

**HUMAN RESOURCE PRACTICES, COMMITMENT AND PERFORMANCE
OF EMPLOYEES IN TURKANA COUNTY GOVERNMENT**

BY

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS &
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DECLARATION

Declaration by Candidate

This research project is my original work and has never been presented for a degree in any other University. No part of this project may be reproduced without the prior written permission of the author and/ or Moi University.

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DEDICATION

I dedicate this project to my wife Esther Akuwom Lonuka and my daughter Ms. Purity Akai Komol for bearing with my long hours away undertaking this study; I also dedicate this work to Teresa Kayi Lomale, Lydia Napeyok Lotelei and my brother Mr. Jacob Emekwi Komol for their encouragement and prayers, as well as my course colleague Mr. Benjamin Kiprono Tunge.

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ABSTRACT

Although employee performance is pertinent to the overall success of an organisation, its antecedents remain largely unknown. Studies have shown that human resource practices in an organisation have been shown to greatly influence employee performance but the precise nature of the relationship is largely unclear with some researchers characterising it as a 'black box'. Some authors have suggested that human resource practices influence employee performance. However, this nature of the relationship has not been assessed completely. The aim of this study was to investigate the mediating role of employee commitment on the relationship between human resource practices and employee performance in Turkana County. The specific objectives of this study were to determine the effects of employee recruitment, training, remuneration and work-life balance on employee performance. The study further assessed whether commitment mediates the relationship between employee recruitment, training, remuneration and work-life balance on employee performance in Turkana County. The study was grounded on the human capital, expectancy, social exchange and the human relations theories. This study adopted both the cross-sectional explanatory survey design. The target population comprised of all employees of Turkana County Government who were 3781. The final sample comprised of 362 employees. This study used stratified random sampling to select respondents across the various departments in the County government. The data collected was analysed using both descriptive as well as inferential statistics including regression and Pearson correlation. Mediation was tested using Haye's Process Macro. Findings indicated that employee recruitment ($\beta_1=0.155$, $p<0.05$), employee remuneration ($\beta_2=0.149$, $p<0.05$), work life balance ($\beta_3= 0.166$, $p<0.05$) and employee training ($\beta_4 =0.302$, $p<0.05$) positively and significantly influence employee performance. In addition, the regression results showed that employee commitment positively and significantly mediated the relationship between employee recruitment and employee performance ($\beta_{5a} = 0.1951$, $p<0.05$), employee training and employee performance ($\beta_{5b}=0.1639$, $p<0.05$), employee remuneration and employee performance ($\beta_{5c}=0.1924$, $p<0.05$), work life balance and employee performance ($\beta_{5d}=0.2067$, $p<0.05$) among employee in Turkana county government. Thus, the study concluded that human resource practices play a significant role in employee performance in Turkana county government. Moreover, employee commitment mediates the relationship between human resource practices and employee performance. The study recommends that Turkana county government should make financial investments in staff training and development programs in order to improve performance. Moreover, it is essential to put in place a solid performance management system in order to define and communicate clearly, what is expected of employees in terms of performance, as well as to provide consistent feedback and conduct performance reviews. Additionally, Turkana county government may develop remuneration systems that are both fair and competitive, as well as programs that provide appropriate rewards and recognition. In conclusion, the county government should maintain a healthy balance between employee professional and personal life because it is essential for employee effectiveness. Employees should be provided with the conditions necessary to sustain healthy work-life integration by maintaining a work-life balance as a priority.

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ABBREVIATIONS USED IN THE TEXT

EOR	: Employee –organization relationship
HRM	: Human resources (management)
MTN	: Mobile Telecommunication Network
NGO	: Non-governmental organization
OCB	: Organization citizen behaviour
OHRM	: Operational human resource management
RBV	: Resource based view
SHRM	: Strategic human resource management
SPSS	: Statistical Package for Social Sciences
SS	: Sample Size

DEFINITION OF KEY TERMS USED IN THE THESIS

Employee commitment: The relative strength of an individual's identification with and involvement in a specific organization, characterized by a strong belief and acceptance of an organization's goals and values, willingness to work extra harder and a strong desire to maintain membership of the organization (Mowday, Porter & Steer, 1982).

Employee performance: The ability of an employee to achieve a specified task measured against predetermined standards of accuracy, completeness, cost and speed (Sultan, et al., 2012).

Employee Recruitment: A positive process to generate a sufficient pool of suitable applicants who can fill vacancies in an organisation (Baykal, 2020)

Employee Training: is the method by which an employee is equipped with expertise and knowledge through official or informal arrangements (Alefari, Almani & Salonitis, 2020).

Human Relations Theory: A theory proposed by Elton Mayo that emphasized the importance of worker involvement and participation in the organization, chiefly, as a revolt against Taylorism and scientific management (Turbanti, 2023).

Recruitment: A process of picking individuals who have the requisite qualifications to fill job vacancies in an organization (Anwar & Abdullah, 2021)

Work-life balance: Satisfaction and good functioning at work and at home, with a minimum of role conflict. (Ngozi & Chinelo, 2020)

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter presents the background of the study, statement of the problem, objectives of the study and the research hypothesis that will guide the study. The significance and the scope of the study are also discussed.

1.1 Introduction

Employee performance is crucial to the overall success of an organization (Adnan Bataineh, 2019). An organisation consists of several resources, such as technology, capital, materials and human resources (HR). Of these, HR is the most important because it determines the way other resources are used and is perfectly inimitable (Barney & Clark, 2007). In addition, the business environment is typified by rapid, unpredictable, and often uncontrollable changes in economic, social, cultural, technological, political and legal realms, which engender uncertainty for individuals and firms operating within them (Bonds, 2017; Ensley *et al.*, 2006). To survive and prosper, firms need employees performing at their maximum levels. Employee performance has been found to be important to individuals, organisations, society and the nation as a whole (Davidescu, 2020).

According to DuBrin (2006), employee performance is the use of knowledge, skills, experiences and abilities, to perform the assigned mission required by their managers efficient and effectively. On the other hand, McCloy, Campbell and Cudeck (1994) defined employee performance as the employees' behaviours or actions, which are aligned to the aims or goals of an organization. This study adopts Sultan *et al.*, (2012) conceptualization of employee performance as the ability of an employee to achieve a specified task measured against predetermined standards of accuracy, completeness,

cost and speed. Employee performance is an indication of how a worker's specific activities contribute in attainment of organizational goals. It is generally recognized that employee performance is a multidimensional construct and an extremely vital criterion for determining organizational success or failure. The multidimensionality of employee performance suggests that studies should use several metrics to measure performance.

Evidence suggests that employee performance is greatly influenced by the nature of human resources management (HRM) practices in an organisation (Bonds, 2017; Amin et al., 2014; Ahmad & Rainyee, 2014; Chen, Wang & Yang, 2009). This is reasonable since HRM (sometimes abbreviated to HR) is concerned with all aspects of how people are employed and managed in organisations. If an organisation manages well its employees, they are likely to work hard towards the accomplishment of its goals. On the other hand, a poorly managed workforce is likely to be disengaged and dispirited to their work (Armstrong, 2016).

There is no unanimity on a universal definition of HR practices. Boselie, Dietz, and Boon (2005) reported that the four top most frequently used HRM Practices are: training and development; contingent pay and reward schemes; performance management, which includes appraisal; and recruitment and recruitment. Other studies have identified provision of equitable remuneration, recognition of the efforts and contributions of employees, provision of opportunities for training and shaping employees' attitudes and behaviour as other human resource practices (Amin *et al.*, 2008). Among the various responsibilities of Human Resources, the most critical are the recruitment and recruitment of the best employees and keeping them happy and on the job (Amit & Belcourt, 2008; Carter-ward, Prince & Quayle, 2006). Recruitment and recruitment are two phases of the employment process. While recruitment is the process of identifying and attracting people an organization needs (Josee, Kahara &

Karemu, 2014) recruitment is the process of choosing from numerous applicants a suitable candidate to fill a job (Amin, Ismail, Rasid & Selemani, 2014).

According to Obeidat and Abdallah (2014) and Ahmad, Zaman and Shah (2015), HRM practices play crucial roles in the development of employee performance and knowledge transfer from one firm to another. The term HRM first emerged in the 1980s in the United States, displacing previous terminologies such as labour or welfare management, synonymous with a shift on how employees were viewed against a backdrop of globalisation, economic recession and technological changes (O’Riordan, 2017). Two theories had great influence on the development of HRM: Michael Porter’s (1980) theory on how firms can achieve competitive advantage and the resource-based view (RBV), which argued that competitive advantage is achieved if a firm’s resources are valuable, rare and costly to imitate (O’Riordan, 2017; Madhani, 2009).

Following from these theories it is now generally held that human resources are an important asset that can provide sustained competitive advantage to an organization, and help it survive in an increasingly complex and dynamic business environment. Whereas it is relatively easy for competitors to copy other resources, for instance, technology and capital, it is virtually impossible to imitate human resource as it is distinctive. Human resources are thus, perfectly inimitable, one of the key requirements of the resource based view (RBV) of a firm (Lamba & Choudhary, 2013; Katou, 2008; Barney & Clark, 2007). According to Khatri (1999) cited in Tiwari (2012) personnel of a company are one of the most important factors that provide flexibility and adaptability to organizations. Whereas a business will reasonably do well with average employees, it will only perform exceptionally well with capable workers. Consequently, possessing good, loyal and committed workers is a constant HRM challenge.

Despite significant advances in recent years in understanding how HRM practices, such as recruitment, training, remuneration and work-life balance across the various sectors may affect individual and organizational performance (Vermeeren, 2014; Paauwe, 2009).

According to studies, there are significant differences in HRM practices between the private and public sectors, which leads to discrepancies in employee performance between the two. For instance a study conducted by Joshua and Adekunle (2016) in Nigeria, demonstrates that staff training is not given higher priority and consideration in the public sector compared to the private sector. The study further reveals that the private sector regards human capital as the most valuable resource that may assist drive organizational growth. The authors also point out that career advancement does not result in optimal performance, particularly in the public sector, where promotions are made regardless of worker productivity. Agyemang and Ofei (2013) who studied employee work engagement and organizational commitment: A comparative study of private and public sector organizations in Ghana, reports found that employees of private organizations tend to have a higher level of employee engagement and organizational commitment than employees in public organizations.

Baarspul and Wilderom (2011) observed significant individual-level variations in motivation between public and private sector employees, with the former displaying a stronger sense of community service, an affinity for intrinsic over extrinsic benefits, and a focus on job stability. Bullock, Stritch, and Rainey (2015) concluded that public sector personnel are motivated by providing public service and appreciate the societal effects of their jobs. According to Wambua (2018) Turkana County faces a shortage of personnel in important areas such as health, with many experts preferring to work with non-governmental organizations or in other parts of the country. According to

Turkana's County Integrated Development Plan (CIDP), the health staffing level is poor, with a doctor to population ratio of 1:70,000 and a nurse to population ratio of 1:5200. Haines *et al.*, (2017) further claims that several key organizations in Turkana are experiencing high staff turnover and low employee performance owing to the harsh environmental conditions.

One of the most salient antecedents in an organisation's success is the level of commitment by its employees. Meyer and Allen (1990) defined employee commitment as "the employee's emotional attachment to, identification with and involvement in the organisation". Employee commitment has been found to reduce withdrawal behaviour, for instance, lateness, absenteeism and turnover, leading to enhanced overall organizational performance. Highly committed workers tend to have higher job satisfaction and fulfilment, and are more amenable to change in an organisation. Employee commitment has been found to improve job performance, total return to shareholders, sales, decrease intention to leave and search for alternative employment (Khan, Naseem & Masood, 2016; Ahmad & Rainyee, 2014; Khan et al., 2010).

Previous research on the public and private differences in organizational commitment paints a complicated picture. Balfour and Wechsler (1990) found that government workers were more dedicated to the goals and ideals of their organizations than private sector employees; nevertheless, public sector employees exhibited less sense of attachment with the organization. Steinhaus and Perry (1996), on the other hand, found no differences between public and private sector personnel. According to studies, public employees exhibit lower levels of organizational commitment than private employees. Buchanan (1974) observed lesser organizational commitment among federal managers when compared to commercial managers. While Zeffane (1994) found that employees

in Australian private organizations had a higher levels of organizational commitment than their public sector counterparts.

Employee commitment has evolved from a unidimensional, behavioural perspective in the 1960s to become a contemporary multidimensional, complex construct frequently used as a key outcome, moderator, or mediator variable in many researches. Allen and Meyer (1990) developed one of the earliest models of employee commitment, consisting of three dimensions: affective (the emotional attachment to one's organisation), continuance (the awareness of costs associated with leaving an organisation) and normative commitment (the moral obligation to remain with an organisation). O'Malley (2000), in a consideration of an organisation's social environment, proposed a five-dimensional model: affiliative (the interests and values of an organisation merge with those of an employee), associative (the employment increases self-esteem and status), moral, affective, and structural commitments (similar to normative, affective, and continuance commitments in Allen and Meyer's (1990) model). This study adopted Allen and Meyer's (1990), which has been used by many researchers, for instance, Bonds (2017), Radosavljevic *et al.* (2017), Simo, Enache, Sallan and Fernandez (2014), Fuchs (2012), Dixit and Bhati (2012).

First, to determine how HRM practices affect performance, it is important to examine how employees perceive those practices rather than relying on reports from HRM managers on intentions behind the practices (Khilji & Wang, 2006; Nishii, Lepak & Schneider, 2008). Consequently, Nishii and Wright distinguished between intended HRM (HR policy designed by the HR department), actual HRM (practices enforced by line managers) and perceived HRM (how employees perceive the practices). Elucidation of these distinct aspects of HRM practices is lacking in many studies. Secondly, it has been suggested that firm-level outcome variables may be too distal to

capture the effect of micro-level HRM interventions. Instead, studies should use variables that are more proximal, for example, employee-level outcome constructs (Paauwe, 2009).

A third and important theoretical vacuum is the precise nature of the relationship linking HRM practices and performance, the so-called 'black box', mediating the link between HRM and performance. HR practices could build a psychological contract between employees and employers, affecting worker perceptions and experiences, which in turn affect performance (Vermeeren, 2014). Although several studies have examined employee commitment and job satisfaction as mediating variables in the relationship between HRM and employee performance, the findings from these studies have been mixed (e. g. Allen, Shore and Griffeth, 2003, Kuvaas, 2008, Snape and Redman, 2010, Kehoe and Wright, 2013).

This study therefore sought to investigate the role employee commitment plays in the link between HRM practices and employee performance in Turkana County, which is largely a marginalised county in Kenya.

For instance, Ojaka, Olango and Jarvis (2014) conducted a study in Nairobi, Turkana, and Machakos on factors influencing motivation and retention among health care workers (HCW). According to the findings, 26.3% of Turkana County respondents felt their workload was unmanageable. Overall, 63.3% of respondents stated that they did not have the essential equipment. Furthermore, only 30% of HCWs in the county thought their pay was reasonable. The proportion of respondents who believed there were prospects for advancement was 27.3%. 88%. These figures point to lower levels of employees' satisfaction in Turkana County, which is likely attributable to the

region's comparatively tough working conditions. Based on this figures, Turkana County present an ideal setting for the study.

Few studies have focused solely on the impact that employee recruitment and recruitment could have on their commitment and performance.

1.1.1 Turkana County

Turkana County is located in Kenya's northwestern Rift Valley province. It has an area of around 77,000 km² and borders Uganda to the west, Sudan to the northwest, and Ethiopia to the northeast. Turkana is Kenya's second largest county, comprising 68,680 square kilometers. Turkana borders four counties Marsabit to the North, Samburu to the South-East, and Baringo and Pokot to the South-West. The district's primary source of pasture for pastoralist communities. Turkana County is divided into six administrative districts: Turkana North, Turkana East, Turkana West, Turkana South, Turkana Central, and Loima.

The county is prone to regular cattle rustling battles between the Turkana and their neighbors in Uganda, South Sudan, and Ethiopia. As a result, the county suffers greatly in regards to loss of life, loss of property, displacement of families, and destruction of infrastructure such as schools, health and water services, and disruptions of education.

The county recently adopted the Turkana County Integrated Development Plan (CIDP). Turkana County Integrated Development Plan is an indicator of the country's commitment to transform its people socially and economically. The County Integrated Development Plan 2013-2018 is modeled around previous Turkana District development plans. The plan called for the creation of more than six policies to assist the County Government in steering those operations that complement the Strategic Plan's sectoral sectors.

1.2 Problem Statement

Any country's social, economic, and political progress depends on public sector personnel performance. Because the public sector is the main tool the government uses to implement its goals and benefit the nation. Performance, whether commercial or public, is largely affected by HRM policies and employee dedication to work.

Studies suggest Turkana County has serious human resource issues, which affects service delivery. Personnel performance is crucial in both corporate and public sectors. The Turkana County yearly development plan (2020) states that just 80 of 950 positions were filled. The report also attributes Turkana County's poor employee performance to a decrease in lower cadre staff, which has dropped from 100% to 60% due to funding constraints. In addition, the report indicates no promotions or job titles, a longstanding issue. Only 20% of Turkana County employees received personal perks. HR record digitalization and automation missed the aim by 50%, affecting employee performance. Additionally, 50% of health care employees had no nutrition-related expertise. To improve performance in Turkana County, personnel training is needed because this statistic fell short of the 100% projected aim. General administration planning and support services in agriculture missed its target by 70% due to staff shortages, underlining the need to recruit to boost production. Wambua (2018) found that Turkana County has a shortage of health professionals, with many preferring to work with non-governmental organizations or elsewhere. Turkana's county integrated development plan (CIDP) shows a 1:70,000 doctor-to-population ratio and 1:5200 nurse-to-population ratio, indicating inadequate health staffing. According to Haines et al. (2017), adverse environmental conditions are causing substantial labor turnover and low staff performance in some essential Turkana companies.

HRM practises in a business considerably impact employee performance (Bonds, 2017; Amin et al., 2014; Ahmad & Rainyee, 2014; Chen, Wang & Yang, 2009). According to Lim and Ahmad (2021), HRM methods like training and development, work-life rules, and pay and perks improved employee performance. In Johor, Malaysia, Hee and Jing (2018) examined how HRM practices such training and development, work-life regulations, salary and rewards, and performance appraisal affect employee performance. Training, development, and appraisal shaped employee performance. However, Idris et al. (2020) found no correlation between pay and performance. Meanwhile, Napitupulu et al. (2017) found no correlation between career advancement and performance. These diverse and incongruent empirical findings require further research into elements that may modulate or mitigate the HRM-performance relationship.

The relationship between HRM procedures and employee performance is unclear, according to scholars (Kerstin, Shantz, Truss & Soane, 2015; Vermeeren, 2014). Kerstin et al. (2015) also suggest greater research on how HRM practises effect employee conduct. To characterize the illusive relationship between HRM and organization performance, Vermeeren (2014) utilizes the term 'black box'.

Research suggests that job embeddedness, perceived organizational support and trust, job satisfaction, psychological contract fulfilment, and employee relations climate may mediate the relationship between HRM practises and employee performance (Fatima, Shafique, Qadeer & Ahmad, 2015). It is becoming clear that employee attitudes may affect HRM practices and performance.

HRM and employee performance may be mediated by employee commitment, the emotional attachment, identification, and involvement in a firm. This association has

mixed results (Snape & Redman, 2010; Kuvaas, 2008). On the mediation function of employee commitment and other employee attitudes like work satisfaction between HRM practices and organizational performance, Shaukat, Ashraf, and Ghafoor (2015) found no empirical evidence.

Therefore, this study sought to assess whether employee commitment mediates the link between HRM practices and employee performance in Turkana County Government to fill the empirical gap.

1.3 Objectives

1.3.1 General Objective

The general objective of this study was to determine the mediating role of employee commitment on the relationship between HRM practices and performance of employee in Turkana County Government.

1.3.2 Specific Objectives

The specific objectives of the study were to;

1. Investigate the effect of recruitment on performance of employees in Turkana County Government.
2. Evaluate the effect of training on performance of employees in Turkana County Government.
3. Determine the effect of remuneration on performance of employees in Turkana County Government.
4. Assess the effect of work-life balance on performance of employees in Turkana County Government.
5. Examine whether commitment mediates the relationship between:

- a) Recruitment and performance of employees in Turkana County Government.
- b) Training and performance of employees in Turkana County Government.
- c) Remuneration and performance of employees in Turkana County Government.
- d) Work-life balance and performance of employees in Turkana County Government.

1.5 Research Hypotheses

This study sought to address the following research hypotheses;

H₀₁: Recruitment has no significant effect on performance of employees in Turkana County Government.

H₀₂: Training has no significant effect on performance of employees in Turkana County Government.

H₀₃: Remuneration has no significant effect on performance of employees in Turkana County Government.

H₀₄: Work-life balance has no significant effect on performance of employees in Turkana County Government.

H₀₅: Commitment does not mediate the relationship:

- (a) Recruitment and performance of employees in Turkana County Government.
- (b) Training and performance of employees in Turkana County Government.

(c) Remuneration and performance of employees in Turkana County Government.

(d) Work life balance and performance of employees in Turkana County Government.

1.5 Significance of the Study

The findings from the study are important to Turkana County Government and other county government in understanding the relationships between HR practices, employee commitment and employee performance. By focusing specifically on HRM practices, the study provide a deeper insight on how these two related processes could be related to commitment shown by employees to their work and ultimately, their performance. The findings are germane because employee performance ultimately determines Turkana County Government ability to deliver services to the residents.

The findings could also be important to the academia showing the indirect effect of commitment on the relationship between HRM practices and employee performance, a gap that is missing particularly in the public sector.

