

The productivity of employees was positively correlated with performance training ($r=0.651^{**}$, $N=287$; $P=0.000$). Employees in the county of Isiolo are more productive as a result of this supposed excellent performance training. At the 0.05 level of significance, this connection is also statistically significant.

With a weak and non-significant correlation ($r=0.045$, $N=287$; $P=0.445$), we may conclude that there is no relevant association between compensation and employee productivity. At the 0.05 level of significance, this association did not hold.

4.8 Multiple Regression Analysis Results

In order to determine which predictor factors in Isiolo County were most effective in predicting employee productivity, researchers used multiple regression analysis. The model's ability to account for the whole variation in the dependent variable was tested using multiple regression. Also, multiple regression showed how each predictor variable contributed to the overall model and found out whether the model was statistically significant. The assumptions of normalcy, autocorrelation, and multicollinearity were checked in preliminary studies to make sure they were not violated.

Table 4.16

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.936 ^a	.877	.875	1.638	1.660

a. Predictors: (Constant), Recruitment, employee relations, Performance Training Compensations,

b. Dependent Variable: Employees Productivity

The results showed that R value was 0.936 which implies that human resources management practices had a strong correlation on employee's productivity in Isiolo county government. This is because the R value is higher than 0.5. According to the value of the R-Square, 87.7% of human resources management practices could be explained by the independent variables while the remaining 22.3% could be attributed to other factors other than the predictor variables.

Table 4.57

Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5390.777	4	1347.694	502.241	.000 ^b
	Residual	756.708	282	2.683		
	Total	6147.484	286			

a. Dependent Variable: Employees Productivity

b. Predictors: (Constant), Employee relations, Recruitment, Compensations, Performance Training

The study results further revealed that the ANOVA model predicted employee's productivity in Isiolo county government significantly well (p=0.000). This was further supported by F statistic of 502.241. This indicated the statistical significance of the regression model that was run and that overall, the

regression model statistically significantly predicted the employee’s productivity in Isiolo county government (it was a good fit for the data).

Table 4.18

Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	61.886	.683		90.608	.000		
	Recruitment	.906	.029	.906	31.631	.000	.532	1.879
	Employee Relations	.139	.023	.213	6.120	.000	.361	2.767
	Performance Training	.187	.026	.208	7.163	.000	.520	1.924
	Compensations	.005	.021	.007	.250	.803	.583	1.714

a. Dependent Variable: Employees Productivity

The empirical model was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

The resulting regression model was:

Employee productivity= 61.886 + .906 Recruitment + .139 Employees relations + .187 performance training + .005 Compensations

The results revealed that employee relations had a positive and significant effect on employee’s productivity in Isiolo county government ($\beta=0.906$, $p=0.000$). The first objective (H01) stated that there

was no significant relationship between recruitment and employees' productivity in Isiolo county government. The p value of 0.000 was less than 0.05, therefore, the null hypothesis was rejected. This implied that there was a significant relationship between recruitment and employees' productivity in Isiolo county government. The study findings agreed with Sabuhari et al. (2020) who found that companies that invested in comprehensive recruitment processes, including rigorous candidate assessment and selection methods, experienced a notable improvement in workforce performance and productivity.

The results also revealed that employee relations had a positive and significant effect on employee's productivity in Isiolo county government ($\beta=0.139$, $p=0.000$). The second objective (H01) stated that there was no significant relationship between employee relations and employees' productivity in Isiolo county government. The p value of 0.000 was less than 0.05, therefore, the null hypothesis was rejected. This implied that there was a significant relationship between employee relations and employees' productivity in Isiolo county government. The study findings agreed with Salas-Vallina et al. (2021) who found that positive employee relations contribute to creating a work environment where employees feel valued, leading to higher productivity and overall organizational success

Further results also revealed that performance training had a positive and significant effect on employee's productivity in Isiolo county government ($\beta=0.187$, $p=0.000$). The third objective (H01) stated that there was no significant relationship between performance training and employees' productivity in Isiolo county government. The p value of 0.000 was less than 0.05, therefore, the null hypothesis was rejected. This implied that there was a significant relationship between performance training and employees' productivity in Isiolo county government. The study findings also agreed with Mohammed et al. (2022) who found that training and development programs are aimed at upgrading

both employee and organizational productivity.