1.6 Scope of the Study

This study investigated the effects of human resource (HRM) practices on employee performance in Turkana County Government and the mediating role of employee commitment. The independent variable in the study was HRM practices, specifically employee recruitment, training, remuneration and work life balance, while the dependent variable will be employee performance. Employee commitment was the mediating variable. Because of the centrality of employee commitment, the Human Capital Theory will anchor HRM practices in the study. The target population was all employees (3781) working in the Turkana County Government. The respondents were

selected using stratified random sampling. The study adopted a cross-sectional and explanatory research design. Data was quantitative and primary in nature and will be collected using close-ended questionnaires. The study was conducted between the months of April and June 2023.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter reviews the literature of the study, related to the mediating role of employee commitment on the relationship between HR practices and employee performance Turkana County Government. The chapter presents the concepts of employee performance, human resource (HR) practices and employee commitment. The chapter then presents theoretical underpinnings of the study and a review of empirical literature on the relationships. Finally, the chapter ends with a conceptual framework.

2.1 Concept of Employee Performance

One of the most important factors affecting the overall performance of an organization is employee performance. Performance is not an easily defined and conceptualised concept, with Guest suggesting that it is better to use the concept of 'outcomes' instead of performance. Different researchers have defined employee performance in different ways. For example, DuBrin (2006), defined employee performance as the use of knowledge, skills, experiences and abilities, to perform the assigned mission required by their managers efficiently and effectively. According to Becker, Antuar and Everett (2011) employee performance is how well the workers accomplish assigned tasks, arguing that employee performance must be measured according to the standards set by the organization. This study adopts Sultan, Irum, Ahmed and Mehmood (2012) conceptualization of employee performance as the ability of an employee to achieve a specified task measured against predetermined standards of accuracy, completeness, cost and speed. Employee performance is an indication of how a worker's specific activities contribute in attainment of organizational goals.

It is generally accepted that employee performance is a construct with several dimensions. Armstrong (2000), Borman and Motowidlo (1993) identified two dimensions of employee performance: behavioural or process and outcomes. The behavioural aspect of performance denotes actions that people engage in during their work while outcomes represent the consequences of one's job behaviour. Borman and Motowidlo (1993) demonstrated that job behaviour and expected outcomes are correlated although the degree of overlap between the two constructs is not clear.

Earlier researchers conceptualised employee performance as a bundle of behaviours resulting from one's technical knowledge (one's knowledge in their specialised field), skill and adaptability (knowing how to do a process and conducting it according to circumstances), and interpersonal relations (ability to work with others and allegiance to firm) (Pradhan & Jena, 2017). This was exemplified by the work of Kennedy, Lask and Burns (2001) who identified the most important dimensions of employee performance as: behavior to customers, teamwork, and work role empowerment; McCook (2002): perceived employee effort, teamwork and opportunity for reward; Borman *et al.* (2001): conscientious initiative and organizational support. Others are Johnson (2003) who emphasized performance of job and contextual performance and Parker, Williams and Turner (2006) who suggested proactive work behavior, problem solving and implementation of ideas.

Current researchers emphasize three dimensions of employee performance: task, contextual and adaptive performance (Pradhan & Jena, 2017; Koopmans, Berhnaards, Hildebrandt, Vet, & Berk, 2014). Task performance consists of explicit job behaviours, including core job responsibilities assigned as part of one's job description. The key determinants of this type of performance is one's cognitive ability facilitated through task knowledge (having the knowledge to the job), task skill (ability to apply technical

knowledge to perform a task), and task habits (reflexive ability to respond to assigned jobs). Consequently, the primary antecedents of task performance are the ability to do the job and prior experience. In an organization, task performance is a contractual agreement between a manager and a worker, for the latter to perform specific tasks. Tripathy (2014) further split task performance into technical-administrative and leadership task performance. The former consists of carrying out the day-to-day activities of one's job description, such as planning, organizing, and business judgment. The latter encapsulates setting of strategic goals, upholding of performance standards, and motivating subordinates to perform better.

Adaptive performance is the ability of employees to adapt their behavior and attitudes to work in dynamic work situations. Adapted workers can continue to deliver even when the work environment is volatile and hostile, such as disruptive technological changes (Huang et al., 2014; Baard, Rench, & Kozlowski, 2014). According to Griffin, Neal, and Parker (2007), the main antecedents of adaptive performance are one's adaptability and proactiveness. Contextual performance or organization citizen behavior (OCB) refers to the extra role behaviours (which are not stated in one's job description) or prosocial behaviours that can enable one to carry out their duties more effectively. Contextual performance is aimed at helping others in a firm to adapt with the various aspects of a job. Coleman & Borman (2000) stated that this type of performance is a kind of attitude, where workers volunteer for extra work, help others to solve problems, show enthusiasm at work, cooperate with others, abide voluntarily with prescribed rules and regulations, and support decisions made by the organization.

According to Bergeron (2007) contextual performance itself consists of several dimensions, such as teamwork, determination and allegiance. Kahn (1990) argued that engaged and committed employees work with a lot of passion, taking on extra roles, translating into higher firm performance. This suggests that employee commitment could result to this type of performance, lending credence to the contention of this paper that employee commitment could mediate the relationship between HR practices and employee performance. Contextual performance is evaluated on the basis of feelings of team spirit, that is, spirit-de-corps (Pradhan & Jena, 2017).

Employee performance has been found to be important to individuals, organisation, society and the nation as a whole because: it leads to higher job satisfaction, reduces employee psychological problems, increases employee work involvement, promotes a sense of commitment and loyalty to the organisation, leads to better salaries for employees and improves the quality and quantity of production. Others include increase in sales and company market share, improved profitability and goodwill, and development of the national economy (Pradhan & Jena, 2017).

On the other hand, Kaplan (2003) suggested that evaluating employee performance should be based on three parameters: employee attributes that confirm characteristics or qualities important to the firm; employee behaviors that evaluate their ability to complete specified tasks; and employee achievements which show the extent to which specific objectives have been met, exceeded, or not met.

2.2 Concept of Human Resource (HR) Practices

Human resources refer to the set of individuals who make up the workforce of an organization. Therefore, Human Resource Management (HRM) can be viewed as practices within an organization responsible for implementing policies related to the

management of employees (Qasim, Cheema, & Syed, 2012). According to Armstrong (2009), HRM is a strategic and coherent approach to acquiring, developing, managing, motivating and gaining the commitment of the organization's key resources - the people who work for and in it. Stanley and Albin (2013:209), argues that HRM is a management function within organizations concerned with people and their relationships at work. Wright and McMahan (1992) defined human resource management as the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals. One of the major purposes of HRM is to build an organization consisting of the 'right persons', in the 'right positions' and at the 'right time' (Batti, 2014). Thus, the purpose of HRM practices are to guide organisations achieve this objective.

Human resource is deemed to give competitive advantage to organisations because over and above production related capacities it also takes human capital into account. Whereas it is relatively easy for competitors to copy other resources, for instance, technology and capital, it is virtually impossible to imitate human resource as it is distinctive. Human resources are thus, perfectly inimitable, one of the key requirements of the Resource Based View (RBV) of a firm (Barney & Clark, 2007). According to Khatri (1999) cited in Tiwari (2012) personnel of a company are one of the most important factors that provide flexibility and adaptability to organizations. A business can run reasonably well with average workers but it will only flourish with capable employees. Mediocre employees can lead a business to collapse. Thus, having a pool of good employees and developing their loyalty becomes extremely important and a continuing challenge.

HRM forks out to deal with two main issues: Strategic Human Resource Management (SHRM) and Operational Human Resource Management (OHRM) (Batti, 2014).

SHRM is concerned with the system as a whole, focusing on long-term issues dealing with organization structure, quality of service, organizational culture and commitment, and linking resources with future vision. OHRM, on the other hand, deals with individual-level issues, for instance, how organisations can fill open positions, train supervisors, address safety and health problems, decide on salaries, and procedures of employment. These activities that define HRM are referred to as practices. An organization's performance can be improved through application of effective human resource practices as they elicit human resources potentials and aid in attracting and retaining competent employees (Wright, McMahan and McWilliams, 1994).

There is no unanimity on the type of HRM practices that should be considered. Boselie, Dietz, and Boon (2005) reported that the four top most frequently used HRM Practices are: training and development; contingent pay and reward schemes; performance management, which includes appraisal; and recruitment and recruitment. Other studies have identified provision of equitable remuneration, recognition of the efforts and contributions of employees, provision of opportunities for training and shaping employees' attitudes and behaviour as other human resource practices (Boyd & Salamin, 2001; Agarwal & Bhagava, 2008; Chew & Chan, 2008). The use of these practices in organizations depends on specific situations ranging from internal organizational factors, external factor and national factors. Amit and Belcourt (2008) found that human resource practices were specific, dynamic routines used by firms to attract, socialize, train, motivate and evaluate as well as compensate the employees.

2.2.1 Concepts of Employee Recruitment

Recruitment and recruitment are two phases of the employment process. These processes are important in allowing an organization obtain the best human resource. As Ekwoaba et al. (2015: 8) stated that:

...recruitments and recruitments have become essential in organizations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's recruitment system can influence bottom-line business outcomes, such as productivity and financial performance. (p.8)

Recruitment, the first step in employment, is the process of discovering potential candidates for actual or anticipated organizational vacancies. Josee *et al.* (2014) defined recruitment as the process of identifying and attracting people an organization needs. It can also be conceptualised as the act of linking firms with job vacancies with potential employees seeking to fill those vacancies. Cloete (2007) posited that recruitment is a process that ensures that qualified people are available to meet the job needs of an organisation. On the other hand, Leopold (2002) defined recruitment as a positive process that generates a pool of suitable candidates by contacting the right audience to fill the vacancy. Thus, recruitment is a positive process whose objective is to generate a sufficient pool of suitable applicants who can fill vacancies.

An ideal recruitment process will attract huge numbers of qualified applicants, provide enough information such that the unqualified do not seek the jobs, and effectively specify the job requirements (Oaya, Ogbu & Remilekun, 2017). The process of selecting appropriate employees for employment starts with collecting, measuring, and evaluating information about candidates' qualifications for specified vacant positions. According to Sangeetha (2010), recruitment involves the sourcing, advertising and interviewing of future employees. Purcell and Wright (2007) articulated five questions that should guide a recruitment process in an organization: "whom to recruit?", "where to recruit?", "what recruitment sources to use?", "when to recruit?" and "what message to communicate?"

Recruitment is the second phase in the employment process and involved choosing the appropriate candidate that matches the job requirements of a firm. Neeraj (2012) defined recruitment as the process of picking individuals who have the requisite qualifications to fill job vacancies in an organization. According to the author, recruitment is not just about filling a vacancy. “It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires” (Neeraj, 2012: 5). The process of recruitment is important for performance, costs, and legal obligations for a firm. According to Oaya et al. (2017), recruitment involves picking individuals having the right qualification, matching job requirements with the profile of candidates, using a variety of tools and techniques to choose the most suitable candidate for the job.

Ineffective recruitment reduces any chances for effective candidate recruitment because recruitment must then start with a pool of poorly qualified candidates because of deficiencies in recruitment. Decisions made during recruitment and recruitment will have an influence on the future performance of an organisation, and bad decisions made during these processes could have serious cost ramifications for the company (Sangeetha, 2010).

According to Leopold (2002) and Wanous (2004), although the steps involved in the formal recruitment and recruitment process are often fairly standard, however, other factors peculiar to the firm should be considered. They enumerated the steps to be followed during recruitment and recruitment as follows: Identify a vacancy, prepare the description of the job and specifications of the person required, advertise the vacancy, manage responses from applicants, short-list the applicants, arrange for interviews, conduct interviews and decide on successful candidates (recruitment).

According to Grobler, Wamich, Carrell, Elbert and Hatfield (2005) and Pita (2004) the steps in the recruitment process are as follows: Conduct human resources planning, analysis of the job, description and specification of the job, receiving or soliciting for applications, short listing of qualified candidates and screening out applicants who are not qualified, organising and conducting of preliminary interview or initial screening, application of an employment test whose objective is to find out how well an individual can do a job, checking with the referees or reference sources to verify that the applicant is the right one for the job, medical and physical examinations to ensure that the applicant is of good health, make the final decision on recruitment by either accepting the candidate or rejecting them, final approval and placing them in the job.

According to Onyeaghala and Hyacinth (2016), employee recruitment is influenced by various factors including the applicant's experience, educational qualifications, salary requirements, location, skills and their gender.

2.2.2 Concept of Training

Training refers to a planned intervention aimed at enhancing the elements of individual job performance (Chiaburu & Tekleab, 2005). Based on studies by Batti (2014), Janjua & Gulzar (2014), Agarwal and Bhagava (2008), Chew and Chan (2008), Boselie et al (2005) and Amit and Belcourt (2008), five HRM practices could be germane in an organization's work. These are training and development, recruitment and retention of staff, mismatch of employee qualifications with job, reward policy, and inadequate HR policies and procedures. Training refers to a planned effort that facilitates the learning of job – related knowledge, skills, and behaviour by employees (Noe et al, 2006). Georgellis *et al* (2007) define job training as the availability of written materials for learning, courses, participation in seminars, and conferences for employees in organization. Training improves manpower utilization and by so doing, enhancing job

satisfaction (Jones et al., 2004). In the rapid changing working environment, employees are expected to upgrade their knowledge and skills to enable them to adapt to new challenges (Goldstein and Gilliam, 1990). It is thus very important for any organization to provide employees with sufficient training to equip them with the required competence, skills, and knowledge to enable them to adapt to new challenges. For organizations to attain competitive advantage such organizations have to train their employees in order to increase their capabilities and to change their attitudes and behaviours.

It has been argued that the ability of an organization to find, attract and retain best employees is among the most important people management issues faced by organisations today. Among the various responsibilities of Human Resources, the most critical are the recruitment of the best employees and keeping them happy and on the job (Carter-ward, Prince & Quayle, 2006). Josee, Kahara and Karemu (2014) defined recruitment as the process of engaging and finding the people an organization needs while Amin, Ismail, Rasid and Selemani (2014) considered it as an activity or exercise carried out by an organization with the primary purpose of identifying and attracting potential employees. Employee retention consists of a gamut of activities that culminates in an employee staying with the organization for a longer period. Gupta (2014) conceptualized employee retention as the ability to maintain and retain the most desirable employees for a longer period in the organization. As mentioned by Alleyne, Greenidge, Grant and Parris (2012), employee retention begins with better recruitment. Mismatching of employee qualifications with jobs or positions refers to situations where workers are employed in jobs that they are not qualified in. It has been recognised that one of the most important functions of Human resources is to ensure that there is a better match between worker (mean competencies, knowledge, abilities

and attitudes) and workplace (mean requirements, results and performance. Mismatching has been defined as the lack of equilibrium between persons searching for a job and work-places, such that had those people looked for another job or had other skills, then unemployment would have been lower (Velciu, 2017). A distinction is made between different types of mismatches, for instance, education, qualification and skills. The former occurs when the level of education of workers differs from the level required for carrying out the work tasks and responsibilities. Qualification mismatch ensues when the level and type of formal qualification of workers differs from the qualification required to perform the work tasks. When skills that workers have are different from those necessary to perform work tasks, a skill mismatch happens (Quintini, 2011). Education or training mismatch can occur when the level of education of a worker is higher or lower than the than the requirements of the workplace (Descy and Tessaring, 2001). Education and job mismatches have been reported to many deleterious effects on work performance, job satisfaction and other labour market outcomes (Quintini, 2011).

2.2.3 Concept of Remuneration

Employee remuneration comprises of includes all sorts of rewards or gifts given to employees because of their labour (Dessler, 2007). In general, there are two ways to pay employees: payments made directly and payments made indirectly. According to Suwanto and Priansa (2011), remuneration is a significant issue since it serves as an incentive or motivator for an employee to work. Kreitner and Kinicki (2014) suggest that remuneration is not just money (income and benefits), but also the chance for personal and professional progress as well as environmental work drives such recognition, comfortable environmental work, job design and work-life balance.

Pay is an important function in HRM as it is the main reason why people go to work. According to Sutherland and Hill (2004), a reward policy indicates how much employees gain by dedicating their time and effort towards the attainment of company objectives. It spells out the monetary and non-monetary benefits of employees as a compensation for their dedicated effort (Mejia, Balkin & Cardy, 2001). The main role of HR is to ensure the type of rewards that employees receive. A well designed reward policy can be used as a tool for attracting, motivating, and retaining employees within an organizational (Carrel, Kuzmits & Norbert, 1992; Terera & Ngirande, 2014). According to Lawler (2003), a duality of factors determine the attractiveness of a reward: the quantity of the reward and the importance an individual attaches to a certain reward. Consequently, good managers reward people by giving them something tangible and recognize people by doing things that acknowledge their accomplishments (Deeprase, 1994). The key parameters of today's motivation programs in most organizations are incentives, rewards and recognition as they bind the success factor with employees' performance.

Gohari *et al.*, (2013), Chepkwony (2014) and Agwu (2013) argued that rewarding employees based on merit motivates them to work harder in order to gain the benefits. However, an unfair reward system can demoralize workers leading to lower productivity (Edirisooriya, 2014). Shoaib *et al.* (2009) suggested that employers should know the value employees place on their reward systems and to formulate strategies that address equitable and adequate reward for their employees. Because of increasing diversity of the workforce, especially in NGOs (Batti, 2014), employers should be more innovative and creative to tailor the right rewards to the right people (Sutherland & Hill, 2004).

It has been observed that some local NGOs are small in size, employing between 3-10 employees. Frequently, such organizations do not have a HR unit or a HR manager and this may not be a practical idea due also to the cost implications (Batti, 2014). Given the critical role HR play in the sustainable development of an organization be effective management of its human resources, it follows that organisations with reduced or absent HR could be severely be inhibited in their capacity to effect community development.

This study identifies recruitment and recruitment to be overarching HR practices that can determine employee performance in NGOs. As Amit and Belcourt (2008) and Carter-ward et al. (2006) argued, that the most critical of all the various responsibilities of Human Resources, are the recruitment and recruitment of the best employees and keeping them happy and on the job. Few studies have focused solely on the impact that employee recruitment and recruitment could have on their commitment and performance. Studies using recruitment and recruitment did not look at them as separate entities (for example, Kazira, 2014) yet although related they are distinct aspects whose effects on performance might be different.

2.2.4 Concept of Work Life Balance

Work-life balance became a topic of attention among academics and human resource practitioners in the mid-1960s. Kahn *et al.*, (1964), for example, established that work-family disputes constitute a significant cause of stress for employees. Kahn *et al.*, (1964) defined role conflict as the “simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other”

Work-family balance is defined as “satisfaction and good functioning at work and at home, with a minimum of role conflict” (Clark, 2000). While, Parkes and Langford (2008) defined Work-family balance as “an individual’s ability to meet work and family commitments, as well as other non-work responsibilities and activities.” That is, these two definitions for work-life balance imply establishing an acceptable combination of work and life (Thorntwaite, 2004). Consequently, many studies in work-life have defined work-life balance in terms of the level of work-life conflict (Carlson, Grzywacz & Zivnuska, 2009). Relevantly, the concept of work-family balance has recently been used to refer to the successful development of both spheres. Currently, many organizations devote their time and money to work-life programs in order to fine-tune organizational structures to the needs of employees or to respond to government regulations regarding gender equality, integration, and family protection (Pasamar & Valle Cabrera, 2013).

Empirical research have shown that today's employees expect work-life balance programs from their employers. Such demand has been strongly related to the increasing prevalence of dual-career couples, family or dependent accountabilities, or a desire to dedicate more time to friends or leisure activities (Lavoie, 2004). As a result, the effect of organizational services and policies designed for assisting employees about conflicts that occur between their work and their life has been the focal point of work-life research.

Several empirical research have found that work-life balance is favorably associated to both employee and organizational performance (Harrington & Ladge, 2009; Parkes & Langford, 2008). Work-life balance, in particular, has been demonstrated to have good consequences such as low turnover intention, improved performance, and job satisfaction (Cegarra-Leiva *et al.*, 2012; Scandura and Lankau, 1997). Work-life

balance helps employees perform better in their jobs (Magnini, 2009). Employees can concentrate better on their work when they have a sense of psychological well-being and harmony in their lives.

Furthermore, work-life balance improves employees' psychological connection to their firms (Casper *et al.*, 2011). In other words, work-life balance fosters sentiments of loyalty to the organization and improves affective commitment. Affective commitment is an emotional link to organizations or employers that causes employees to wish to stay with them (Allen & Meyer, 1996). When employees' needs and expectations are met, they develop strong attachments to their organizations (Meyer, Allen & Smith, 1993). The experience of work-life balance meets employees' psychological needs to sustain work-life balance. Several empirical research have found that employees' experiences with work-life balance contribute to positive organizational evaluations and affective commitment (Muse *et al.*, 2008).

2.2.5 Concept of Employee Commitment

Employee commitment is one the most researched topics but which has defied a common definition. Table 2.1 presents the various definitions of employee commitment to emerge from literature.

Table 2.1: Various conceptualisations of employee commitment

Author(s)	Definition of employee commitment
<ul style="list-style-type: none"> • Mowday, Steers and Porter (1979: 26) 	<ul style="list-style-type: none"> • “The relative strength of an individual’s identification with and involvement in a particular organization”.
<ul style="list-style-type: none"> • Scholl (1981:) 	<ul style="list-style-type: none"> • “...a stabilizing force that acts to maintain behavioural direction when expectancy/equity conditions are not met and do not function”.
<ul style="list-style-type: none"> • Allen & Meyer (1990: 6) 	<ul style="list-style-type: none"> • “...the employee’s feelings of obligation to remain with the organization”.
<ul style="list-style-type: none"> • Miller (2003: 73) 	<ul style="list-style-type: none"> • “...a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation”.
<ul style="list-style-type: none"> • Cohen (2003: 10) 	<ul style="list-style-type: none"> • “...a force that binds an individual to a course of action of relevance to one or more targets”.
<ul style="list-style-type: none"> • Arnold (2005: 67) 	<ul style="list-style-type: none"> • “...the relative strength of an individual’s identification with and involvement in an organization”.
<ul style="list-style-type: none"> • Kelvin (2010: 21) 	<ul style="list-style-type: none"> • “...willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course”

Source: Author’s own compilations

All the above definitions indicate that commitment manifests itself as a force that compels an individual’s behaviour, leading Meyer and Herscovitch (2001) to conclude that commitment is a mind-set or a psychological state. This study adopts Mowday, Porter and Steer (1982: 27)’s definition of employee commitment as “the relative strength of an individual’s identification with and involvement in a particular organization and can be characterized by a strong belief in and acceptance of the organization’s goals and values, willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership of the organization”

Employee commitment has been found to reduce withdrawal behaviour, for instance, lateness, absenteeism and turnover, leading to enhanced overall organizational performance. Studies show that employee commitment improves job performance, total return to shareholders, sales, decrease intention to leave and search for alternative employment (Khan, Naseem & Masood, 2016; Ahmad & Rainyee, 2014; Khan, Ziauddin, Jam & Ramay, 2010).

Employee commitment has evolved from a unidimensional, behavioural perspective in the 1960s to become a contemporary multidimensional, complex construct frequently used as a key outcome, moderator, or mediator variable in many researches. Allen and Meyer (1990) developed one of the earliest models of employee commitment, consisting of three dimensions: affective (the emotional attachment to one's organisation), continuance (the awareness of costs associated with leaving an organisation) and normative commitment (the moral obligation to remain with an organisation). O'Malley (2000), in a consideration of an organisation's social environment, proposed a five-dimensional model: affiliative (the interests and values of an organisation merge with those of an employee), associative (the employment increases self-esteem and status), moral, affective, and structural commitments (similar to normative, affective, and continuance commitments in Allen and Meyer's (1990) model). This study will adopt Allen and Meyer's (1990) model, which has been used by many researchers, for instance, Bonds (2017), Radosavljevic *et al.* (2017), Simo *et al.* (2014), Fuchs (2012), Dixit and Bhati (2012).

2.3 Employee Performance Models

2.3.1 Seven-Point Plan of Human Attributes and Five-Fold Grading System

According to Alec Rogers as cited in Onyeaghala and Hyacinth (2016) the purpose of the seven-point plan was to provide a scientifically defensible basis for assessment of

occupational potentialities. The plan can be used for both personnel recruitment and for vocational guidance functions. The plan sets out to interpret a job analysis in human terms and to provide an explicit plan against which a candidate may be assessed. The seven attributes making up the plan are as follows:

- Physical make-up: Does the candidate possess any defects of health or physique that may impact negatively on their job performance.
- Attainments: What type of educational qualifications does the applicant possess?
- General intelligence: How much general intelligence does the candidate show.
- Special aptitudes: Does the applicant have any special talents, for instance, mechanical, musical, artistic, manual, and oratory?
- Interest: What are the applicants' interests? Are they intelligent? Practically constructional? Physically active? Musical? Social? Artistic? Literary?
- Disposition: How does the applicant relate with others? Are they dependable? Are they reliant?
- Circumstances: what are the circumstances of his family and what do other family members do for a living?

The five-fold grading scheme by Munro Fraser cited in Ukpafe (2014) provides for the following:

- Impact on others: This consists of physical make-up, appearances, speech and manner.
- Acquired qualifications: this consists of education, vocational training and work experience.

- Innate abilities: What is the applicant's aptitude for learning, comprehension and other abilities?
- Motivation: What goals are set up by the applicant, and what is their determination in following them up.
- Adjustment: What is the applicant's emotional stability, ability to withstand stress and get on well with others?

2.3.2 Balanced Score Card Model

The main motivation for the Balanced Scorecard is that using only financial measures is wholly inadequate in judging the overall performance of any organization. Kaplan and Norton (1996) devised what they call the balanced scorecard: a set of measures that gives the top management a fast but comprehensive view of the business (Armstrong & Baron, 2009, p.275). The balanced scorecard communicates a holistic model that links individual efforts and accomplishments to business unit objectives. Kaplan and Norton suggested that organizations, which use only monetary measures, ignore other pertinent business activities that affect the growth of organizations.

Kaplan and Norton (1996) recommended four measures that organisations could use to assess fully their development:

Financial perspective, which attempts to answer the question, how do we appear to our stakeholders? Customers' perspective, which answers the question, how do we appear to our clients? Internal business process perspective, which answers the question, what forms must we outperform at. Learning and development perspective, which answers the question, what must we do to maintain our capacity to change and improve?

The four perspectives of the balanced score card could be incorporated in a recruitment and recruitment plan, to ensure that an organization only hires all-round employees.

The potential employee should demand reasonable salary and contribute to the financial, customer, internal business process, and learning and development perspectives of an organization. However, few studies have employed the concept of balanced score card during recruitment and recruitment. For instance, Ahmad (2015) used a balanced score card approach in a recruitment model for employees in higher education institutions.

2.4 Theories of Human Resource Practices

A review of definitions of the word theory invariably contains elements such as ‘making predictions’ and ‘explaining’. Liehr and Smith (1999: 86) give a typical definition of theory as:

“A set of interrelated concepts, which structure a systematic view of phenomena for the purpose of explaining or predicting. A theory is like a blueprint, a guide for modelling a structure. A blueprint depicts the elements of a structure and the relation of each element to the other, just as a theory depicts the concepts, which compose it and the relation of concepts with each other”.

A theoretical framework can be conceived as a structure or blueprint that identifies and describes the major elements, variables, or constraints that organize a research (Jacard and Jacob, 2010). A theoretical framework may be used to hypothesize, understand, or give meaning to the relationships among the elements that influence, affect, or predict the events or outcomes specified in a research study (Ravitch and Matthew, 2017). A theory can enable a study to plan, collect and analyse data, explain findings from the study and is therefore, considered as a crucial element in the research process. This study uses Humans Relations Theory, seven-point plan of human attributes (developed by Alec Rodgers and cited in Onyeaghala & Hyacinth, 2016) and the five-fold grading scheme by Munro Fraser cited in Ukpafe (2014).

2.4.1 Human Relations Theory

Because of the centrality of employee commitment (which is a psychological framework) in this study as a mediating variable, the theoretical framework of this study will be the Human Relations Theory, a theory that emphasizes humans in the work place. The Human Relations Theory of organization emerged in 1930s chiefly as a disenchantment with Taylorism and scientific management, which was dominant in 1920s. Taylorism, based on Theory X, broke work into small tasks, whose performance was determined by the scientific work study. Workers carried out repetitive tasks, had little discretion over their job and were frequently alienated from work. The management imposed strict supervision and rigid discipline on the workers. Although Taylorism improved productivity, labour was alienated leading to accelerated turnover, absenteeism and strikes. In opposition to Taylorism, the Human Relations School arose and advocated for worker involvement and participation in the organisation (Wilkinson, 1998; Deetz, 2003).

Human relations theory is also known by various names such as Humanistic Theory, and Neoclassical Theory. The chief proponent of the theory was Elton Mayo, an American Sociologist. The other authors who contributed to the growth of the theory are William Dickson, North Whitehead, W. Lloyd, and L. J. Henderson. Experiments carried out at Western Electric Company at Hawthorne near Chicago by the Harvard Business School under the leadership of Elton Mayo between 1924 and 1932 (the so-called Hawthorne Experiments) formed the basis for the evolution of the Human Relations Theory.

The salient principles of the Human relations theory are as follows: The level of worker productivity and organisational output are determined by the quality of the social system at work (that is, human relations) and not just the physical or economic

conditions at work. Thus, emotions and perceptions of workers must be taken into account if their output is to be maximum, workers are not inert and mechanical beings as Taylorism depicts but are social animals, interacting with each other and forming groups, workers have a tendency of forming small, informal groups which existing within the structure of the formal organisation. Frequently, production norms and patterns of behaviour are usually set within such groups, the theory advocates for a participative style of management, in which the manager consults the work groups and their informal leaders before introducing any new program, The factors that play a primary role in employees' behaviour, productivity and satisfaction include the nature of leadership at work, style of supervision, communication and participation in decision-making. Non-economic rewards and sanctions can significantly influence employees' behaviour, productivity and morale. This theory is germane to the study since employee commitment (a central variable in the study) is a psychological frame that can be affected by the nature of human relations at the work place.

2.4.2 Expectancy Theory

Victor Vroom's Expectancy Theory is a psychological framework that explains how employees' motivation and performance are impacted by their beliefs regarding the relationship between effort, performance, and outcomes. In the context of human resource practices, expectancy theory provides valuable insights into how organizations can improve employee engagement and performance.

Human resource practices can utilize the principles of expectancy theory to influence employee expectations and foster a motivating work environment. By understanding the factors that influence employee motivation, organizations can align their human resource practices with employee expectations, thereby nurturing commitment and enhancing performance. Individual effort will result in performance is a central tenet of

the expectancy theory. Human resource practices, such as goal setting, can assist employees in comprehending performance expectations and establishing a direct connection between effort and desired outcomes. By establishing ambitious but attainable objectives, organizations can encourage employees to exert effort and strive for high performance.

The second component of expectancy theory is the conviction that performance will produce desired outcomes. Human resource practices that provide rewards, recognition, and opportunities for career advancement can strengthen employees' expectations. When employees perceive a direct connection between their performance and desirable outcomes, such as salary increases, promotions, or increased job security, they are more likely to be motivated and committed to attaining high performance.

Finally, expectancy theory emphasizes the significance of valence, which refers to the value individuals assign to the expected outcomes. Valence can be enhanced by human resource practices that consider employees' diverse requirements and preferences for rewards. By providing a variety of rewards and recognition that correspond with individual preferences, organizations can increase the perceived value of desired outcomes, thereby further motivating employees to perform at their highest level.

Overall, the application of expectancy theory in human resource practices entails understanding employees' expectations, establishing performance goals, providing meaningful rewards and recognition, and creating a work environment that supports employees' beliefs in the relationship between effort, performance, and outcomes. By aligning HR practices with the principles of expectancy theory, organizations can increase employee commitment, motivation, and performance.

2.4.3 Human Capital Theory

The Human Capital Theory, developed by economist Gary Becker, examines the connection between investments in human capital and individual and organizational outcomes. This theory explains how human resource practices can increase employee commitment and performance by concentrating on the development and utilization of employees' skills, knowledge, and abilities. Human Capital Theory proposes that, within the context of human resource practices, organizations can enhance employee engagement and performance by investing in their development and making effective use of their talents. This includes providing training and development opportunities, nurturing a learning culture, and aligning job roles with the capabilities and expertise of employees.

Human resource practices that prioritize training and development are consistent with Human Capital Theory because they recognize the significance of enhancing employees' skills and knowledge. Organizations can increase the human capital of their personnel by investing in training programs, workshops, and educational opportunities. This, in turn, leads to improved employee performance and commitment, as employees feel valued, empowered, and equipped to execute their job responsibilities effectively. In addition, the Human Capital Theory recommends that organizations cultivate a work environment that encourages continuous learning and knowledge sharing. Human resource practices, such as mentoring programs, knowledge management systems, and collaborative platforms, facilitate the exchange of ideas, expertise, and best practices between employees. This facilitates the development and utilization of human capital, resulting in greater commitment and performance.

In addition, Human Capital Theory emphasizes the significance of matching job responsibilities with employee skills and abilities. Human resource practices such as

job analysis, competency mapping, and skill-based job design ensure that employees are assigned tasks that capitalize on their skills and strengths. When employees are engaged in meaningful and challenging work that correlates with their capabilities, they are more likely to be committed to the organization and perform at higher levels.

2.4.4 Social Exchange Theory

The Social Exchange Theory is a psychological framework that examines social interactions and relationships through the lens of the exchange of resources, rewards, and costs between individuals. It is predominantly a social psychology theory, but its principles can also be used to comprehend the dynamics between employees and organizations in terms of human resource practices, commitment, and performance. Individuals engage in relationships or interactions, according to the Social Exchange Theory, when they perceive the benefits to outweigh the costs. This theory suggests that employees' commitment and efficacy in the workplace can be affected by their perceptions of the exchange relationship they have with their organization.

Human resource practices have a significant impact on the social exchange between employees and organizations. Employees are more likely to perceive a positive exchange relationship when organizations provide them with valuable resources and rewards, such as competitive salaries, benefits, career development opportunities, and a supportive work environment. They experience a sense of reciprocity and are motivated to reciprocate by exhibiting greater levels of dedication and performance. In addition, Social Exchange Theory highlights the significance of trust and equity in social exchanges. When employees perceive that their employer treats them fairly, respects their rights, and appreciates their contributions, their commitment and willingness to engage in positive work-related behaviors are strengthened. Human

resource practices that promote fairness, transparency, and effective communication can increase employee confidence and cultivate a positive social exchange relationship.

It is important to observe that Social Exchange Theory does not attribute its development to a single person. It has instead been influenced by numerous social psychology scholars, such as George Homans, Peter Blau, and Richard Emerson, who have contributed to its evolution over time. Understanding social exchanges and the dynamics of interpersonal relationships, including those within the organizational context, has been enhanced by their work.

2.5 Empirical Literature

The following sections discuss the extant literature on the relationship between HR practices and employee performance and the possible mediating role of employee commitment in the relationship.

2.5.1 Human Resource Practices and Employee Performance

This section explores literature on the relationship between the HR and employee performance.

2.5.1.1 Recruitment and Employee Performance

Recruitment is the employees' first communication with the organization and has been found to influence their attitudes and behaviour significantly (Aggarwal & Bhargava, 2008). Jolaosho, Shodiya, Olajide and Akintan (2018) examined how recruitment and recruitment affected job performance in the Nigerian telecommunication industry. A survey was conducted amongst 50 staff members of MTN telecom service centre in Abeokuta. Relationships were analysed using Structural Equation Mathematics (SEM) implemented by SPSS's (Statistical Package for Social Sciences) AMOS (Analysis of

Moment Structures). The study found a positive correlation between proper recruitment and employee productivity.

Olatunji and Ugoji (2013) investigated the effects of personnel recruitment on organizational development. A survey of selected Nigerian workers was conducted and primary data was collected to study various recruitment procedures adopted in organizations. The study found that recruitment procedures used in the organization influenced personnel behaviour and performance of employees. However, the study did not use any variable to represent organizational development or performance; instead, it used the perception of male and female employees towards recruitment.

Amadu (2014) analysed the relationship between recruitment process and organisational performance in manufacturing companies in Nigeria and found a positive relationship between employee recruitment and performance. Samuel, George and Beth (2015) conducted a study to analyse the role employee recruitment plays in performance amongst cooperative sector in Kenya using Kenya Union of Savings and Credit Cooperatives. The study found significant and positive relationship between recruitment sources and employee performance. This was because since the current staff valued their reputation, they only referred individuals who would make good employees. Secondly, current employees provide realistic information about the job to those whom they refer, making prospective applicants know whether they have the requisite skills for the job.

Adebola & Banjo (2017) examined how recruitment and recruitment affect employee's performance in the hospitality industry in Ogun State, Nigeria. The study used a survey design to collect data from 100 employees sampled from hotels in Yewa South Local Government. The research instrument used to collect data was questionnaire. The

results showed a highly significant correlation between recruitment and recruitment and employee performance. However, the study did not look at recruitment and recruitment as distinct constructs. Villain (2002) found that NGOs were weak at staff career development, recruitment, haphazard layoffs, chaotic human resources development and administration and day-to-day staff management. Mukasa (2002) reported that tensions often characterized the relationships between staff and senior managers because the former expected that they would be equal partners in the process of arriving at decisions in NGOs. The author further reported that NGOs have weak governance structures, with dysfunctional relationships between board members and staffs.

Many of the sampled local NGOs work with a project orientation focus which means there is low priority for investing in nurturing human resource capacities and staff retention measures due to their short term nature of the projects. Some organizations are not able to have the right employees at the right time and place. When they recruit the staff they face the challenge of retaining them to the end of the project phase as staff leave before the termination of the project (Gupta, 2014). This dynamism experienced in project-oriented organizations is a great challenge as staff turnovers are often high and erratic and this destabilizes programming and eventually the performance of the organization. Some of the geographical areas where the NGOs operate are inaccessible or remote and it becomes difficult to attract staff to work in these sites and they are forced to rely on temporary staff or unqualified staff to fill the positions (Amin *et al.*, 2014).

Onyeaghala and Hyacinth (2016) examined the effect of recruitment process on employee productivity in private and public sectors in Makurdi, Benue State in Nigeria. The study used a survey design to collect data from 216 employees using questionnaires. Relationships between variables were analysed using t-tests. The

results showed a significant difference in recruitment in private and public sectors. In addition, proper recruitment could lead to greater employee productivity. Ekwoaba, Ugochukwu and Ndubuisi (2015) conducted a study on the effect of recruitment and recruitment criteria on organisation performance. The study used a survey research design. The results showed that recruitment criteria had a significant effect on organisation's performance, with the study concluding that more objective criteria for recruitment resulted in better organisation performance.

Mufu (2015) conducted a research on the effect of recruitment and recruitment in the National Oil Refinery Company in Cameroon. The study attempted to uncover questions associated with human resource allocation inefficiencies owing to corruption or discriminatory practices. The design of the study was exploratory, utilizing a qualitative approach with in-depth interviews. The theoretical underpinnings of the study were the Human Capital Theory and the Resource Based View of Firms. The results showed that a good recruitment and recruitment strategy will result in attracting the right people to a firm and the major factors that stymied good recruitment and recruitment were corruption and discrimination.

Mavis (2014) conducted a study on how recruitment and recruitment are practised in the construction industry in Ashanti Region of Ghana. The study surveyed all 62 contractors located in the region and data were collected using questionnaires. The findings from the study showed that the most frequently used method of employee recruitment was newspaper advert, followed by internal recruitment, labour office, employee referrals, radio advert, and lastly, recruitment over the internet. In-house recruitment, internet recruitment, initial job offers, and use of newspaper and radio advertisements were found to be significantly related to employee performance. Challenges that hindered effective recruitment and recruitment of employees were

found to be poor human resource planning, ineffective job analysis, low competencies in employees, expensive recruitment and poor working conditions.

John, Raymond and Caroline (2014) conducted a study to determine the factors influencing employee recruitment in the public service in Kenya. They postulated that academic qualifications, work experience, background checks, and personal characteristics could influence employee recruitment. The study used a descriptive survey design and collected data from all employees at the state law office in Nairobi. Questionnaires were used to collect data, which were analysed using multiple regression methods. The findings showed that employee recruitment was highly influenced by academic qualifications and background checks.

Djabatey (2012) investigated the effectiveness of recruitment and recruitment practices at HFC Bank in Accra, Ghana. The design of the study was descriptive and data were collected from 100 staff of the bank using questionnaires. The results showed that factors such as work experience, academic qualifications, interviews and administration of tests used during recruitment made the process effective. On the other hand, advertising of job vacancies and employee referrals were the most efficacious recruitment methods. Moreover, proper recruitment and recruitment improved employee performance.

Titilola (2013) conducted a study to determine the effect of recruitment on employee turnover in small and medium enterprises (SMEs) in Sunnyside, Pretoria. Data were collected from 210 respondents, selected by a combination of judgement and convenience sampling. The design was descriptive survey. The study found that affected recruitment in SMEs were relevant experience, education, relocation and

salary requirement. Furthermore, these factors were found to be positively correlated with one another but had a negative correlation with turnover.

2.5.1.2 Training and Employee Performance

Training has grown in popularity in human resources due to its positive correlation with employee performance (Kiweewa & Asimwe, 2014). Training is a component of capacity building in any organization that is used to increase worker performance and enable an organization to fulfill its goals (Tahir, Yousafzai, Jan, & Hashim, 2014). Training is a planned, systematic activity whose outcomes improve the level of skills and knowledge required to execute work effectively (Sultana, Irum, Ahmed, & Mehmood, 2012). Training is primarily focused with the enhancement and upgrading of employees' abilities and knowledge, which eventually contributes to job performance (Azeem, Rubina, & Paracha, 2013). Empirical studies have reported a strong positive association between training, employee productivity and performance.

Sherwani and Mohammed (2015) investigated a training program provided by a telecommunications companies in Erbil. The study used 93 questionnaires, which were distributed to employees and supervisors, and the data obtained was analysed using SPSS. The results demonstrated the training program's efficacy in improving employees' capacity to solve job obstacles, productivity, efficiency, and, most importantly, performance.

Dabale, Jagero, and Nyauchi (2014) investigated the relationship between training and employee performance in Mutare City Council, Zimbabwe. This study employed a correlational research approach, with 132 respondents chosen through purposive sampling. It was determined that there was a strong positive association between employee training and performance.

Kamal, Aghbari and Atteia (2016) examined the impact of e-training on employees' performance in the ministry of Education in the Kingdom of Bahrain. The study considered a sample consists of 194 employees working at the Ministry of Education. The research found that there is a positive and significant relationship between e-training and employees' performance.

Ahmad and Manzoor (2017) assessed the effect of teamwork, employee empowerment and training on employee performance. The study used a sample of 150 questionnaires were distributed among employees of three Pakistan cellular companies (Ufone, Telenor & Mobilin). To analyze the collected data, the authors used multiple linear regression was used on SPSS. The results of the findings revealed that teamwork, employee empowerment and training had a significantly positive effect on employee performance.

Sendawula et al., (2018) studied the contribution of training and employee engagement on employee performance using evidence from Uganda's health sector. This study used 150 respondents from four Catholic founded hospitals comprising of Kamuli Mission Hospital, Buluba Mission Hospital, St. Benedict Mission Hospital and Budini Mission Hospital. The study found that training and employee engagement was a positive driver of employee performance.

Tahir *et al.*, (2014) explored the impact of training and development on employees' performance and productivity in United Bank Limited Peshawar City, KPK, Pakistan. 76 questionnaires were administered to employees of these eight branches of UBL. SPSS was used to analyse the data. The findings showed that training and development has an impact on employees' performance and productivity.