Further results also revealed that compensations had a positive and insignificant effect on employee's productivity in Isiolo county government ($\beta=0.005$, $p=0.803$). The fourth objective (H01) stated that there was no significant relationship between compensations and employees' productivity in Isiolo county government. The p value of 0.000 was less than 0.05, therefore, the null hypothesis was not rejected. This implied that there was a no significant relationship between compensations and employees' productivity in Isiolo county government. Results were in agreement with Okeke and Ikechukwu (2019) who found that compensation has no negative significance effect on employee performance in Nigeria organization. Findings were not in agreement with Saman (2020) who found that compensation has a significant effect on job satisfaction, in addition, compensation also has a significant effect on employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter summarizes the entire study by providing an overview of the findings, conclusions and henceforth provide amicable recommendations. Suggestions for further research scope are also provided. The study was guided by four study objectives; to determine the influence of recruitment on employees' productivity in Isiolo county government; to establish the influence of employees' relations on employees' productivity in Isiolo county government' to examine the influence of performance training on employees' productivity in Isiolo county government, and to determine the influence of compensation on employees' productivity in Isiolo county government. The study was located at Isiolo county government utilizing descriptive cross-sectional design. The study focused on Isiolo county because employee productivity in Isiolo County faces several challenges, including inadequate resources, unclear job expectations, and a lack of motivation among staff. These issues contribute to unmet service delivery targets and low citizen satisfaction.

5.2 Summary of the Findings

This section provides the summary of the findings starting with descriptive statistics findings to the inferential statistics results.

5.2.1 Recruitment and employees' productivity in Isiolo county government

The primary purpose of this research was to examine how the Isiolo County Government's recruiting practices affected employee output. Respondents were divided on whether or not the Isiolo County Government considers job experience, qualifications, and the total number of employees when making hiring decisions ($M=2.32$; $SD= 0.422$). A very substantial positive connection ($r=.917^{**}$, $n=287$,

P=0.000) exists between recruiting tactics and employee productivity. The results show a substantial correlation between improved recruiting techniques and increased staff productivity. At the 0.05 level, the association is considered statistically significant. Holding all other variables fixed, the research also indicated that employee productivity rises by 0.906 units for every unit increase in recruiting. The $\beta_1=0.906$; Std Error =.029; t-value=31.631; P=.000 results in a statistically significant impact.

5.2.2 Employees' Relations and Employees' Productivity in Isiolo County Government

The second goal of the research was to find out how the Isiolo County Government's employee relations affected their productivity on the job. The majority of respondents (mean=2.42; standard deviation=.375) do not believe that the county has good employee relations. Regardless, the aggregate agreement showed little fluctuation, and the constructions' replies were conflicting. Employee relations and productivity were positively correlated to a moderate degree ($r=0.419^{**}$; N=287; P=0.000). It seems that when there is an improvement in employee relations, productivity goes up. At the 0.05 level, the association is considered statistically significant. Assuming all other variables remain constant, there is a 0.115 increase in staff productivity for every unit positive change in employee relations in Isiolo county ($\beta_2=0.139$; t-value: 6.120; Std Error:.023; P=0.000). With a p-value less than 0.05, is statistically significant.

5.2.3 Performance training and Employee Productivity

The third objective analysed the influence of performance training and employee productivity in county government of Isiolo. The study found respondents are of the opinion performance training is not adequately offered in the county government of Isiolo (mean score = 1.9 and a standard deviation = 0.468. This implies that employees strongly perceive in-service training, career development, policies and frequency of training are missing in the county, significantly influencing their productivity.