Anitha and Kumar (2016) studied the effect of other Human Resource Management (HRM) practices on employees among private insurance sector in Coimbatore. The data was collected through 75 questionnaire that were distributed randomly. The results revealed that the training had a positive impact on the performance level of the employees.

Using a sample of 250 civil servants in 15 regional branches of Ministry of Finance of Indonesia, and using structural equation analysis with SmartPLS 2.0 program, Napitupulu *et al.*, (2017) reported that career development had a positive effect on perceived organizational support, motivation, and affective commitment. However, the authors found that career development had no significant effect on performance.

2.5.1.3 Remuneration and Employee Performance

Pangastuti, Sukirno and Efendi (2020) studied the effect of work motivation and remuneration on employee performance. 71 employees of UMKM Batik, Keraton sub-district of Yogyakarta City were selected as respondents. The findings revealed that work motivation and compensation had a positive and significant effect on employee performance.

Saman (2020) investigated the impact of remuneration on job satisfaction and staff performance in the Mining Company. Data was gathered through interviews, observations, and a review of the literature. The study undertaken on 51 employees, with data being analyzed using the Partial Least Square (PLS) approach. The findings of this study showed that compensation had a considerable effect on job satisfaction, as well as a positive effect on employee performance.

Arif *et al.*, (2019) examined the effect of compensation and work discipline on performance. Data was collected from a sample of 47 employees of the Department of

Highways and Development Construction Technical Implementation Unit of Roads and Bridges in North Sumatra Province. Based on the results of this study revealed that compensation and discipline had a positive and significant effect on performance.

Oluigbo and Anyiam (2014) evaluated the impact of compensation on employee performance in an information technology (IT) organization. Ninety two (92) respondents (managers and employees) were surveyed. The researcher used an experimentation and survey approach, and based on the results, the researcher concluded that compensation aids in increasing worker output/productivity.

Setyorini, Yuesti and Landra (2018) studied the effect of variable compensation, work motivation and job satisfaction on employee performance. The study used 346 respondents and adopted an exploratory research method. The results indicated that compensation had a positive and significant effect on work motivation, compensation has a positive and significant effect on job satisfaction, work motivation had a positive and significant effect on job satisfaction. The results further demonstrated that compensation had positive and significant effect on employee performance. The authors further reported that work motivation had a positive and significant impact on performance employees.

Ogbu (2017) investigated the effect of compensation on employee performance in Rivers State Board of Internal Revenue. The study adopted a cross-sectional research survey. The sample comprised of 32 employees and data was collected using questionnaires. The finding of this study revealed that both direct and indirect compensation were positively associated with employee performance.

Rinny, Purbaand Handiman (2020) investigated the impact of compensation, job promotions, and job satisfaction on the performance of Mercu Buana University's

teaching faculty. Using convenience sample techniques, questionnaires were delivered to 77 Mercu Buana University employees from a total population of 332. Multiple linear regression was employed as an analytical tool in this investigation. The findings revealed that compensation, job promotions, and job satisfaction all had a significant impact on performance. Partial compensation has no effect on performance. Job promotion had a positive and significant effect on performance. Job satisfaction had a positive and significant impact on performance.

Angriani and Eliyana (2020) explored the effect of work discipline and compensation for employee performance partially and together. The research was carried out in the South Kalimantan provincial government office. The samples size was 173 employees. Based on the results it was concluded that the relationship between work discipline and performance variables was insignificant. Conversely, the relationship between compensation variables with performance variables is significant.

Idris *et al.*, (2020) to investigate the mediating role of job satisfaction on compensation, work environment, and employee performance at State Polytechnic colleges in Indonesia. The study employed the Partial Least Square (PLS) in data analysis. The findings of this study revealed that compensation had no impact on both job satisfaction and employee performance. The results further revealed that job satisfaction did not mediate the relationship between compensation and employee performance. On the other hand, the study reported that work environment positively and significantly influenced job satisfaction and employee performance.

2.5.1.4 Work life balance and Employee performance

Adnan Bataineh (2019) assessed the relationship between work-life balance, happiness, and employee performance. The author used questionnaires that were

administered to 289 employees' from the (Med Pharma), Pharmaceutical industries in Jordan. Data was analyzed using multiple regression. The results revealed that work-life balance and happiness were positively and significantly related to employee performance. However, job satisfaction did not affect employee performance.

Kim (2014) investigated the effect of work-life balance on affective commitment and in-role performance and the mediating role of affective commitment to link work-life balance and in-role performance in the Korea. Data was collected from 293 Korean workers and data was analysed through structural equation modelling (SEM) and regression analysis. The study found no direct effect of work-life balance on in-role performance. In contrast, the study reported that employees' experience of work-life balance was a positive driver of affective commitment and that affective commitment had a positive effect on in-role performance.

Mwangi *et al.*, (2016) examined the effects of work life balance on employees' performance. The study employed a sample size of 70 and data was analysed using statistical package for social science (SPSS). The findings revealed that work family priorities positively affected the performance of employees.

Wiradendi Wolor *et al.*, (2020) explored the impact of e-training, e-leadership, work-life balance, and work motivation on employees' performance in. The study focused on millennial generation employees at one of Honda motorcycle dealers in Jakarta, Indonesia. The final sample was 200 employees who were selected through proportional random sampling. The employed the structural equation modeling and Lisrel 8.5 program. The findings of this study revealed that e-training, e-leadership, work-life balance had a positive effect on work motivation. The study further found

that e-training, e-leadership, work-life balance, and that work motivation had a positive and significant effect on employees' performance.

Obiageli, Uzochukwu and Ngozi (2015) studied the effect of work life balance and employee performance in selected commercial banks in Lagos state. The study adopted a descriptive survey research design, and the sample was 262 employees. The study found that there is a significant positive relationship between leave policy and service delivery. The study concluded that leave policy motivate employee to deliver services efficiently and effectively.

Johari, Tan and Zulkarnain (2018) assessed the relationship between autonomy, workload, work-life balance and job performance among teachers. The study adopted a quantitative and a sample of 302. Data were analyzed using Statistical Package for Social Sciences and Partial Least Square (Smart PLS). The study found that autonomy and work-life balance had a significant impact on respondents' job performance. Workload, conversely, had no substantial bearing on job performance among schoolteachers.

Demir and Budur (2023) evaluated the effects of work–life balance on the employee motivation, job satisfaction and employee performance of academic staff at universities. The study administered 490 questionnaire to academic staff of major public and private universities in Kurdistan Region of Iraq. The findings of the study revealed work–life balance and personal life interference with work negatively and significantly affected employee motivation but did not have any significant impact on job satisfaction. Work personal life enhancement affected both job satisfaction and employee motivation significantly and positively. Lastly, job satisfaction did not have significant impact on employee performance while employee motivation did.

2.6 Employee Recruitment and Recruitment and Employee Commitment

Suifan (2015) investigated the effect of HR practices, specifically, training, person-organization fit, and rewards on organizational commitment using a sample of 431 subjects randomly selected from employees working for public and private organization in various industries in Amman, Jordan. Questionnaires were mailed to respondents. Most of the scales used in questionnaires were adopted from related works. The findings showed that all HR practices investigated were significantly and positively associated with organizational commitment. However, the study did not use recruitment and recruitment as HR practices.

Ahmad et al. (2015) investigated the relationship between HRM practices and employees' commitment to the organization in the private sector banks of Pakistan. The target population consisted of 30 private banks in Abbottabad district. A sample of 120 employees, selected using simple random sampling technique, was used in the study. Correlation and regression techniques were used to analyse data. Findings from the study indicated that HRM had a positive and significant relationship with employees' commitment.

Lamba and Choudhary (2013) investigated the effects of HRM practices on organizational commitment of employees in different sectors in India. The study used secondary data, collected while studying various research papers and results, and analysed using literature reviews. The HRM practices investigated in the study were recruitment and recruitment, training and development, compensation and benefits, promotion and transfers, and welfare activities. Commitment was operationalized using Meyer and Allen's (1990) three-component model consisting of affective, continuance and normative commitment. The results indicated that HRM practices that have significant correlation with organization commitment vary with the type of sector.

Compensation, training and development and employee participation had significant effect on organisation commitment in banking sector. On the other hand, compensation, job security and job performance were significantly correlated with affective commitment amongst private universities in the world. In academics sector, career development and job satisfaction has significant impact on organization commitment while in hospitality industry, supportive reward oriented HRM practices increased employee commitment towards the organization. The study did not report the effect of employee recruitment and recruitment on commitment in any of the sectors investigated.

Kazira (2014) investigated the individual effects of recruitment and orientation, performance management, rewards, training, job design, health and safety, and career development on a unidimensional employee commitment in Kenya's Standard Chartered Bank. The design of the study was descriptive and the target population were all 1698 employees at the bank. The study sampled 142 respondents and data was collected using questionnaires. The findings showed that all HR practices investigated in the study, including recruitment and orientation, influenced employee commitment.

Njonjo (2017) looked at the role of HRM practices (training and development, performance evaluation and compensation) on employee commitment at International Livestock Research Institute (ILRI) in Kenya. The study used a descriptive research design. The target population was 420 employees working at ILRI Nairobi, from which a sample of 42 respondents were selected using stratified random sampling technique. Data was collected using questionnaires. A significant relationship was found between training and development, performance evaluation, and employee compensation and employee commitment. However, the study did look at the effect of recruitment and recruitment on employee commitment.

2.7 Employee Commitment and Employee Performance

Hafiz (2017) examined the relationship between the various dimensions of organizational commitment and employee's performance in banking sector of Lahore, Pakistan. Data were collected from 213 respondents at management level from several private and public banks, using structured questionnaires. The sample was selected using a multistage sampling technique. Relationships in the study were analysed using regression techniques. Findings from the study showed that the three dimensions of organizational commitment (affective, normative and continuance) independently and jointly influenced employee performance.

Irefin and Mohammed (2014) investigated the effect of employee commitment on organizational performance and employee turnover amongst employees working in Coca Cola Nigeria Limited. The study utilised both descriptive and explanatory research methodologies and data was collected using a five point numerically scaled Likert-Type questionnaire. Pearson Correlation coefficient was used to analyse relationships in the study. The findings showed that there was a large, significant and positive relationship between employee commitment and organisational performance. In addition, there is also a very high relationship between employee commitment and employees' turnover.

Bandula and Jayatilake (2016) examined the relationship between employee commitment and job performance in 115 employees of Licensed Finance Companies (LFCs) and specialized leasing Companies (SLCs) in Sri Lanka. The study utilised Allen and Meyer's (1991) model of affective, normative and continuance commitment to measure employee commitment. The results showed that employee commitment was positively correlated with job performance of employees. In addition, the study

found that continuance commitment is the component that influences the most job performance.

Wambugu (2010) investigated the relationship between employee commitment and job performance at Kenya Institute of Surveying and Mapping (K.I.S.M). Using a descriptive survey design, primary data were collected using questionnaires from 66 employees. Four types of commitment, career, job, organisation and supervisor, were used to measure employee commitment while task and contextual performance represented job performance. Relationships in the study were tested using Pearson's Product Moment Correlation. Findings showed that most employees were highly committed and valued most their careers, followed by their job, organization and lastly, their supervisor. A very strong ($r=0.92$) correlation was found between employee job performance and organization, career, job and commitment to the supervisor. However, the study found a negative correlation between career commitment and job performance.

However, the relationship between employee commitment and employee performance is not always clear-cut. Mathieu and Zajac's (1990) meta-analysis showed that the confidence interval around the mean correlation between organizational commitment and performance included zero. They therefore concluded that commitment has relatively little direct influence on performance in most instances. A plausible explanation of this lack of effect is that employee commitment is not a unidimensional phenomenon; rather it consists of multiple foci and bases, which refer to the individuals and group to whom an employee is attached. Employees may be committed to foci such as profession (career), organizations, top management, supervisors, co-workers and customers (Bonds, 2017; Radosavljevic *et al.*, 2017; Allen & Meyer, 1990).

2.8 Mediating Role of Commitment on Relationship between HRM Practices and Performance of Employees

Tabouli, Habtoor and Nashief (2016) examined the effect of HRM practices on employee performance at Jumhoriya Bank in Libya, with organisational commitment as a mediator of the relationship. The study used a descriptive analytical design and analysed data using confirmatory factor analysis and SEM-AMOS. The study used all employees working in Jumhoriya Bank headquarters and the branches in the capital city of Tripoli. The study findings showed a significant and positive relationship between HRM practices and employee performance. The study also found a significant and positive indirect effect of HRM practices and employee performance through employee commitment. The indirect effect was much stronger than the direct effect. Thus, the study showed evidence for a partial mediation by employee commitment in the relationship between HR practices and employee performance. However, the study did not focus exclusively on employee recruitment and retention; instead, it used multiple HR practices.

Steyn, Bezuidenhout and Grobler (2017) investigated the relationship between HR practices and organisational commitment across various sectors in South Africa. The study used a cross-sectional survey design, in which primary data was collected from employees in public and private sector organizations, as well as state-owned firms. The study found a positive and significant relationship between HR practices and organizational commitment within each of the three sectors but the relationship was found to be sector-specific. However, the study did not provide a link between HR practices, employee commitment and employee performance.

Kehoe and Wright (2013) examined the relationships between employees' perceptions of high-performance HR practices and employee absenteeism, intention to remain with

the firm and organisational citizenship behaviour, with affective organisational commitment acting as a mediating variable in these relationships. Data were collected from employees working in a large food service organisation, consisting of 56 self-contained business units. The authors found that affective organisational commitment partially mediated the relationship between perceived HR practices and organization citizen behavior and fully mediated the relationship between perceived HR practices and turnover intentions. However, the study used only turnover intentions as a measure of organization performance.

Coffie, Boateng and Coffie (2018) investigated the relationship between the HR practices and organisational commitment in the banking industry in Ghana. The study used a descriptive quantitative approach to collect data from employees from five selected commercial banks in Ghana. Allen and Meyer's (1990) conceptualisation of a three component model for employee commitment was used in the study. The findings showed that a positive and significant relationship exist between HRM practices and organisational commitment. In addition, affective and normative commitment were found to be preferred compared to continuance commitment. However, the study did not investigate the link between employee commitment and performance.

Kuvaas (2008) investigated how employee–organization relationship (EOR) affect the relationship between employee perception of developmental human resource (HR) practices and employee outcomes. A survey was conducted on 593 employees sampled from 64 local savings banks in Norway. The findings showed that four manifest variables of EOR, namely, perceived organizational support, affective organizational commitment, and procedural and interactional justice, moderated the relationship between perception of developmental HR practices and individual work performance. A strong and direct negative relationship was found between perception of

developmental HR practices and turnover intention, but perceived procedural and interactional justice moderated this linkage. However, the study found no support for the mediating role of the EOR indicators in the relationship between perception of developmental HR practices and employee outcomes.

2.9 Research Gaps

The foregoing presented literature review on the relationships between HR practices, employee commitment and employee performance. Several studies looked at the relationship between recruitment and employee performance. However, most of them did not investigate recruitment and recruitment as distinct constructs but looked at them as a single entity. Consequently, the relative contributions of the two related HR practices could not be delineated.

Secondly, most of the studies reviewed examined the relationship between HR practices and employee commitment or between the latter and employee performance. Very few studies looked at the possible role employee commitment could play in mediating the relationship between HR practices and employee performance. This could be pertinent given the predominant view that HR practices may not directly affect the performance of the organization.

2.10 Conceptual Framework for the Study

From the foregoing discussion of the literature review, the study theorizes that employee commitment could mediate the relationship between HR practices and employee performance. HR practices to be used in the study are recruitment, training, remuneration and work life balance. The conceptual framework is depicted in Figure 2.1.

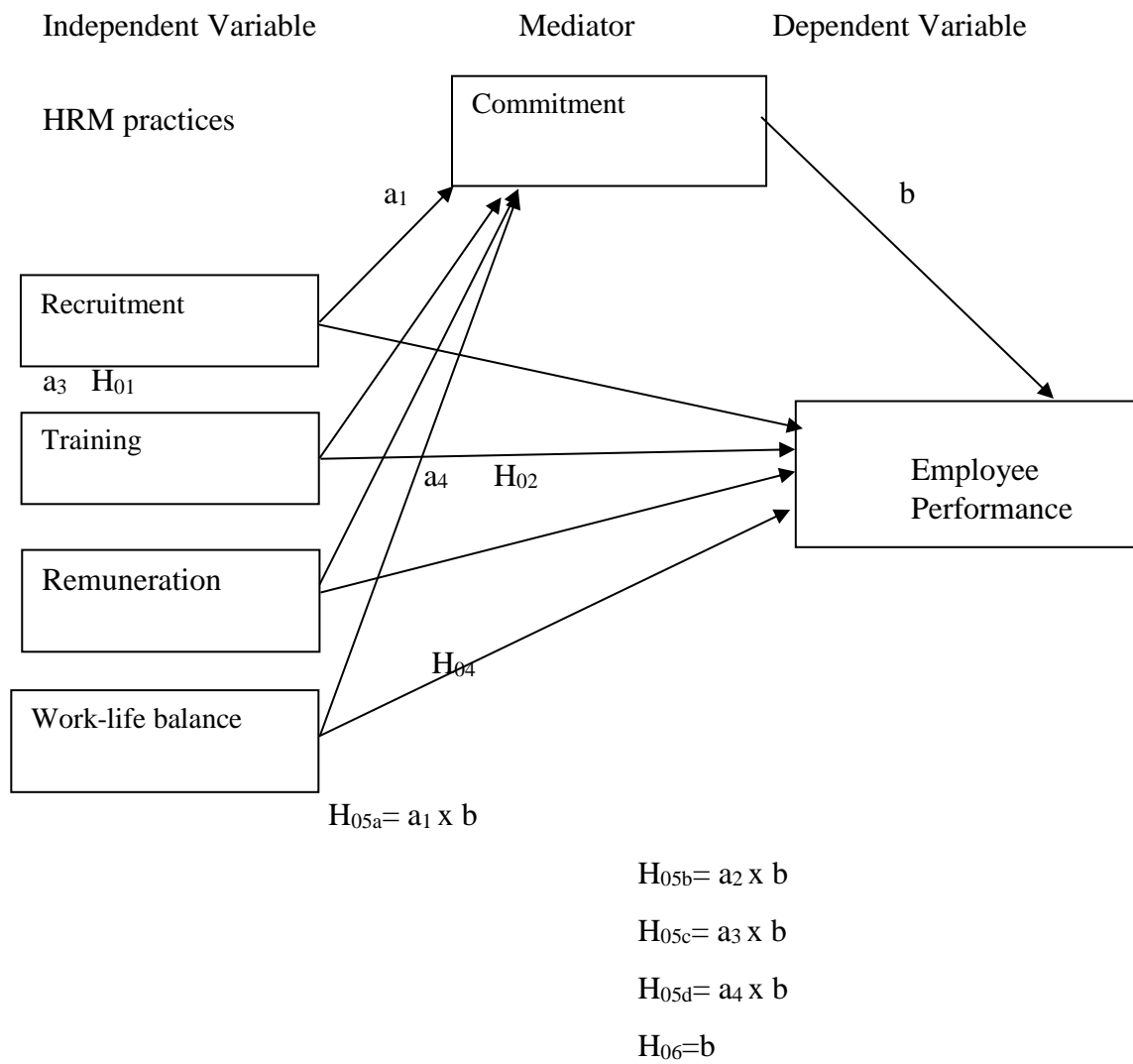


Figure 2.1: Conceptual Framework of the Study

Source: Researcher's own conceptualization.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Overview

The chapter outlines the methodology, procedures and modalities that will be used in data collection. Specifically, it covers research design, determination and identification of the population, sample size, sampling design, sampling procedure, the instruments of data collection, validity and reliability of data collected, sources of data collection and methods of analyzing the data.

3.1 Research Design

Research design is the blueprint for fulfilling objectives and answering questions. According to Kombo and Tromp (2010) it is thought of as a structure of research or a scheme, outline or plan that is used to generate answers to research problems. The study will adopt an explanatory survey design. Vanderstoep and Johnston (2009) defined explanatory survey research as a systematic empirical inquiry in which the researcher does not have direct control of independent variables because they are inherently not manipulable but instead seeks explanations for occurrences of some phenomena. This design will be appropriate because it will allow the study to be completed within the constraints imposed by limited time and financial resources.

3.2 Target Population

A population is a group of individuals, events or objects having common observable characteristics. According to Kombo and Tromp (2010), a population is a well-defined group / set of people, or items that are being investigated/ studied. The target population for this study will be 3781 employee of Turkana County Government working under the executive and the assembly.

3.3 Sample Size and Sampling Procedure

3.3.1 Sample Size

A representative sample was used because of the large target population. According to Kombo and Tromp (2010) and Booth *et al.* (2008) an effective sample should possess diversity, representativeness, reliability, accessibility and knowledge. The size of the sample determines the statistical precision of the findings and generally, larger samples result in more precise statistical findings as noted by VanderStoep and Johnston (2009).

3.3.2 Sample Size and Sampling Technique

Kombo and Tromp (2006) define a sample as a finite part of a statistical population whose properties are studied to gain information about the whole or universe. A sample size must be large enough to be representative of the universe population (Kothari, 2012). Creswell (2014) stresses that sample size chosen by the researcher should be capable of giving enough information about the population and one, which can be analysed with ease. The sample for this study was determined using Yamane Taro (1967) Formulae.

This is computed as follows;

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Desired sample size

N = Total Population under Study (In this case, there are 3,781 employees.

e = Signifies the margin of error in this case taken as 5%

Hence,

$$n = \frac{3,781}{1 + 3,781(0.05)^2} = 362$$

Therefore, the study sample is approximately 362 employees

Table 3.1: County Government- Executive

DIRECTORATE	EMPLOYEES	Sample
Office of the governor	136	13
County Public Service Board	36	3
Finance and Economic Planning	299	29
Tourism, Culture and Natural Resources	89	9
Trade, Gender and Youth Affairs	73	7
Infrastructure, Transport and Public works	43	4
Water, Environment and Mineral Resources	79	8
Agriculture, pastoral Economy and Fisheries	137	13
Education, Sports and Social Protection	745	71
Health Services and Sanitation	1223	117
Lands	42	4
Public Service Administration and Disaster mgt	725	69
Lodwar Municipality	14	1
TOTAL	3641	348

Table 3.2: County Government- Assembly

DIRECTORATE	NO. OF EMPLOYEES	Sample
Finance and Support Services	24	2
Human Resources	35	3
Speaker's Office	6	1
Hansard and Communication Services	28	3
Legislatives Services	47	5
TOTAL	140	14

Thus, the study will collect data from 362 employees in the county, the executive and assembly. Thus, to obtain an in-depth information from employees this study proposes to use 348 from the executive and 14 from the assembly, which is more than 10% recommended by VanderStoep and Johnston (2009) and Tabachnick and Fidell (2013).

3.3.3 Sampling Procedure

Sampling is the use of definite and defined procedure(s) in the recruitment of a part of a total population for the purpose of obtaining from it, descriptions, estimates and analysis of certain properties and characteristics of the whole (VanderStoep & Johnston, 2009). This study will employ stratified random sampling to select 382 employees from Turkana County. Stratified random sampling is a probabilistic sampling method in which the population is first divided into independent subgroups (strata) that have members with identical characteristics in each strata, and then a random sample is selected from each strata (Basti & Madadzadeh, 2021). Therefore, once the sample size has been determined each directorate will contribute a proportionate number of respondents through simple random sampling.

3.4 Data Collection Instruments and Procedures

3.4.1 Types and Sources of Data

The study will employ both primary and secondary data. Primary data are those that are collected for the first time while secondary data are those that have already been collected by somebody else and subjected to statistical analysis (Booth et al., 2008).

The sources of primary data which will be collected using close ended questionnaires that will be administered to employees of the Turkana County Government.

3.4.2 Data Collection Instruments

Data collection is the process of acquiring subjects and gathering information needed for a study. Methods of collection vary depending on the study design (Greener, 2008). Primary data will be collected by administering semi-structured questionnaires to employees across the various departments of the County Government of Turkana. Questionnaires will consist of closed ended questions. Closed questions have predetermined answers and usually collect quantitative data. The use of questionnaire will ensure the collection of data from many respondents within a short time (Vanderstoep and Johnston, 2009).

3.4.3 Data Collection Procedure

The researcher will identify two research assistants, who will be trained on the contents of the questionnaires and who will help the researcher in administering the research instruments to the respondents.

3.5 Data Measurements

Employee Performance: The study apprehends the multifaceted nature of employee performance and uses three types of employee performance: task, adaptive and contextual. Each type of performance is measured by a five items, ranging on a scale from 1 (strongly disagree) to 5 (strongly agree). These items were adapted from studies by Pradhan and Jena (2017), Koopmans et al. (2014), Tripathy (2014) and Huang et al. (2014). Pradhan and Jena (2017) conceptually developed and empirically validated a similar tool (Appendices I and II).

Employee Recruitment and Recruitment: Given a paucity of studies that have individually explored these concepts, the study developed the research instrument for both constructs from literature review, notably the studies of Leopold (2002) and

Wanous (2004) on the steps of recruitment and Grobler *et al.* (2005) and Pita (2004) on recruitment. The study also drew from salient elements of the two theoretical frameworks of the study: seven-point plan of human attributes (developed by Alec Rodgers and cited in Onyeaghala & Hyacinth, 2016) and the five-fold grading scheme by Munro Fraser cited in Ukpafe (2014) (Appendices I and II).

Employee Commitment: The study adapted Allen and Meyer's (1990), which has been used by many researchers, for instance, Bonds (2017), Radosavljevic *et al.* (2017), Simo *et al.* (2014), Fuchs (2012), Dixit and Bhati (2012). The instrument measures three types of commitments: affective, continuance, and normative, with the first type measured by five items while the last two have items each (Appendices I and II).

3.5.1 Validity of the Research instrument

Validity refers to the extent to which an instrument can measure what it ought to measure, that is, the extent to which an instrument asks the right questions in terms of accuracy. Vanderstoep and Johnston (2009) looked at validity as the accuracy and meaningfulness of inferences, based on research results. Content validity, which refers to the instrument adequately covering the aspects of the constructs being measured (Kothari, 2004), will be achieved through literature review and discussion and refinement of the items in the instrument with supervisors and fellow students. Since the determination of content validity is judgmental, all these people will help to refine the definition of the topic of concern, the items to be scaled and the scales to be used (Kothari, 2004). Construct validity, the theoretical relationship of a variable to other variables (De Vellis, 2003) will be established by using constructs developed or used by other scholars. This study will apply the exploratory factor analysis (EFA) to assess the construct validity while also measuring Bartlett's sphericity and Kaiser-Meyer-Olkin (KMO) values. The decision rule dictates that the construct is deemed acceptable

if the KMO value is greater than 0.5 and the Bartley significance is less than 0.05 (Wang & Li, 2019).

3.5.2 Reliability of the Research Instrument

According to Kothari (2004), the reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials. Data collected from the pre-test will be used to compute the reliability of the instruments' items. Cronbach's coefficient alpha method will be used to determine internal consistency of the items. This method is appropriate owing to the fact that it requires only one administration of the test (Cohen & Swerdlik, 2005). It is also appropriate where items have got choices. In this study, the items will be considered reliable if they yield a Cronbach alpha reliability coefficient of 0.70 and above. This figure is usually considered desirable for consistency levels (Campbell & Wraight, 2007; Cohen & Swerdlik, 2005). Where the value will be less than 0.70, the items will be revised. Besides the study will test for reliability of the questionnaire items using Cronbach's alpha tool (Eiras *et al.*, 2014).

3.5.3 Model Specification

A multiple linear regression model was used to test and draw conclusions on the study hypotheses formulated. The model was specified as follows:

$$Y(EP) = \alpha + \beta_1 (ERC) + \beta_2 (EMR) + \beta_3 (EWB) + \beta_4 (ET) + \varepsilon$$

$$M(EC) = \alpha + \beta_1 (ERC) + \beta_2 (EMR) + \beta_3 (EWB) + \beta_4 (ET) + \varepsilon$$

$$Y(EP) = \alpha + \beta_1 (ERC) + \beta_2 (EMR) + \beta_3 (EWB) + \beta_4 (ET) + \beta_5 (EC) + \varepsilon$$

1. Where: Y= Dependent variable (Employee Performance)
2. α = Constant
3. $\beta_1, \beta_2, \beta_3, \beta_4$ = Regression Coefficients
4. ERC= Employee Recruitment

5. EMR=Employee Remuneration
6. EWB= Employee Work-Life Balance
7. ET= Employee Training
8. EC=Employee Commitment
9. ε = error term

3.6 Data Preparation

Several steps will be undertaken to ensure the veracity of the data that will be used in the final analysis. These include checking and editing of the collected data sheets, coding, transcribing, and cleaning of the data, and finally, consideration of the data in meeting the assumptions of statistical tests. The collected data sheets will be checked for completeness, missing pages, and non-following of instructions. The data will be coded by assigning alpha or numeric codes to answers, which allowed them to be subjected to statistical techniques. The codes will be selected after reading through the data sheets and noting the general trend of answering. Although ordinal, this will allow these variables to be considered to have metric properties (Norusis, 2010), which will permit more useful statistical tests such as t-tests to be conducted.

The data will be transcribed into a computer spreadsheet and then exported into a statistical programme, SPSS (Statistical Package for Social Sciences). To ensure the accuracy of the transcribed data, this data will later on be compared with randomly selected data sheets. The data will be cleaned by identifying and correcting for the missing values and outliers. Apart from the absent information, missing values in data set are undesirable as they prevent the execution of certain statistical procedures, such as tests for normality (Byrne, 2009). Outliers or extreme values distort many statistics, such as the mean and all the attendant statistics based on the mean, for example, the regression analysis (Field, 2005). Outliers will be identified by the Validate Data procedure while missing values will be ascertained by the Missing Value Analysis

procedure, both present in SPSS. For the outliers, the questionnaires with the offending values will be traced and the correct values on the data sheet will then be transcribed again into the SPSS.

Since different statistical tests require different assumptions, the data will be explored to determine whether the specific assumptions will be tenable, before each test will be conducted. Where the assumptions will not be met, alternative and less stringent tests will be conducted.

3.7 Data Analysis

Several analytical tools, described in the following section, will be employed in the study.

3.7.1 Descriptive Statistics

Descriptive statistics will be used to describe, summarize, and organize the data. Five sets of these methods will be used: frequency distributions, measures of central tendency, measures of dispersion, skewness and kurtosis. Frequency distributions, ordered arrangement of all variables, showing the number of occurrences in each category (Norusis, 2010), will be used to summarize data. The data will then be displayed using tables, bar graphs and pie charts. Average or typical values of the data will be given by the measures of central tendency (mean, mode and median). When the data will be measured on an interval scale, the mean (the arithmetic average of values in a set) and the mode (the value that occurs with the highest frequency) will be used as measures of the average. Median (the middle number in an array of values ordered in an ascending manner) will be used to describe the central tendency when the data will be nominal. Dispersion (variability) of data will be given by the range (the

difference between the highest and lowest value) and the standard deviation (the average difference between observed values and the mean).

Since normal distribution is a key assumption behind most statistical techniques, skew and kurtosis, will be calculated to determine how far the data depart from normality. Skew indicates the degree of asymmetry in the data (how concentrated data points are at the high or low end of the scale of measurement) (Norusis, 2010). A negative value will indicate skew to the left; a positive, skew to the right. Kurtosis describes how concentrated data are around the mean (that is, it assesses how peaked or flat is the data distribution). A negative value will indicate platykurtosis (fewer items at the mean and at tails but more in intermediate regions) while a positive value will indicate leptokurtosis (more items near the mean and at the tails but fewer in the intermediate regions) (Norusis, 2010). Significant departures from normality will be indicated if the skew or kurtosis value will be outside the benchmark ± 2.0 (Norusis, 2010).

3.7.2 Correlation Analysis

When data will be on interval or ratio scale, the Pearson's Correlation Coefficient, r , will be used to establish the degree of relationships between dependent and independent variables. The correlation coefficient could take any value between -1.00 and +1.00. A value of +1.00 represents perfect positive correlation while a value of -1.00 is a perfect negative correlation. Correlation coefficients (in absolute value) which are ≤ 0.35 are generally considered to represent low or weak correlations, 0.36 to 0.67 moderate correlations, and 0.68 to 1.0 strong or high correlations with r coefficients > 0.90 very high correlations (Field, 2005).

3.7.3 Regression Assumption

3.7.3.1 Normality Test

Normality is a crucial assumption that must be met in order to conduct multivariate analysis (Hair et al., 2006). The assumption underlying regression analysis is that the data follows a normal distribution. The study utilized the normal probability plot (P-P plot) to assess for normality. The normal P-P plot was utilized to determine if the data exhibited the normal distribution. According to Jones (2022), an indication of normality in a data set exists when the preponderance of data points are distributed along the normal PP line. In conclusion, the study's normality assumption was satisfied when the depicted data points fell along the normal PP line, indicating that the data is normally distributed.

3.7.3.2 Multicollinearity Test

High correlation between two or more independent variables is recognized as multicollinearity, which, when present, has a negative impact on the estimation of regression parameters. The Variance Inflation Factor (VIF) and the tolerance level were utilized to determine the presence of multicollinearity. A threshold between 1 and 10 was applied to VIF. A VIF value of less than 1 or larger than 10 therefore indicated the presence of multicollinearity. Alternatively, a tolerance level greater than 0.10 was recommended.

3.7.4 Tests for the Research Hypotheses

The study's sixth and seventh hypothesis is that employee commitment has no mediating effect on the relationship between employee recruitment and recruitment and employee performance, respectively, amongst employees in Turkana County Government. Baron and Kenny (1986) proposed three necessary but not sufficient conditions that ought to be met before declaring mediation effect. If X represents an

independent variable (exogenous causal factor), Y the dependent variable, and M the mediator (endogenous causal factor), then, the conditions required for mediation are:

- X is significantly related to M
- M is significantly related to Y
- The relationship of X to Y decreases when M is in the model

If the direct relationship between X and $Y(c')$ is non-significant (Figure 3.1) while the relationship between X and $M(a)$ and between M and $Y(b)$ are positive and significant, it indicates a full mediation by M (MacKinnon, 2008; Shrout & Bolger, 2002).

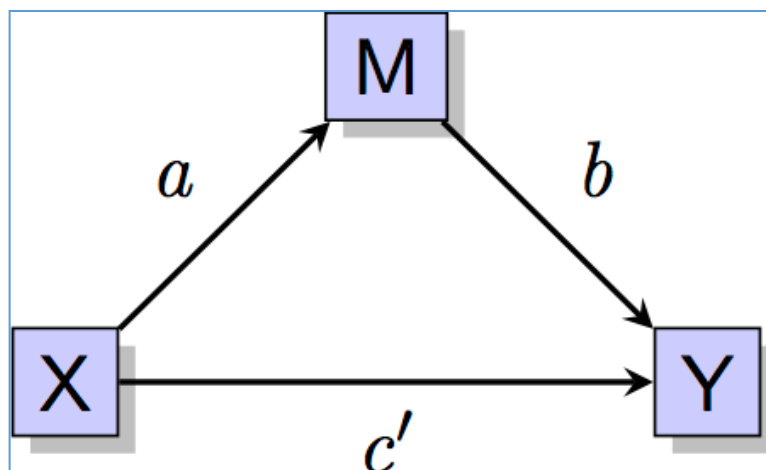


Figure 3.1: Illustration of mediation (Adapted from MacKinnon, 2008)

If all the relationships a , b , and c' on Figure 3.1 are positive and significant, then, it shows a partial mediation by M . If on the other hand, the relationships a and b are positive and significant while c' is significant but negative, it indicates mediation with suppression (inconsistent mediation). If the relationships a and c' are significant and positive while b is not significant, it indicates that M is not a mediator (MacKinnon, 2008; Shrout & Bolger, 2002). These indirect effects will be tested using SEM – PATH.

All the above statistical tests will be analysed with the Statistical Package for Social Sciences (SPSS), version 23. The SEM will be conducted using AMOS (analysis of

moment structure), Version 23, that is part of the SPSS package. All tests will be two-tailed. Significant levels will be measured at 95% confidence level with significant differences recorded at $p < 0.05$.

3.8 Ethical Considerations

The identity of the respondents is sacrosanct and only data pertaining the research demographics will be registered while explicitly excluding their names. This will ensure anonymity of data collection, confidentiality, and possibility of any unfair influence of respondents and their organization during data interpretation. In addition to this, a formal permission will be sought from the NACOSTI and both the County government executive and assembly to ensure that relevant employees from the organisations can take part in the study freely.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0 Overview

This chapter presents the findings of the primary data gathered with questionnaires. The collected information was then cleansed, coded, and entered into Statistical Package for the Social Sciences (SPSS) in preparation for analysis. Testing the reliability of the instruments, descriptive analysis, diagnostic testing, correlation, regression analysis, investigation of the mediation effects, hypothesis testing, and discussion of the main findings have been captured in this chapter. Tables were used to present the study's results.

4.1 Response Rate

A 362 questionnaires were administered to the study respondents who comprised Turkana county government employees. Out of the total questionnaires administered, only 362 questionnaires were returned and properly answered. This represents a 99.17% response rate as shown in Table 4.1 below.

Table 4.1: Response Rate

Response rate	Frequency	Percentage
Response	362	99.448
Non-Response	2	0.552
Total	362	100

Source: Research Data (2023)

The above response rate was ideal for the study since it is consistent with Mugenda & Mugenda (2003) who asserted that 80% questionnaire response rate is the threshold deemed suitable for data analysis and presentation. Consequently, the 99.448% response rate was above the 80% threshold thus ideal for the research study.

4.2 Data Processing

4.2.1 Sampling Adequacy

How well your data will perform in a Factor Analysis was determined with the help of the Kaiser-Meyer-Olkin (KMO) Test. The test evaluated the representativeness of the sample for each model variable and overall. The statistic is a measure of the possible shared variation among a set of independent variables. The smaller the percentage, the better the data will be for Factor Analysis.

We should proceed with Exploratory Factor Analysis if the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is equal to or greater than 0.60; the sample that was employed was adequate. It is recommended that we continue with the Exploratory Factor Analysis if the results of Bartlett's test of sphericity are significant ($p < 0.05$).

Table 4.2: Adequacy Results

Sampling Adequacy	KMO and Bartlett's Test	Barlett's Test of Sphericity	df	significance
Employee Recruitment	0.903	1641.541	28	0.000
Employee Remuneration	0.931	2093.476	45	0.000
Worklife Balance	0.888	2028.529	45	0.000
Employee Training	0.884	2321.287	36	0.000

Source: Research Data (2023)

4.3 Descriptive Statistics with Respect to Variables

The study utilized means and standard deviations when conducting descriptive statistics.

4.3.1 Descriptive statistics for Employee Recruitment

Based on the findings shown in Table 4.4 below, most employees in Turkana county government feels that the vacancies in the county government are clearly identified (mean = 4.05, SD = 0.947). Besides, the study indicated that the respondents believed that the description of the job and the specifications are well spelt out during advertising (mean = 4.21, SD = 0.921). The study also revealed that Turkana county governments employ interviews as a tool for selecting employees (mean = 4.33, SD = 0.913) and that the recruitment methods are reliable and fair (mean = 4.38, SD = 0.939). This would imply that vacancies in Turkana county government are well identified and the recruitment methods are fair and reliable. Furthermore, it was established that Turkana county government recruitment process is based on skills and abilities (mean = 4.38, SD = 0.942) and the county government recruitment process is strictly based on personality test (mean = 4.28, SD = 0.965). This would mean that the employees at Turkana county government have necessarily skills and abilities to perform their responsibilities. The findings further revealed that Turkana county government considers educations of the candidates an important requirement during the recruitment process (mean = 4.34, SD = 0.925) and experience is also one of the criteria considered during the employment process (mean = 4.41, SD = 0.812).

Table 4.3: Descriptive statistics for Employee Recruitment

Statement	Mean	Std. Deviation	Maximum	Minimum
Vacancies in the organization are clearly identified	4.05	.947	5	1
The description of the job and the specifications of the job are clearly spelt out during advertising	4.21	0.921	5	1
Employment interview was the tool used for my recruitment in this organization	4.33	0.913	6	1
The recruitment methods used by the county government are reliable and fair	4.38	0.939	5	1
Our organization's recruitment process is based on skills and abilities test for the applicants	4.38	0.942	5	1
The recruitment process of our organization is strictly based on personality test	4.28	0.965	5	1
Education of the candidates is an important consideration during recruitment	4.34	0.925	5	1
Experience was one of the criteria considered during my pre-employment process	4.41	0.812	5	1
Average Score	0.859	0.144	1.000	0.400

Source: Research Data (2023)

4.3.2 Descriptive statistics for Employee Remuneration

Based on the results illustrated in Table 4.5 below, the study respondents agreed that the manner in which their salaries were determined was clear to them (mean = 4.16, SD = 0.853) and the way they were compensated ensured they were motivated to give their fullest effort possible (mean = 4.12, SD = 0.960). The study respondents also

agreed that their salary was good compared to what they could earn in another organization (mean = 4.22, SD = 0.950) and that their compensation fitted their performance at the county government (mean = 4.38, SD = 0.806). The study findings also revealed that employees at the county government always considers the compensation system fair (mean = 4.35, SD = 0.834) and therefore influence them to work hard (mean = 4.30, SD = 0.844). In addition, it was established that most employees at the county government feel that the institution finds it important to have a solid, clear compensation system (mean = 4.33, SD = 0.914) and therefore most employees are satisfied in the way their compensation is determined (mean = 4.27, SD = 0.958). This would imply that having a clear, fair compensation system motivates employees and therefore improves their performance level.

Table 4.4: Descriptive statistics for Employee Remuneration

Statement	Mean	Std. Deviation	Maximum	Minimum
The way in which my salary is determined is fully clear to me	4.16	.853	5	1
The manner in which I am compensated ensures that I am motivated to give the fullest effort possible	4.12	0.960	5	1
My salary is good when compared to what I could earn in another company doing the same job	4.22	0.950	5	1
My compensation fits my performance	4.38	0.806	5	1
I feel fully appreciated by the total compensation I receive for the work	4.34	0.906	5	1
I find the compensation system to be fair	4.35	0.834	5	1
I can influence my total compensation by working harder	4.30	0.844	5	1
I'm enthusiastic about my salary level	4.33	0.870	5	1
I get the feeling that the company finds it important to have a solid and clear compensation system	4.33	0.914	5	1
I'm satisfied with the way in which my compensation is determined	4.27	0.958	5	1
Average Score	0.8561	0.137	1.000	0.440

Source: Research Data (2023)

4.3.3 Descriptive statistics for Employee Work Balance

The data analysis shown in Table 4.6 below revealed the following: Most respondents under study agreed the job demands at the county government makes them to work for long hours (mean = 4.16, SD = 0.964) and therefore there isn't much time to socialize or relax with their partners and families (mean = 4.12, SD = 1.020). This shows the importance of ensuring employees at the county government have more time to relax with their families and partners so that their productivities can increase at work place.

The findings further revealed that the study participants often find their families missing out on their input either because they don't see enough of each other or are too tired after work (mean = 4.22, SD = 0.983) and it is also difficult to find time for hobbies, leisure activities, maintain friendships and extend family relationship (mean = 4.34, SD = 0.946). This would mean that employees at Turkana county government should be given more time to spend with their families and engage in various hobbies and leisure activities that would in return boost their performance. Furthermore, the study findings showed that the employees would like to reduce their working hours and stress levels and feels they have no control over the current situations (mean = 4.34, SD = 0.946). This is important because it illustrates is shows there is a need for Turkana county government to come up a work life balance plan that would help employees at the county government reduce stress levels that comes with working for long hours.