Moreover, performance training was significantly correlated with increased production ($r=0.651^{**}$, $N=287$; $P=0.000$) among employees. Greater output from Isiolo County workers is supposedly linked to this successful performance training. Statistical analysis at the 0.05 level confirms this link as well. If all other variables remain the same, a one-unit improvement in performance training for the staff in Isiolo County results in a 0.187-unit increase in employee productivity. The $\beta_3=0.187$, Std error =.026, t-value: 7.163, $P=0.000$, and statistical analysis shows that the impact is significant ($p < 0.05$).

5.2.4 Compensation and Employee Productivity

The fourth objective was to determine the influence of compensations on employee productivity in the county government of Isiolo. The study established a mean score of 2.0 which falls below the midpoint of 3, indicating a tendency towards disagreement. This implies that employees strongly perceive salary increment, personal benefits and incentives are not adequately provided among the staff, significantly influencing their productivity. Response variability is modest, with a standard deviation of about 0.4. With a weak and non-significant correlation ($r=0.045$, $N=287$; $P=0.445$), we may conclude that there is no relevant association between remuneration levels and employee productivity. At the 0.05 level of significance, this association did not hold. Assuming all other variables remain constant, there is a 0.005-unit improvement in employee productivity for every unit increase in compensations. With a $\beta_4=.005$, Std error =.021, t-value: 0.250, and $P=0.0803$, the effect cannot be considered statistically significant ($p > 0.05$).

5.3 Conclusions

5.3.1 Recruitment strategies and Employee Productivity in the County Government of Isiolo

The research found that the county's recruiting procedures had a statistically significant effect on staff productivity. The alternative hypothesis, which states that improved recruiting methods are linked to increased employee productivity, is supported by the very low p-value ($P=0.000$), which suggests that the observed correlation (0.917) is very unlikely to have happened by accident. Therefore, the employee productivity in Isiolo county increase with effective recruitment strategies are adopted.

5.3.2 Employee relations and Employee Productivity in the County Government of Isiolo

The data was strong enough to support the conclusion that employee relations significantly impact employee productivity. Better employee relations are connected with increased employee productivity, according to the alternative hypothesis, because the observed correlation (0.419) is very unlikely to have happened by random chance, according to the very low p-value.

5.3.3 Performance training and Employee Productivity in the County Government of Isiolo

A favorable and statistically significant correlation between performance training and productivity among Isiolo county employees was found in the research. The alternative hypothesis, which states that improved performance training leads to greater staff productivity, is supported by the p-value of 0.000, which indicates that the observed connection ($r=0.651$) is very unlikely to have happened by coincidence.

5.3.4 Compensation and Employee Productivity in the County Government of Isiolo

The standard step for determining significance (α) was 0.05. A statistically meaningful correlation between pay and output could not be established from the available data. The discovered association (0.045) may have happened by chance alone, according to the high p-value. Thus, because

there is no statistically significant correlation between pay and output, it follows that pay is not the exclusive determinant of output.

5.4 Recommendations

The study recommends the Isiolo county government to clearly define the qualifications required for each role to ensure that candidates have the necessary skills and knowledge. The county should also implement rigorous screening processes to ensure that only candidates with the appropriate qualifications are shortlisted and hired. Further, the county government of Isiolo should conduct regular workforce planning to ensure that staffing levels are aligned with the workload and organizational goals to prevent both understaffing and overstaffing, which can negatively impact productivity.

The study recommends that the county government of Isiolo should foster open and transparent communication channels between management and employees to keep them informed and engaged; involve employees in decision-making processes, especially those that directly affect their work and the organization. Managers and staff might benefit from the county's training programs that teach them how to resolve conflicts constructively. The organization should also set and strictly adhere to rules and processes for handling workplace disputes in a timely and equitable manner. Some examples of this approach include providing mediation services to help parties work out their differences before they get out of hand, encouraging team-building exercises and a cooperative work atmosphere to reduce the frequency of conflicts, creating safe spaces where employees can voice their concerns and grievances without fear of reprisal, and making sure that all complaints are handled in a timely and open manner. Further, the county government should implement anonymous feedback systems to allow employees to report issues they may not feel comfortable sharing openly.