Table 4.5: Descriptive statistics for Employee Work Balance

Statement	Mean	Std. Deviation	Maximum	Minimum
At the moment, because the job demands it, usually work long hours	4.16	0.964	5	1
There isn't much time to socialize/relax with my partner/see family in the week	4.12	1.020	5	1
I have to take work home most evenings	4.03	1.180	5	1
I often work late or at weekends to deal with paperwork without interruptions	4.26	0.947	5	1
Relaxing and forgetting about work issues is hard to do	4.31	0.906	5	1
I worry about the effect of work stress on my health	4.33	0.888	5	1
My relationship with my partner is suffering because of the pressure or long hours of y work	4.22	1.010	5	1
My family are missing out on my input, either because I don't see enough of them/am too tired	4.15	1.090	5	1
Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult	4.22	0.983	5	1
I would like to reduce my working hours and stress levels, but feel I have no control over the current situation	4.34	0.946	5	1
Average Score	0.843	0.147	1.000	0.260

Source: Research Data (2023)

4.3.4 Descriptive statistics for Employee Training

Based on the findings show in Table 4.7 below, the study respondents agreed that training program helped them become more productive and efficient (mean = 4.25, SD = 0.899) and training enabled them identify their strength and weaknesses (mean = 4.30, SD = 0.867). This therefore means that training programs are crucial in enhancing productivity and also helping employees identify their strengths and weaknesses at the work place. Furthermore, it was established that most employees at Turkana county

government solved minor obstacles faced at work due to the lessons learnt at the training program (mean = 4.39, SD = 0.958) and has helped most of the employees at the county government have orientation at work (mean = 4.42, SD = 0.872). This means that training programs are vital at the county government to enhance employees' performance. The study participants further agreed that training programs helped them adapt to working environment easily (mean = 4.35, SD = 0.926). This would imply that training program influence the adaptability of employees in their work environment and therefore performance determinant. The findings also revealed that the training methods employed at the county government during training had increased their skills (mean = 4.37, SD = 0.929).

Table 4.6: Descriptive statistics for Employee Training

Statement	Mean	Std. Deviation	Maximum	Minimum
The training program helped me to become more productive and efficient	4.25	0.899	5	1
The training enabled me to identify my strengths and weaknesses at work	4.30	0.867	5	1
The training program helped me to adapt to my job and working environment easily	4.35	0.926	5	1
The methods used during the training had increased my skills	4.37	0.929	5	1
What I learnt during the training program enabled me to solve the minor obstacles I face at work	4.39	0.958	5	1
The training program has helped me to have an orientation about my work	4.42	0.873	5	1
The method of the training program was good	4.43	0.858	5	1
The training program was relevant to my work	4.41	0.875	5	1
The training has helped me to improve my job performance	4.48	0.873	5	1
Average Score	0.875	0.143	1.000	0.440

Source: Research Data (2023)

4.3.5 Descriptive statistics for Employee Commitment

The data analysis shown in Table 4.8 below revealed the following: The respondents were confident that they feel the desire to make major efforts to achieve the objectives of the county government (mean = 4.15, SD = 1.006) and that they are emotionally attached at Turkana county government (mean = 4.21, SD = 0.878) and therefore they

do not want to work in any other county government (mean = 4.20, SD = 0.975). This would imply that when employees at the county government have effective commitment at their work place, they would affect productivity and performance positively. Study findings further revealed that the employees at the county government strongly care about the future of their county government (mean = 4.34, SD = 0.940) and therefore most of them have want to remain at the county government no matter what other alternative opportunities available to them (mean = 4.37, SD = 0.950). This implies that when employees in an organization have continuance commitment at their work place, they would be inclined to increase their performance. Furthermore, the findings established that the participants consider moving from one county government to another immoral (mean = 4.29, SD = 1.023) and would therefore feel guilty if they left work at the county government (mean = 4.34, SD = 0.971). This shows most employees at county government consider remaining at the county government in the long-term.

Table 4.7: Descriptive statistics for Employee Commitment

Statement	Mean	Std. Deviation	Maximum	Minimum
EFFECTIVE COMMITMENT				
I feel the desire to make a major effort to achieve the objectives of the county government	4.15	1.006	5	1
There is an emotional attachment to the organization where I work	4.21	0.878	5	1
I do not want to work in other county government	4.20	0.975	5	1
Average Score	0.837	0.165	1.000	0.200
CONTINUANCE COMMITMENT				
I strongly care about the future of the county government where I work	4.34	0.940	5	1
I want to remain/stay in the county government no matter what other alternatives opportunities are available to me	4.37	0.950	5	1
Leaving my work in this county government causes problems in my life	4.26	1.080	5	1
I belong to the place where I work and I have no desire to leave it	4.37	0.920	5	1
Average score	0.866	0.170		0.267
NORMATIVE COMMITMENT				
I consider moving from one county government to another immoral	4.29	1.023	5	1
I would feel guilty if I left work in the county government	4.38	0.971	5	1
Average Score	0.867	0.1831	-0.57	0.10

Source: Research Data (2023)

4.3.6 Descriptive statistics for Employee Performance

Based on the results illustrated in Table 4.9 below, the study participants agreed that they are capable of handling their work without much supervision (mean = 4.34, SD = 0.907), passionate about their work (mean = 4.42, SD = 0.796), can handle multiple assignments for achieving organizational goals (mean = 4.47, SD = 0.814) and can complete assignments on time (mean = 4.43, SD = 0.877). This would imply that task performance enables employees at the county government enhance their employment performance. Additionally, employees under study can still do their job effectively even when there are many changes at the work place (mean = 4.35, SD = 0.976) and most of them can think ahead and plan how to manage changing circumstances at work (mean = 4.46, SD = 0.813). This shows that adaptive performance is important in enhancing employee performance at the county government. Study findings further revealed that the respondents always consider helping their co-workers at the work place (mean = 4.44, SD = 0.865), extend sympathy and empathy to their co-workers when they are in trouble (mean = 4.44, SD = 0.881), love handling extra responsibilities (mean = 4.47, SD = 0.935) and communicate effectively with their colleagues for problem solving and decision making (mean = 4.47, SD = 0.95).his therefore indicates that contextual performance at the county government of Turkana is important in enhancing the performance of employees.

Table 4.8: Descriptive statistics for Employee Performance

Statement	Mean	Std. Deviation	Maximum	Minimum
TASK PERFORMANCE				
I am capable of handling my work without much supervision	4.34	0.907	5	1
I am very passionate about my work	4.42	0.796	5	1
I can handle multiple assignments for achieving organizational goals	4.47	0.814	5	1
I complete my assignments on time	4.43	0.877	5	1
Average Score	0.883	0.144	1.000	0.300
ADAPTIVE PERFORMANE				
I can still do my job effectively even when there are many changes at workplace	4.35	0.976	5	1
I am very comfortable with job flexibility	4.44	0.862	5	1
I can cope with organizational changes from time to time	4.47	0.820	5	1
I always show enthusiasm about new challenges and ideas	4.51	0.790	5	1
I am willing to adapt to change	4.46	0.863	5	1
I can think ahead and plan how to manage changing circumstances at work	4.46	0.813	5	1
Average score	0.744	0.115		0.267
CONTEXTUAL PERFORMANCE				
I help my co-workers at the workplace	4.44	0.865	5	1
I extend my sympathy and empathy to my co-workers when they are in trouble	4.44	0.881	5	1
I love handling extra responsibilities	4.47	0.935	5	1
I communicate effectively with my colleagues for problem solving and decision making	4.47	0.952	5	1
Average Score	0.891	0.157	-0.57	0.10

Source: Research Data (2023)

4.4 Reliability Test

To measure the internal consistency of items, the study used Cronbach's Alpha which measured the six variables under study. Table 4.10 below revealed the test results and

it was evident that all the six constructs had met the recommended reliability threshold of 0.7. Employee performance had a Cronbach's Alpha coefficient of 0.893. This was followed by employee work life balance with a Cronbach's Alpha value of 0.908. Thereafter, employee recruitment was next with a Cronbach's Alpha value of 0.909. Employee remuneration had a Cronbach's Alpha value of 0.923. The two variables with the highest scores were: employee training that recorded a Cronbach's Alpha value of 0.944 followed closely by employee remuneration construct with a Cronbach's Alpha value of 0.923.

Table 4.9: Reliability Results

	Cronbach's Alpha	N of Items
Employee Recruitment	0.909	8
Employee Remuneration	0.923	10
Worklife Balance	0.908	10
Employee Training	0.944	15
Employee commitment	0.904	5
Employee Performance	0.893	7
Average Score	0.914	

Source: Research Data (2023)

4.5 Validity Test

The fact that the instrument had a Cronbach's Alpha value of 0.914 based on the average score on the reliability test demonstrated that it was appropriate for the current investigation.

4.6 Test for Regression Assumptions

In accordance with the assumptions of regression analysis, diagnostic tests were conducted to ensure the data were accurate and objective. Included in these analyses

were the multicollinearity test, the linearity test, the normality test, and the autocorrelation test.

4.6.1 Multicollinearity test

The Variance Inflation Factor (VIF) and the Tolerance level were employed to test for multicollinearity between the independent variables. According to the data presented in Table 4.11, the VIF values are less than 3. The absence of multicollinearity between the independent variables can therefore be inferred. These findings are consistent with those of Shrestha, (2020), who recommended a VIF threshold between 1 and 5 units. In addition, according to the findings of the study, the tolerance level values were all greater than 0.10. This indicated that multicollinearity did not exist between the independent values.

Table 4.10: Multicollinearity Test Results

	Collinearity Statistics	
	Tolerance	VIF
Employee Recruitment	.415	2.406
Employee Remuneration	.310	3.228
Work Balance	.450	2.224
Employee Training	.390	2.561
Employee commitment	.422	2.372

a. Dependent Variable: Employee Performance

Source: Research Data (2023)

4.6.2 Normality test

Using normal P-P plots, a normality test was administered to ensure that the data set was normally distributed. The normal P-P plot depicted in Figure 4.1 revealed that the data points were distributed along the diagonal line. It can therefore be concluded that the assumption of normality was upheld, and that the data set was suitable for use in

the study. These findings are comparable to those of Das & Imon, (2016)., who determined that normality in a data set exists when the data points are near to the best fit line in the P-P plot.

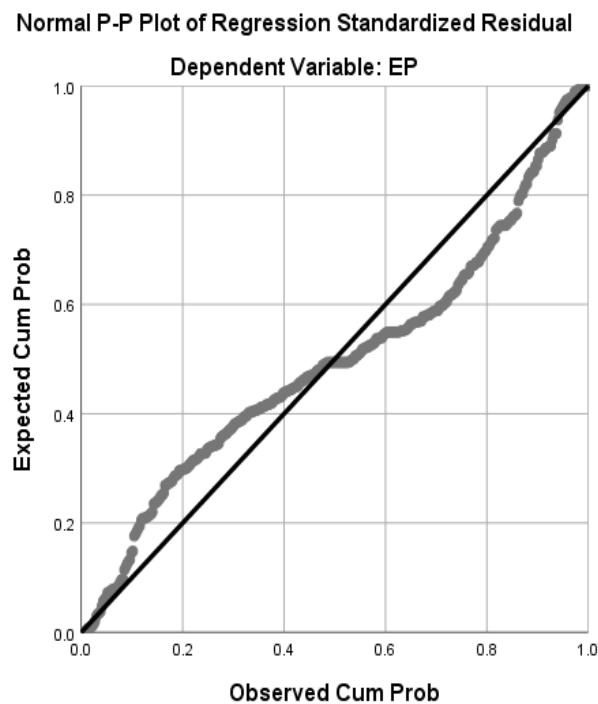


Figure 4.1: Normal P-P Plot of Regression Standardized Residuals

4.7 Correlation Analysis

Results from the table 4.13 indicate that employee recruitment is positively related with employee performance ($r = 0.670$, $p < 0.05$). The higher the employee recruitment the higher the employee performance. The results also indicate that statement of employee Remuneration is positively related with employee performance ($r = 0.646$, $p < 0.05$). Consequently, the higher the employee remuneration, the higher the employee performance. Results further show that employee work balance is positively related with employee performance ($r = 0.624$, $p < 0.05$). Therefore, the higher the employee work balances, the higher the employee performance. Results indicate that the employee training is positively related to employee performance ($r = 0.703$, $p < 0.05$).

Consequently, the higher employee training, the higher the employee performance. There was a strong and positive relationship between employee commitment and employee performance ($r = .625^{**}$, $p < 0.05$). Consequently, the higher employee commitment, the higher the employee performance.

There was a strong and positive relationship between employee remuneration and employee recruitment ($r = .711^{**}$, $p < 0.05$). There was a positive and significant correlation between work balance and employee recruitment ($r = .702^{**}$, $p < 0.05$). There was a strong and positive relationship employee training and employee recruitment ($r = .697^{**}$, $p < 0.05$). The correlation between employee commitment and employee recruitment was positive and significant ($r = .702^{**}$, $p < 0.05$). There was a strong and positive relationship between work balance and employee remuneration ($r = .567^{**}$, $p < 0.05$). There was a strong and positive relationship between employee training and employee remuneration ($r = .690^{**}$, $p < 0.05$). There was a strong and positive relationship between employee commitment and employee remuneration ($r = .598^{**}$, $p < 0.05$). There was a strong and positive relationship between employee training and work balance ($r = .611^{**}$, $p < 0.05$). There was a strong and positive relationship between employee commitment and employee training ($r = .638^{**}$, $p < 0.05$). There was a strong and positive relationship between employee commitment and employee training ($r = .665^{**}$, $p < 0.05$).

Table 4.11: Correlation Analysis Results

Variables	EP	ER	SER	WB	ET	COMM
Employee Performance (EP)	1.0000					
Employee Recruitment (ER)	0.670**	1.0000				
Statement of Employee Remuneration (SER)	0.646**	0.711**	1.0000			
Work Balance (WB)	0.624**	0.702**	0.567**	1.0000		
Employee Training (ET)	0.703**	0.697**	0.690**	0.611**	1.0000	
Employee Commitment (COMM)	0.625**	0.702**	0.598**	0.638**	0.665**	1.000

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

Source: Research Data (2023)

4.8 Regression Analysis

After conducting correlation analysis, where it was established that each of the independent variables in the study had a positively significant relationship with the dependent variable, there was need to assess how all the independent variables jointly affect the dependent variable.

4.9 Testing Direct Hypothesis

Hypothesis 1 (H_{01}) stated that employee recruitment has no significant effect on employee performance in Turkana County Government. The findings in Table 4.14 indicate that employee recruitment had a positive and significant impact on employee performance ($\beta_1 = 0.149, p < 0.05$): hence H_{01} is rejected and it is concluded that employee recruitment has significant influence on employee performance. Empirically, a unit increase in employee recruitment led to a 0.172 unit increase in employee performance. The findings are supported by empirical literature done by Sample & Janssen, (2017) who found a positive relationship. According to Sample & Janssen,

(2017), the recruitment of new workers is an essential process that has a significant bearing on the composition of an organization's workforce and, ultimately, on employee performance. An efficient recruitment procedure can entice and choose talented individuals who already have the knowledge, abilities, and characteristics required for success in their professions.

Hypothesis 2 (H_{02}) stated that employee remuneration has no significant effect on employee performance in Turkana County Government. The findings in Table 4.14 confirm that employee remuneration has a coefficient of the estimate, which was significant based on ($\beta_2 = 0.155$ $p < 0.05$); the null hypothesis (H_{02}) was rejected. It was concluded that employee remuneration had a positive and significant effect on employee performance. Further, a unit change in employee remuneration led to a 0.172 unit change in employee performance. DeVaro, (2019) reported similar findings and found that there is a significant positive relationship between employee compensation and staff performance. Practices of fair and competitive compensation contribute to the motivation and pleasure of employees in their jobs, as well as to the acquisition and retention of talent. Systems of remuneration that are contingent on performance have the potential to significantly boost productivity and performance outcomes. Organizations have the ability to cultivate a pleasant work environment and encourage higher levels of employee engagement, commitment, and performance by making certain that employees are sufficiently rewarded for the contributions they make and ensuring that they receive adequate compensation for those accomplishments. It is essential for businesses that want to maximize the potential of their staff to put effective pay policies into action in order to recruit and keep the best employees.

Hypothesis 3 (H_{03}) stated that work balance has no significant effect on employee performance in Turkana County Government. The regression results in Table 4.14

illustrate that work balance positively and significantly impacted employee performance ($\beta_3 = 0.166$ $p < 0.05$); thus the null hypothesis (H_{03}) was rejected. The results indicated that a one unit increase in work balance caused a 0.196 unit increase in employee performance. These findings are supported by previous studies who found that work balance had a positive significant effect on employee performance. Fritz & Spreitzer, 2020; Kossek & Lautsch, (2018) reported that it is important for organization to maintain a healthy balance between one's professional and personal responsibilities. This is because it improves things like job happiness and engagement, as well as productivity and creativity. Employees who are able to properly manage their work and personal lives experience higher levels of well-being, which ultimately leads to improved performance outcomes. Employers who foster a work-life balance for their employees by providing a range of flexible employment options, enacting family-friendly policies, and cultivating a company culture that places a high value on the integration of work and family responsibilities are more likely to see increased levels of employee productivity and retention, as well as overall organizational success.

Hypothesis 4 (H_{04}) stated that employee training has no significant effect on employee performance in Turkana County Government. As illustrated in table 4.14, the regression output shows that employee training had coefficient of estimate, which was significant basing on ($\beta_4 = 0.302$, $p\text{-value} < 0.05$), which is less than 5 percent level of significance. Therefore, the null hypothesis was rejected. It was concluded that employee training had a positive significant effect on employee performance. The findings agree with previous the training that individual may significantly influence study done by Smith, (2022) that reported that the performance of an employee receives. When workers are provided with the appropriate chances for training and development, it improves their skills, knowledge, and abilities. As a result, they are able

to carry out the duties associated with their jobs in a manner that is both more effective and more efficient.

Table 4.12: Direct Hypothesis Results

Regression results for the direct effects					
	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	0.175	0.030		5.901	0.000
Predictor Variables					
Employee Recruitment	0.155	0.045	0.180	3.449	0.001
Employee Remuneration	0.149	0.053	0.164	2.807	0.005
Work Balance	0.166	0.041	0.196	4.001	0.000
Employee Training	0.302	0.046	0.346	6.629	0.000
Model Summary					
R	.769				
R Square	.591				
Adjusted R Square	.586				
Std. Error of estimate	.07995				

a. Dependent Variable: Employee Performance

Source: Research Data (2023)

4.10.1 Results of the mediating effect

(H_{05a}) Employee commitment does not significantly mediate the relationship between employee recruitment and employee performance in Turkana County Government.

The study assessed the mediating role of Employee commitment on the relationship between employee recruitment and employee performance in Turkana County Government. The results in table 4.15 revealed a significant indirect effect of impact of employee recruitment on employee performance ($\beta_{5a} = 0.1951$, p-value $0.000 < 0.05$), rejecting the null hypothesis. Furthermore, the direct effect of employee commitment on employee performance in presence of the mediator was also found significant ($\beta_{5b} =$

0.4144, p -value < 0.05), Hence, employee commitment partially mediated the relationship between employee recruitment and employee performance in Turkana County government.

(H_{05b}) Employee commitment does not significantly mediate the relationship between employee training and employee performance in Turkana County Government.

The results in table 4.15 showed a significant indirect effect of impact of employee training on employee performance ($\beta_{5b} = 0.1639$, p -value < 0.05), rejecting the null hypothesis. Furthermore, the direct effect of employee training on employee performance in presence of the mediator was also found significant ($\beta_{5b} = 0.4508$, p -value $0.000 < 0.05$), Hence, employee commitment partially mediated the relationship between employee training and employee performance in Turkana County government.

(H_{05c}) Employee commitment does not significantly mediate the relationship between employee remuneration and employee performance in Turkana County Government.

The results in table 4.15 showed a significant indirect effect of impact of employee remuneration on employee performance ($\beta_{5c} = 0.1924$, p -value < 0.05), rejecting the null hypothesis. Furthermore, the direct effect of employee remuneration on employee performance in presence of the mediator was also found significant ($\beta_{5c} = 0.3659$, p -value $0.000 < 0.05$), Hence, employee remuneration partially mediated the relationship between employee training and employee performance in Turkana County government.

(H_{05d}) Employee commitment does not significantly mediate the relationship between employee work balance and employee performance in Turkana County Government.

The results in table 4.15 showed a significant indirect effect of impact of employee work balance on employee performance ($\beta_{5d} = 0.2067$, p -value $0.000 < 0.05$), rejecting

the null hypothesis. Furthermore, the direct effect of employee work balance on employee performance in presence of the mediator was also found significant ($\beta_{5d}=0.3208$, p-value < 0.05), Hence, employee work balance partially mediated the relationship between employee training and employee performance in Turkana County government.

Table 4.13: Results of the Mediating Effect

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
				Lower Bound	Upper Bound		
Recruitment-> Commitment->Performance	0 .6093 (0.0000)	0 .4144 (0.0000)	0 .1951 (0.0000)	0.0914	0.3140	5.8048	Partial Mediation
Training-> Commitment->Performance	0 .6147 (0.0000)	0 .4508 (0.0000)	0 .1639 (0.0000)	0.0820	0.2596	5.8882	Partial Mediation
Remuneration-> Commitment->Performance	0 .5581 (0.0000)	0 .3657 (0.0000)	0 .1924 (0.0000)	0.1109	0.2825	8.0486	Partial Mediation
Work-Balance-> Commitment->Performance	0 .5275 (0.0000)	0.3208 (0.0000)	0 .2067 (0.0000)	0.1149	0.3046	7.7280	Partial Mediation

Source: Research Data (2023)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Overview

This chapter provides a summary of the study's findings in light of the specific study objectives. In addition, it provides recommendations for policymakers and a summary of the findings. This chapter also outlines potential areas for further study.

5.1 Summary of the Findings

The study was informed by the growing need to study whether employee performance is pertinent to the overall success of Turkana county government and whether it is influenced by human resource practices. Thus, the study's general objective was to investigate whether employee commitment mediates the relationship between human resource practices and employee performance in Turkana County government. The study established several findings, which are summarized as follows:

5.1.1 Effect of employee recruitment on employee performance

The first objective of the study was to estimate the effect of employee recruitment on employee performance of Turkana County Government employees. The output of the regression indicated that employee recruitment had a significant estimate coefficient based on ($\beta_1 = 0.149$, $p\text{-value} < 0.05$) which is less than a 5 percent level of significance. The null hypothesis was therefore rejected. It was determined that employee recruitment significantly improved employee performance. Sample & Janssen (2017), who discovered a positive correlation, provide empirical support for the findings. According to Sample & Janssen (2017), the recruitment of new employees is a crucial process that has a substantial impact on the composition of an organization's personnel and, ultimately, on employee performance. A successful recruitment

procedure can attract and select talented individuals who already possess the requisite knowledge, skills, and traits for professional success.

5.1.2 Effect of employee remuneration on employee performance

The second objective of the study was to estimate the effect of employee remuneration on employee performance of Turkana County Government employees. The output of the regression indicated that employee remuneration had a significant estimate coefficient based on ($\beta_2 = 0.155$, p-value<0.05) which is less than a 5 percent level of significance. The null hypothesis was therefore rejected. It was determined that employee remuneration significantly improved employee performance. DeVaro (2019), who discovered a significant beneficial relationship between employee compensation and employees performance, reported similar findings. Fair and competitive compensation practices contribute to employee motivation and job satisfaction, as well as the acquisition and retention of talent. Performance-based compensation systems have the potential to substantially increase productivity and performance outcomes. Organizations have the ability to cultivate a pleasant work environment and encourage higher levels of employee engagement, commitment, and performance by ensuring that employees are adequately compensated for their contributions. Businesses that want to maximize the potential of their employees must implement effective pay policies in order to attract and retain the best employees.

5.1.3 Effect of employee work-life balance on employee performance

The third objective of the study was to estimate the effect of employee work-life balance on employee performance of Turkana County Government employees. The output of the regression indicated that employee work-life balance had a significant estimate coefficient based on ($\beta_3 = 0.302$, p-value<0.05) which is less than a 5 percent level of significance. The null hypothesis was therefore rejected. It was determined that

employee work-life balance significantly improved employee performance. Fritz & Spreitzer, 2020; Kossek & Lautsch, 2018 reported that maintaining a healthy balance between one's professional and personal responsibilities is essential for organizations. This is due to the fact that it increases job satisfaction, engagement, productivity, and creativity. Employees who are able to effectively balance their professional and domestic lives experience greater levels of well-being, which ultimately leads to enhanced performance outcomes. Employers who foster a work-life balance for their employees by providing a variety of flexible employment options, enacting family-friendly policies, and cultivating a company culture that places a high value on the integration of work and family responsibilities are more likely to experience increased employee productivity, retention, and organizational success.

5.1.4 Effect of employee training on employee performance

The fourth objective of the study was to estimate the effect of employee training on employee performance of Turkana County Government employees. The output of the regression indicated that employee training had a significant estimate coefficient based on ($\beta_4 = 0.302$, p-value<0.05) which is less than a 5 percent level of significance. The null hypothesis was therefore rejected. It was determined that employee training significantly improved employee performance. According to a previous study conducted by Smith, (2022), an employee's performance may be significantly influenced by the training that individual receives. When employees are provided with opportunities for training and development, their skills, knowledge, and abilities improve. Consequently, they are able to carry out their job responsibilities in a manner that is both more effective and efficient.

5.1.5 Mediation effect of relationship between employee recruitment and employee performance

The study began by investigating whether employee commitment had a mediating effect on the relationship between employee recruitment and employee performance in Turkana County Government. The findings, which led to the rejection of the null hypothesis, showed that there was a significant indirect effect of the influence of employee recruitment on employee performance ($\beta_{5a} = 0.1951$, p-value $0.000 < 0.05$). Furthermore, the direct effect of employee commitment on employee performance in the presence of the mediator was also found to be significant ($\beta_{5b} = 0.4144$, p-value < 0.05). As a result, employee commitment partially mediated the relationship between employee recruitment and employee performance in the Turkana County government.

5.1.6 Mediation effect of relationship between employee training and employee performance

The study examined the mediating effect of employee commitment on the relationship between employee training and employee performance. The findings indicated that there was a significant indirect effect of influence of employee training on employee performance ($\beta_{5b} = 0.1639$, p-value < 0.05) which led to the rejection of the null hypothesis. Furthermore, the direct effect of employee training on employee performance in the presence of the mediator was also found to be significant ($\beta_{5b} = 0.4508$, p-value $0.000 < 0.05$). As a result, employee commitment partially mediated the relationship between employee training and employee performance in the Turkana County government.

5.1.7 Mediation effect of relationship between employee remuneration and employee performance

The study investigated whether employee commitment mediated the relationship between employee remuneration and employee performance. The results demonstrated a significant indirect effect of employee compensation on employee performance ($\beta_{5c} = 0.1924$, p-value < 0.05), thus rejecting the null hypothesis. Moreover, the direct effect of employee remuneration on employee performance in the presence of the mediator was also found to be significant ($\beta_{5c} = 0.3659$, p-value $0.000 < 0.05$). Consequently, employee remuneration partially mediated the relationship between employee training and employee performance in the Turkana County government.

5.1.8 Mediation effect of relationship between employee work-life balance and employee performance

The study also examined whether employee commitment mediated the relationship between employee work-life balance and employee performance in Turkana county government. The results of the study showed a significant indirect impact of employee work-life balance on employee performance ($\beta_{5d} = 0.2067$, p-value $0.000 < 0.05$), refuting the null hypothesis. Moreover, the direct effect of employee work balance on employee performance in the presence of the mediator was also found to be significant ($\beta_{5d} = 0.3208$, p-value < 0.05). Therefore, employee work balance partially mediated the relationship between employee training and employee performance in the Turkana County government.

Table 4.14: Summary of the Findings

Direct Effects			
No.	Hypotheses	P-value	Decision
H₀₁	Recruitment has no significant effect on performance of employees in Turkana County Government.	0.000<0.05	Reject null hypothesis
H₀₂	Training has no significant effect on performance of employees in Turkana County Government	0.005<0.05	Reject null hypothesis
H₀₃	Remuneration has no significant effect on performance of employees in Turkana County Government.	0.000<0.05	Reject null hypothesis
H₀₄	Work-life balance has no significant effect on performance of employees in Turkana County Government	0.000<0.05	Reject null hypothesis
Mediating Effects			
H_{05a}	Commitment does not significantly mediate the relationship between recruitment and performance of employees in Turkana County Government	0.000<0.05	Reject null hypothesis
H_{05b}	Commitment does not significantly mediate the relationship between training and performance of employees in Turkana County Government	0.000<0.05	Reject null hypothesis
H_{05c}	Commitment does not significantly mediate the relationship between remuneration and performance of employees in Turkana County Government	0.000<0.05	Reject null hypothesis
H_{05d}	Commitment does not significantly mediate the relationship between work life balance and performance of employees in Turkana County Government	0.000<0.05	Reject null hypothesis

Source: Research Data (2023)

5.2 Conclusions

To begin with, the study concludes that employee recruitment plays a significant role in employee performance in Turkana county government. An organization's ability to attract and choose employees who possess the essential skills, qualifications, and traits to excel in their roles is directly correlated to the effectiveness of its recruitment methods. It is possible for organizations to ensure that they hire the proper talent that is compatible with the organization's requirements and standards if they put in place recruitment methods that are both objective and fair. It is possible to boost the likelihood of getting high performance outcomes by recruiting employees who possess the appropriate skills and competences. In addition, strategies that are effective in recruitment contribute to the engagement and pleasure of employees in their jobs. Employees are more likely to be motivated and devoted to their work when they feel a sense of fit within the business and when their responsibilities are well-matched to what they are responsible for performing. Greater levels of performance and productivity are achieved as a direct result of this desire.

The process of recruitment is also quite important in the construction of a diverse and inclusive workforce. Businesses that make promoting diversity and inclusion a priority in their hiring procedures stand to gain from the participation of individuals with a wide variety of backgrounds, experiences, and skill sets. Creativity, invention, and problem-solving are all fostered by a workforce that is varied, and this can have a good impact on the overall performance of the workforce.

Secondly, Training employees plays a big part in improving employee performance inside firms, which is why training is so important. It is a strategic investment that gives people the information, skills, and competences they need to perform exceptionally well in their professions. Effective employee training programs give workers the opportunity

to learn new information, advance their existing skills, and improve their overall capabilities. Organizations are able to ensure that their staff members have access to the appropriate tools and resources to efficiently carry out their work responsibilities if they provide employees with training that is both focused and pertinent. Employee competence increases as a direct result of training programs, which in turn leads to higher performance outcomes. In addition, training for employees increases both engagement and happiness in one's work. It is a proof of a business's commitment to its employees' personal and professional growth when that organization invests in their professional growth and development. This dedication helps to cultivate a positive work atmosphere as well as a sense of value and recognition, both of which, in turn, boost the motivation and engagement of staff members. Employees that are engaged in their work are more inclined to go beyond the requirements of their jobs, which ultimately leads to higher levels of performance.

In addition, the level of compensation received by workers is a crucial factor in determining how well they execute their jobs within a company. It plays an important role in encouraging creative individuals, attracting new ones, and keeping the ones we already have. It is crucial to motivate people to achieve at their highest level by providing remuneration packages that are both fair and competitive. Employees have a greater propensity to be engaged, motivated, and devoted to the accomplishment of organizational goals when they believe they are receiving enough compensation for the work that they perform. The remuneration they receive is both a concrete reward for their efforts and a motivation to perform to the best of their abilities. Employee remuneration is a contributor to job satisfaction, in addition to its role in motivating workers. It is more probable that an employee will be happy with their job if they believe that their pay is commensurate with the skills, responsibilities, and market value

they bring to the company. Employees that are content in their jobs are typically more devoted to the goals of the organization, more productive in meeting those goals, and more eager to go the extra mile. Moreover, the compensation offered to workers is an important factor in both drawing in and maintaining the best possible talent. In a labor market that is highly competitive, businesses that provide alluring remuneration packages have a better chance of luring qualified candidates who are able to make valuable contributions to the success of the business. In addition, offering compensation that is competitive helps to keep talented workers by lowering the risk that they would leave their jobs. When workers are happy with the amount of money they are being paid, they are less likely to look for better possibilities elsewhere, which lead to a workforce that is reliable and effective.

In conclusion, the extent to which employees are able to strike a healthy balance between their professional and personal lives is a crucial factor in determining employee performance in firms. It's about finding a balance between the things you have to do at work and the things you have to do in your personal life. The well-being of employees, overall performance, and job satisfaction all depend on their ability to strike a healthy balance between their work and personal lives. Employees report lower levels of stress and greater mental and physical health when they are able to efficiently manage their personal and professional duties simultaneously. This, in turn, leads to higher job satisfaction as well as increased motivation, both of which have a good impact on their performance and productivity.

In addition, a healthy balance between work and personal life increases employee engagement. It is much more probable that an employee will feel supported and valued by their firm if they are provided with the flexibility to meet their personal obligations. They are able to maintain a balanced integration of their personal and professional lives,

which contributes to the development of a constructive work environment as well as a heightened sense of dedication and devotion to the organization. Employees that are engaged in their work are more inclined to go above and beyond the requirements of their jobs, which ultimately leads to increased levels of performance and achievement. Maintaining a healthy work-life balance is another important factor in attracting and retaining top people. In today's highly competitive employment market, firms that place a priority on maintaining a healthy work-life balance are in a better position to recruit the most qualified candidates. People who are looking for work are more interested in chances that will enable them to strike a happy balance between their personal and professional lives. In addition, businesses that allow their employees to work from home or on their own schedules or participate in other flexible work arrangements are better able to keep talented workers who may otherwise look for work elsewhere. Keeping brilliant personnel on board results in increased productivity, maintained levels of expertise, and cost savings in recruitment and ongoing education.

5.3 Recommendations of the Study

5.3.1 Managerial Implication

Within a business, the policies and procedures that pertain to human resources play a significant part in determining how well workers execute their jobs and how productive they are. Increased levels of employee engagement, motivation, and job satisfaction can ultimately lead to increased overall performance if human resources are managed effectively. This improvement can be attributed to the management of human resources.

To begin with, it is necessary to make financial investments in staff training and development programs in order to improve performance. Organizations have the ability to improve their employees' knowledge, skills, and talents by providing chances for learning and growth. This in turn enables employees to carry out their responsibilities

in a more efficient manner. Continuous training programs result in increased employee engagement, greater job satisfaction, and the creation of a culture of learning, all of which contribute to an improvement in overall performance.

Secondly, it is essential to put in place a solid performance management system in order to define and communicate clearly, what is expected of employees in terms of performance, as well as to provide consistent feedback and conduct performance reviews. Effective performance management enables managers to determine the strengths and weaknesses of their employees solve any performance gaps that may exist, and give the appropriate assistance and resources to boost employee performance. Performance management helps to an enhanced overall level of organizational performance by bringing individual goals into alignment with corporate objectives.

Thirdly, important drivers of employee performance include remuneration systems that are both fair and competitive, as well as programs that provide appropriate rewards and recognition. A compensation system that is well-designed ensures that workers are made to feel valued for their efforts and that they are motivated to perform to the best of their abilities. A better work atmosphere, increased job satisfaction, and individuals who are motivated to go above and beyond their regular duties are all results of recognizing and rewarding employees who perform above and beyond expectations.

Additionally, maintaining a healthy balance between one's professional and personal life is essential for employee effectiveness. Employees are provided with the conditions necessary to sustain healthy work-life integration by organizations that make maintaining a work-life balance a priority. This can be accomplished by the implementation of supporting policies, flexible working arrangements, and a good work atmosphere. When employees feel supported in managing both their personal and

professional life, they are more involved in their work, more content with their jobs, and more motivated to do well in their positions.

In conclusion, there are important managerial implications stemming from the practices of human resource management that affect employee performance. Organizations are able to create an atmosphere that is conducive to high levels of performance by adopting strategic approaches to areas such as recruitment and recruitment, training and development, performance management, work-life balance, employee empowerment, employee engagement, and leadership support. Improved levels of employee satisfaction, motivation, and engagement translate into higher levels of productivity at both the individual and organizational level when effective human resource practices are put into place. It is imperative that managers play a significant part in the process of implementing and cultivating these practices, which highlights the significance of strategic human resource management in ensuring the success of an organization.

5.3.2 Theoretical Implication

The human relations theory places a strong emphasis on the value of social relationships and interactions among employees within a professional setting. This approach is consistent with human resource strategies that aim to foster the development of healthy social interactions, such as the formation of collaborative teams, open lines of communication, and so on. Organizations have the ability to boost employee engagement and satisfaction, which ultimately leads to higher performance, if they create a work environment that is inclusive and supportive of all employees. According to the human relations theory, the degree to which a person feels motivated and satisfied in their work is one of the most important variables in determining their overall level of performance. It is possible for strategies relating to human resources that focus on understanding and addressing the socio-emotional needs of employees to have a

beneficial impact on employee motivation and happiness. Some examples of such practices include giving chances for personal growth, promoting a sense of belonging, and offering feedback and acknowledgment. The subsequent increased performance outcomes are a direct consequence of this.

The human relations theory places a strong emphasis on the importance of involving workers in the process of decision-making. This theory is consistent with human resource strategies that foster participative decision-making. For example, employee empowerment, consultation, and involvement in problem solving are all examples of practices that correspond with this theory. Involving employees in the decision-making process allows companies to take use of their expertise, boost their employees' sense of ownership, and strengthen their dedication to the successful completion of organizational goals, all of which eventually results in increased performance. The human relations theory places a significant emphasis on the importance of making financial investments in the professional growth and instruction of staff members. This notion is supported by human resource strategies that offer possibilities for the improvement of both careers and individuals' skills, as well as on-going educational pursuits. The performance of an organization as a whole can be improved by investing in staff development. This improves the capacities of employees, raises job satisfaction, and gives employees the ability to perform at greater levels, all of which contribute to an increase in overall organizational performance.

When viewed through the lens of the human relations theory, the theoretical implications of human resource practices on employee performance highlight the significance of social relationships, employee motivation and satisfaction, participative decision-making, leadership and supervisory practices, teamwork and cooperation, and employee development and training. Creating a healthy work environment that

encourages the development of positive connections, empowers employees, and improves their overall performance is something that firms may accomplish by aligning their human resource policies with the concepts of the human relations theory. This, in turn, contributes to improvements in the efficiency as well as the success of the company.

The Seven-Point Plan emphasizes the need of continuing education and professional growth for employees as a means of improving overall workplace productivity. This framework is aligned with approaches in human resource management that provide employees with clear career paths, offer chances for growth, and support employee advancement. The ability of employees to advance their careers within an organization can contribute to increased levels of happiness, motivation, and loyalty on the part of workers, which in turn leads to greater levels of productivity and employee retention. In conclusion, the Seven-Point Plan of Human Attributes and the Five-Fold Grading System both offer theoretical implications that can be used to influence and shape human resource policies in order to improve employee performance. Organizations are able to successfully recruit and develop the right personnel when they incorporate these frameworks into their plans, provide feedback and support for improvement, create motivation and engagement, facilitate career growth, and assure effective talent management. These practices enable organizations to improve employee performance, drive organizational success, and cultivate a happy work environment, all of which are to the benefit of the organization as a whole as well as the employees individually.

5.3.3 Policy Implication

Within a corporation, the procedures that are followed in relation to the human resources department have a considerable influence on the performance of the employees. The policy implications that result from the implementation of such

strategies play a significant part in determining the efficiency of human resource management as a whole. For a company to successfully attract and hire the right personnel, having effective recruiting and recruitment policies is vital. The formulation of policies ought to center on the task of locating employees who come equipped with the competencies, credentials, and qualities essential to flourish in their respective professions. Organizations are able to guarantee that they will have competent employees who are capable of achieving high levels of performance if they execute recruitment and recruitment processes that are fair and objective.

The regulations governing performance management serve as guidelines for assessing and managing the performance of staff members. These policies must include essential elements such as explicit performance expectations, procedures for goal-setting and consistent feedback on progress. The establishment of performance management systems within organizations should prioritize openness, equity, and responsibility in their operations. These kinds of regulations make it possible for managers to accurately assess the performance of their employees, locate areas in which they may develop, and offer the appropriate help and direction. Policies aimed at growth and development place an emphasis on the significance of lifelong education and the improvement of one's skills. Policies that encourage a culture of learning and enable opportunity for employees to gain new skills and expand their existing ones ought to be adopted by businesses as a matter of course. These policies may include support for various training programs, mentoring activities, or access to various online learning platforms. When companies make investments in the professional growth of their staff, they are able to strengthen their employees' competencies, which in turn lead to better levels of performance and job satisfaction. Policies on compensation and awards play an essential part in both inspiring and acknowledging the success of employees. It is

imperative that organizations put in place compensation systems that are equitable, competitive, and in line with the standards of their respective industries. In addition, rules should describe performance-based reward systems that are open to public scrutiny and that link the accomplishments of individuals and teams to attainable incentives. Companies have the ability to boost their employees' overall performance, as well as their motivation and engagement levels, by instituting efficient compensation and reward schemes.

5.4 Limitations of the Study

This study is limited to primary data that was collected through administering questionnaires to employees at Turkana county government. The research was limited due to the presence of bias, which occurs when the characteristics of individuals who did not reply to the questionnaires differ considerably from those who did respond, which had the potential to skew the results and restricts the generalizability of the findings. In addition, some respondents who did not answer specific questions or left them blank, which resulted in data that was lacking. During the data analysis process, we encountered a number of obstacles as a result of incomplete or missing data. This was due to the fact that patterns of non-response were related to the research variables. Additionally, the study was limited by respondents' confusion or misinterpretation of questions. This can lead to inaccurate or inconsistent responses, compromising the data's reliability. Lastly, the study is limited to Turkana county government. Hence, there is need to carry out the same research in other county governments.

5.5 Areas for Further Research

The study assessed how employee commitment mediates the relationship between human resource practices and employee performance in Turkana county government. There is need to investigate other mediating variables such as employee work

environment and employee attitudes towards work. In addition, the study focused on employees working at Turkana county government. Hence, there is need to conduct further research on the mediating effect of employee commitment on the relationship between human resource practices and employee performance in other counties in Kenya. Moreover, the study utilized four independent variables that is employee recruitment, remuneration, work balance and employee training. Therefore, there is need to conduct further research on other independent variables such as employee connections, circumstances and employee cooperation.