The study recommends the county government of Isiolo to regularly conduct needs assessments to identify specific training requirements and tailor in-service training programs accordingly, to use interactive training methods such as workshops, simulations, and on-the-job training to enhance learning and application of skills. The county government should offer cross-training opportunities to help employees gain experience in different roles and departments, enhancing their skill set and career prospects. This may be accomplished by formulating personalized development plans for workers, which delineate their professional objectives and the necessary actions to attain them. The workers should be matched with mentors who can provide direction, support, and counsel on career advancement. The Isiolo county government is recommended to establish comprehensive training policies that clearly state the organization's dedication to employee development and the procedures for accessing training. It is important to ensure that all training policies adhere to relevant regulations and standards and cater to diverse learning requirements. In order to guarantee continuous learning and growth, we provide readily available training materials, such as online courses and webinars, that enable workers to study at their own speed.

The county government of Isiolo should conduct regular salary reviews to ensure compensation is competitive and aligned with market rates and the cost of living. This should be through the development of salary bands for different roles and levels within the organization to maintain consistency and equity in salary increments. Health insurance, retirement programs, paid time off, and other pertinent benefits should be part of the county's entire benefits package to improve workers' quality of life. They ought to be accommodating so that workers may choose the ones that work best for them. In addition, the county should institute regulations that support a healthy work-life balance, including telecommuting, alternative work schedules, and health and wellness initiatives. Implement non-monetary incentives

such as extra vacation days, professional development opportunities, and public recognition to motivate employees and offer team-based incentives to encourage collaboration and collective productivity among employees.

5.5 Implication for Theory, Policies and Practice

The study supports the human capital theory, which posits that investment in quality recruitment leads to higher employee productivity. It suggests that selecting candidates with the right qualifications and experience enhances the overall productivity of the organization. Enhanced Recruitment Policies: Develop and implement policies that focus on attracting and selecting candidates with the right qualifications, skills, and experience. the findings are practical in development of comprehensive Job Descriptions that are clear and detailed, outlining the necessary qualifications and skills for each role; Data-Driven Recruitment track recruitment effectiveness and make data-informed decisions to improve the hiring process.

The findings support Social Exchange Theory that argue positive employee relations led to reciprocal positive behavior's, enhancing productivity and equity theory, which asserts that fair treatment in the workplace leads to higher job satisfaction and productivity. Formulate policies that promote regular communication, employee involvement, and recognition. Establish clear policies for resolving workplace conflicts promptly and fairly.

Investing in staff training and development increases productivity, according to the research, which is in line with human capital theory. Performance training policies, including those for career development, training evaluation, and regular assessments of training needs, should be designed to meet the needs of the organization. Workshops, online courses, and on-the-job training are all great

ways to put this theory into reality and meet the needs of students with varying learning styles.

The study's conclusion that pay has little to no impact on output casts doubt on long-standing theories of motivation, such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, which place heavy emphasis on pay as a motivator for workers. Recognizing that pay is only one component of an excellent employee experience, companies should establish strong recognition programs to recognise and reward workers for more than just their financial contributions, encourage a healthy work-life balance through initiatives like wellness programs and flexible work schedules, and center their efforts on engagement activities that boost morale and output.

5.6 Recommendations for further Studies

The following are suggested;

- i. Because this was a descriptive cross-sectional study, a longitudinal study be conducted to track influence of HRM practices on employee productivity in Isiolo county governments and across the board. Understanding the sustained impact of HRM practices can provide insights into how these practices influence productivity in the long run.
- ii. Another study using mixed-methods research to capture both the measurable outcomes and the subjective experiences of employees regarding HRM practices. Combining quantitative data with qualitative insights can provide a more comprehensive understanding of how HRM practices affect productivity of the employees in the county.
- iii. The analysis determined that the model accounted for 87.7% of the overall variability in employee productivity. Hence, more research should be undertaken to explore other predictor

factors that may augment the correlation between HRM practices and employee productivity, which currently explains 12.3% of the variance.

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