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APPENDICES

Appendix I: SPSS Output

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4
Y : EP
X : ET
M : COM

Sample
Size: 362

OUTCOME VARIABLE:
COM

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.6649	.4421	.0150	286.0469	1.0000	361.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.1977	.0401	4.9343	.0000	.1189	.2765
ET	.7643	.0452	16.9129	.0000	.6754	.8532

OUTCOME VARIABLE:
EP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.7343	.5392	.0072	210.6130	2.0000	362.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.2596	.0286	9.0628	.0000	.2032	.3159
ET	.4508	.0419	10.7706	.0000	.3685	.5331
COM	.2144	.0364	5.8882	.0000	.1428	.2860

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.4508	.0419	10.7706	.0000	.3685	.5331

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
COM	.1639	.0455	.0820	.2596

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4

Y : EP

X : ER

M : COM

Sample

Size: 362

OUTCOME VARIABLE:

COM

Model Summary

	R	R-sq	MSE	F	df1	df2	p
Model	.7024	.4934	.0136	351.5568	1.0000	361.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.1469	.0389	3.7791	.0002	.0705	.2233
ER	.8409	.0448	18.7498	.0000	.7527	.9291

OUTCOME VARIABLE:

EP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
Model	.7041	.4957	.0078	176.9534	2.0000	362.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.2842	.0301	9.4409	.0000	.2250	.3434
ER	.4144	.0478	8.6595	.0000	.3203	.5085
COM	.2320	.0400	5.8048	.0000	.1534	.3106

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

	Effect	se	t	p	LLCI	ULCI
	.4144	.0478	8.6595	.0000	.3203	.5085

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
COM	.1951	.0562	.0914	.3140

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000
Number of bootstrap samples for percentile bootstrap confidence intervals:
5000
----- END MATRIX -----
Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4
Y : EP
X : SER
M : COM

Sample
Size: 362

OUTCOME VARIABLE:
COM

Model Summary

	R	R-sq	MSE	F	df1	df2	p
Model	.5980	.3576	.0172	200.9376	1.0000	361.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.2822	.0418	6.7524	.0000	.2000	.3644
SER	.6802	.0480	14.1752	.0000	.5858	.7745

OUTCOME VARIABLE:
EP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
Model	.7111	.5056	.0077	184.1016	2.0000	362.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.2805	.0296	9.4701	.0000	.2223	.3388
SER	.3657	.0400	9.1487	.0000	.2871	.4443
COM	.2829	.0351	8.0486	.0000	.2138	.3520

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

	Effect	se	t	p	LLCI	ULCI
	.3657	.0400	9.1487	.0000	.2871	.4443

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
COM	.1924	.0437	.1109	.2825

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000
Number of bootstrap samples for percentile bootstrap confidence intervals:
5000
----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****
 Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4

Y : EP

X : WB

M : COM

Sample

Size: 362

OUTCOME VARIABLE:

COM

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6382	.4073	.0159	248.0568	1.0000	361.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.2681	.0386	6.9485	.0000	.1922	.3439
WB	.7100	.0451	15.7498	.0000	.6213	.7986

OUTCOME VARIABLE:

EP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6899	.4760	.0081	163.5023	2.0000	362.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.3172	.0294	10.7873	.0000	.2593	.3750
WB	.3208	.0419	7.6548	.0000	.2384	.4032
COM	.2911	.0377	7.7280	.0000	.2170	.3652

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3208	.0419	7.6548	.0000	.2384	.4032

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
COM	.2067	.0480	.1149	.3046

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

Correlations

		EP	ER	SER	WB	ET	COM
EP	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	362					
ER	Pearson Correlation	.670**	1				
	Sig. (2-tailed)	.000					
	N	362	362				
SER	Pearson Correlation	.646**	.711**	1			
	Sig. (2-tailed)	.000	.000				
	N	362	362	362			
WB	Pearson Correlation	.624**	.702**	.567**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	362	362	362	362		
ET	Pearson Correlation	.703**	.697**	.690**	.611**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	362	362	362	362	362	
COM	Pearson Correlation	.625**	.702**	.598**	.638**	.665**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	362	362	362	362	362	362

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

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SER1	362	1	5	4.05	.947
SER2	362	1	5	4.21	.921
SER3	362	1	6	4.33	.913
SER4	362	1	5	4.38	.939
SER5	362	1	5	4.38	.942
SER6	362	1	5	4.28	.965
SER7	362	1	5	4.34	.925
SER8	362	1	5	4.41	.812
SER	362	.400	1.000	.85910	.143991
Valid N (listwise)	362				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ER1	362	1	5	4.16	.853
ER2	362	1	5	4.12	.960
ER3	362	1	5	4.22	.950
ER4	362	1	5	4.38	.806
ER5	362	1	5	4.34	.906
ER6	362	1	5	4.35	.834
ER7	362	1	5	4.30	.844
ER8	362	1	5	4.33	.870
ER9	362	1	5	4.33	.914
ER10	362	1	5	4.27	.958
ER	362	.44	1.00	.8561	.13709
Valid N (listwise)	362				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
WB1	362	1	5	4.16	.964
WB2	362	1	5	4.12	1.020
WB3	362	1	5	4.03	1.180
WB4	362	1	5	4.26	.947
WB5	362	1	5	4.31	.906
WB6	362	1	5	4.33	.888
WB7	359	1	5	4.22	1.010
WB8	362	1	5	4.15	1.090
WB9	362	1	5	4.22	.983
WB10	362	1	5	4.34	.946
WB	362	.26	1.00	.8428	.14736
Valid N (listwise)	359				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ET1	362	1	5	4.25	.899
ET2	362	1	5	4.30	.867
ET3	362	1	5	4.35	.926
ET4	362	1	5	4.37	.929
ET5	362	1	5	4.39	.958
ET6	362	1	5	4.42	.873
ET7	362	1	5	4.43	.858
ET8	362	1	5	4.41	.875
ET9	362	1	5	4.48	.873
ET	362	.20000000000000000	1.0000000000000000	.875432098765432	.14282711858278
Valid N (listwise)	362				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EC1	362	1	5	4.15	1.006
EC2	362	1	5	4.21	.878
EC3	362	1	5	4.20	.975
EC	362	.200000000000 000	1.00000000000 0000	.836666666 666667	.1649249756748 86
Valid N (listwise)	362				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CC1	362	1	5	4.34	.940
CC2	362	1	5	4.37	.950
CC3	362	1	5	4.26	1.080
CC4	362	1	5	4.37	.920
C	362	.266666666666 667	1.00000000000 0000	.866481481 481482	.1700218356622 07
Valid N (listwise)	362				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
NC1	362	1	5	4.29	1.023
NC2	362	1	5	4.38	.971
NC	362	.2	1.0	.867	.1831
Valid N (listwise)	362				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TP1	362	1	5	4.34	.907
TP2	362	1	5	4.42	.796
TP3	362	1	5	4.47	.814
TP4	362	1	5	4.43	.877
TP	362	.30	1.00	.8832	.14426
Valid N (listwise)	362				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
AP1	362	1	5	4.35	.976
AP2	362	1	5	4.44	.862
AP3	362	1	5	4.47	.820
AP4	362	1	5	4.51	.790
AP5	362	1	5	4.46	.863
AP6	362	1	5	4.46	.813
AP	362	.266666666666667	.833333333333333	.744074074074075	.114509466403770
Valid N (listwise)	362				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CP1	362	1	5	4.44	.865
CP2	362	1	5	4.44	.881
CP3	362	1	5	4.47	.935
CP4	362	1	5	4.47	.952
CP	362	.20	1.00	.8911	.15653
Valid N (listwise)	362				

Appendix II: Introductory Letter

Dear Respondent,

My name is John Ekonit Komol, a Master of Business student at Moi University. I am conducting a study that seeks to establish the mediating role of employee commitment on the relationship between Human Resource (HR) practices and employee performance in Turkana County Government. The study aims to determine how HR practices, commitment and performance of employees in Turkana County.

You have been selected as one of the respondents for this study. Kindly assist me in filling in this questionnaire. Your personal opinion matters and there are no right or wrong answers. Your responses will be treated with utmost confidentiality and will be used for purposes of this study only.

Thanking you for your cooperation and invaluable support.

Appendix III: Questionnaire

RECRUITMENT

The following statements talk about the various features of the **employee recruitment** in your organisation. Rate the statements on a scale of 1 – 5, where,

1-strongly disagree

5- Strongly agree

	Statements on employee recruitment	1	2	3	4	5
1	Vacancies in the organization are clearly identified					
2	Vacancies in the organization are widely and clearly advertised					
3	The description of the job and the specifications of the job are clearly spelt out during advertising					
4	Enough time is given to candidates before interviews are held					
5	Interviews for jobs are conducted in a fair and transparent manner					
6	Competency based model is used for recruitment					
7	Employment interview was the tool used for my recruitment in this organization					
8	The recruitment methods used by the county government are reliable and fair					
9	Our organization's recruitment process is based on skills and abilities test for the applicants					
10	The recruitment process of our organization is strictly based on personality test					
11	The organization prefers referred candidates					
12	Education of the candidates is an important consideration during recruitment					
13	Experience was one of the criteria considered during my pre-employment process					

14	The local community has a strong influence on recruitment					
15	The recruitment process of this organization is not characterized with discrimination and favouritism					

EMPLOYEE COMMITMENT

Employee commitment consists of the three types: Affective, Continuance, and Normative. Rate the following statements on employee commitment on a scale of 1 – 5, where,

1-strongly disagree

5- Strongly agree

	Affective Commitment	1	2	3	4	5
1	I feel the desire to make a major effort to achieve the objectives of the County Government					
2	There is an emotional attachment to the organization where I work.					
3	I do not want to work in other County Government					
4	I feel as if I was working in a family atmosphere at the County Government where I work.					
5	I quite consider that the county government's problems as my own specific problems.					
	Continuance Commitment					
1	I strongly care about the future of the County Government where I work.					
	I want to remain/ stay in the County Government no matter what other alternative opportunities					
2	are available to me					
3	Leaving my work in this County Government causes problems in my life.					
4	I belong to the place where I work and I have no desire to leave it.					
	Normative Commitment					
1	Continued loyalty is a moral value.					

2	I consider moving from one County Government to another immoral.					
3	I consider my commitment to the County Government a moral obligation.					
4	I would feel guilty if I left work in the County Government.					

EMPLOYEE PERFORMANCE

1. Evaluate the following statements and tick where appropriate under the choices below on a scale of 1-5.

Where; 1 = strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree,

	Task Performance	1	2	3	4	5
1	I maintain high standard of work					
2	I am capable of handling my work without much supervision					
3	I am very passionate about my work					
4	I can handle multiple assignments for achieving organisational goals					
5	I complete my assignments on time					
	Adaptive Performance					
1	I can still do my job effectively even when there are many changes at the workplace					
	I am very comfortable with job flexibility					
2	I can cope with organisational changes from time to time					
3	I always show enthusiasm about new challenges and ideas					
4	I am willing to adapt to change					
5	I can think ahead and plan how to manage changing circumstances at work					
	Contextual Performance					
1	I help my co-workers at the workplace					
2	I extend my sympathy and empathy to my co-workers when they are in trouble					

3	There is very good team work at the organisation					
4	I love handling extra responsibilities					
5	I communicate effectively with my colleagues for problem solving and decision-making.					

EMPLOYEE REMUNERATION

Evaluate the following statements and tick where appropriate under the choices below on a scale of 1-5.

Where; 1 = strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree

		1	2	3	4	5
1	The way in which my salary is determined is fully clear to me					
2	The manner in which I am compensated ensures that I am motivated to give the fullest effort possible.					
3	My salary is good when compared to what I could earn in another company doing the same job					
4	My compensation fits my performance					
5	I feel fully appreciated by the total compensation I receive for the work					
6	I find the compensation system to be fair					
7	I can influence my total compensation by working harder					
8	I'm enthusiastic about my salary level					
9	I get the feeling that the company finds it important to have a solid and clear compensation system					
10	I'm satisfied with the way in which my compensation is determined					

Adopted from Bullock, J. B., Stritch, J. M., & Rainey, H. G. (2015)

WORKLIFE BALANCE

The following statements talk about the various features of the **Work life balance** in your organisation. Evaluate the following statements and tick where appropriate under the choices below on a scale of 1-5.

Where; 1 = strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree

		1	2	3	4	5
1	At the moment, because the job demands it, I usually work long hours					
2	There isn't much time to socialise/relax with my partner/see family in the week					
3	I have to take work home most evenings					
4	I often work late or at weekends to deal with paperwork without interruptions					
5	Relaxing and forgetting about work issues is hard to do					
6	I worry about the effect of work stress on my health					
7	My relationship with my partner is suffering because of the pressure or long hours of my work					
8	My family are missing out on my input, either because I don't see enough of them/am too tired					
9	Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult					
10	I would like to reduce my working hours and stress levels, but feel I have no control over the current situation					

Source: Daniels and McCarragher Industrial Society (2000)

Employee training

The following statements talk about the various features of the **employee training** in your organisation. Evaluate the following statements and tick where appropriate under the choices below on a scale of 1-5.

Where; 1 = strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree

		1	2	3	4	5
1	The training program is aligned with the goals of the company					
2	The training program helped me to become more productive and efficient					
3	The training enabled me to identify my strengths and weaknesses at work					
4	I require further training programs related to my work					
5	The training program helped me to adapt to my job and working environment easily					
6	The methods used during the training had increased my skills					
7	What I learnt during the training program enabled me to solve the minor obstacles I face at work.					
8	The training program has helped me to have an orientation about my work					
9	The method of the training program was very good					
10	The training program was relevant to my work					
11	The training has helped me to improve my job performance.					
12	I would be able to have the same output without the training programs					

EMPLOYEE PERFORMANCE

Employee performance consists of the three types: Task, Adaptive and Contextual. Rate the following statements on employee performance on a scale of 1 – 5, where,

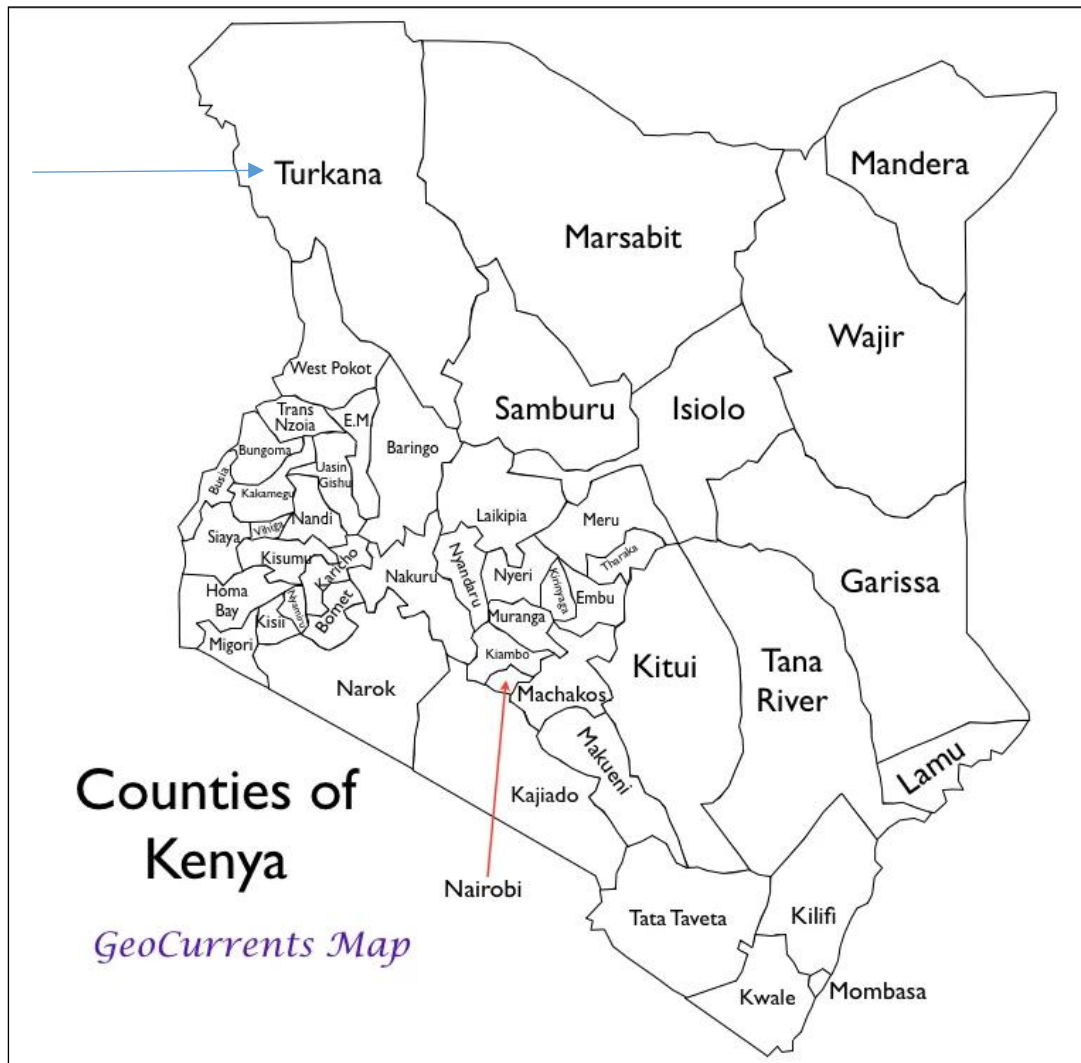
1-strongly disagree

5- Strongly agree

	Task Performance	1	2	3	4	5
1	I maintain high standard of work					
2	I am capable of handling my work without much supervision					
3	I am very passionate about my work					
4	I can handle multiple assignments for achieving organisational goals					
5	I complete my assignments on time					
	Adaptive Performance					
1	I can still do my job effectively even when there are many changes at the workplace					
	I am very comfortable with job flexibility					
2	I can cope with organisational changes from time to time					
3	I always show enthusiasm about new challenges and ideas					
4	I am willing to adapt to change					
5	I can think ahead and plan how to manage changing circumstances at work					
	Contextual Performance					
1	I help my co-workers at the workplace					
2	I extend my sympathy and empathy to my co-workers when they are in trouble					
3	There is very good team work at the organisation					
4	I love handling extra responsibilities					
5	I communicate effectively with my colleagues for problem solving and decision-making.					

END: THANK YOU

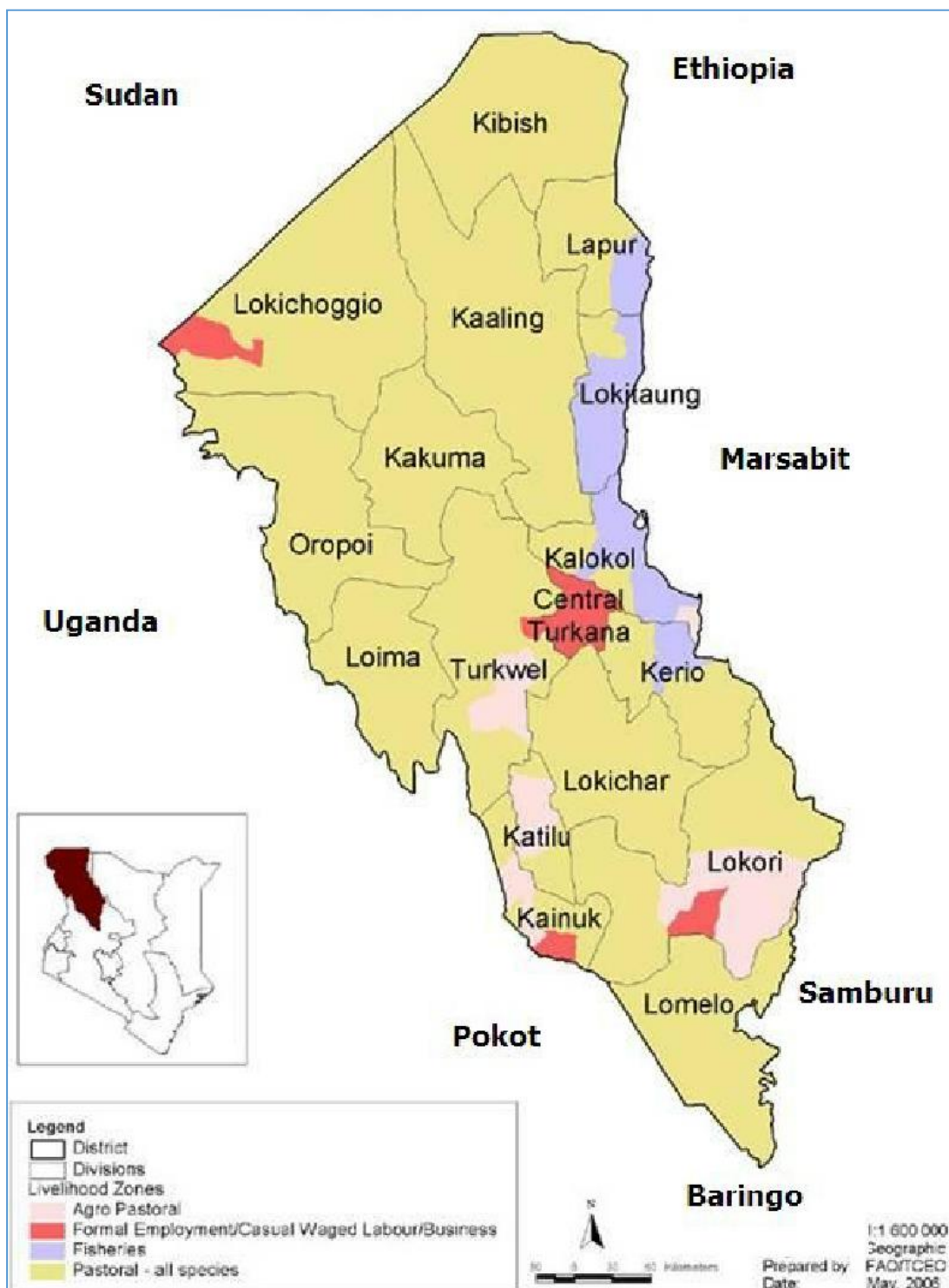
Appendix IV: Maps of the Study Area



Location of Turkana County (blue arrow) (Adapted

From Trillo, Brown & Trillo, 2010).

Appendix V: Maps of the Study Area (Districts in Turkana County)



Districts in Turkana County (Adapted from Trillo et al, 2010; GoK, 2017a and 2017b).

Appendix VI: NACOSTI Research License


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Ref No: **686494** Date of Issue: **24/May/2023**

RESEARCH LICENSE



This is to Certify that Mr.. JOHN EKONIT KOMOL of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Turkana on the topic: HUMAN RESOURCE PRACTICES, COMMITMENT AND PERFORMANCE OF EMPLOYEES IN TURKANA COUNTY GOVERNMENT for the period ending : 24/May/2024.

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