INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEES' PRODUCTIVITY, DEPARTMENT OF NATIONAL REGISTRATION BUREAU, NAIROBI COUNTY.

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS AND ECONOMICS IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) OF MACHAKOS UNIVERSITY.

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DECLARATION

This project is my original work and has not been presented for a degree award in any other University.

Signature: ………………………… Date: …………………………….

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We confirm that the work in this project was done by the candidate under our supervision.

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DEDICATION

I dedicate this project work to my spouse Paul Mutiso and my sons, Kelvin and Dickson for their support, encouragement and prayers throughout my studies.

ACKNOWLEDGEMENT

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ABBREVIATIONS AND ACRONYMS

CAJ-   Commission on Administrative Justice

DPM- Directorate of Personnel Management

EACC- Ethics and Anti-Corruption Commission

ERS –   Economic Recovery Strategy

HRM - Human Resource Management

HRMP - Human Resource Management Practice

MIRP- Ministry of Immigration and Registration of Persons

MBO -   Management by Objectives

NRB -   National Registration Bureau

SPSS -   Statistical Package for Social Sciences

TNA -   Training Needs Assessment

TQM - Total Quality Management

DEFINITION OF TERMS

Human Resource Management -A set of policies designed to maximize organizational Integration, employee commitment, flexibility and quality of work (Armstrong, 2012).

HRM practices- processes of attracting, motivating, and retaining employees to ensure the survival of an organization (Armstrong, 2012).

Performance Appraisal - periodic evaluation of the output of an individual measured against certain expectations (Lynch-Cerullo & Cooney, 2011).

Compensation -is a systematic approach to providing monetary value to employees in exchange for the work they do (Cole, 2008).

Training -methods used to develop skills in employees required to perform the job (Dessler, 2000).

Employee Productivity -is an assessment of efficiency of a worker or group of workers. Is a metric that is calculated based on the amount of output on a project versus the amount of time it takes (Blander, 2001).

ABSTRACT

The purpose of this study was to determine the influence human resource practices on the employees' productivity, department of National Registration Bureau Nairobi County.National Registration Bureau (NRB) department is one of the key departments in the Ministry of Interior and Coordination of National Government in the Office of the President. It operates under the State Department of Interior. The specific objectives of the study were: to establish the influence of performance appraisal on employees' productivity in the National Registration Bureau Department in Nairobi County, to determine the influence of training on productivity of employees in the National Registration Bureau Department in Nairobi County, to establish the influence of compensation on employees' productivity in the National Registration Bureau Department in Nairobi County. The study adopted the following theories: Expectancy theory, Goal setting theory and Human capital theory. The study used descriptive research survey design to collect primary data from the respondents, using closed and opened ended questionnaires. The study had a target population of eight hundred (800) officers comprising of top level officers, middle level managers and technical officers and support staff. It employed stratified and systematic random sampling. The data collected was analyzed quantitatively by use of descriptive statistics e.g. frequencies and percentages and it used Statistical Package for Social Sciences (SPSS) alongside inferential statistics and qualitatively by use of content analysis. The findings were that the Staff Training in National Registration Bureau Department helps in improving the morale of employees as well as giving them job security and job satisfaction hence increase productivity. Training also improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. On Performance appraisal in the NRB department the study found that it provides an opportunity to recognise and reward employees and to ensure they feel valued for the work that they do. Finally the study found out that the right compensation and benefits schemes ensure that hard-working employees are rewarded fairly and in the most cost-effective way for the company. This in turn then motivates employees to sustain their performance. The study recommends that training should be the teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies. It should have specific goals of improving one's capability, capacity, productivity and performance. Performance appraisal should be done frequently to help keep everyone well updated of his or her performance. Compensation should create an appropriate reward system for workers and employers and should reflect the value of a job. Now that the study was undertaken in Nairobi County further research can be undertaken in other counties to establish if the findings of this study are same in other counties.

CHAPTER ONE

1.0 Introduction

This chapter covers the background of the study, the statement of the problem, objectives of the study, research questions, justification of the study, scope of the study and the limitations of the study.

1.1 Background of the Study

Primarily, Human Resource Management (HRM) was established as a United States management idea which stressed on the individual worker and the need to treat people as resources rather than cost . However, it was widely understood as the new management practice, an idea that remains undefined as it is applied in different ways. Armstrong, (2009) recognizes three main approaches to HRM: First, HRM as a new title for personnel management, pointing that organizations rename their personnel department without certainly changing practices, second, HRM as a way of conceptualizing and restructuring personnel roles and describing the work of personnel department, and third HRM as a completely new approach for management with a distinctiveness which lies in the integration of human resource into strategic management and the emphasis on full and positive optimization of these resources.

Human Resource Management is thus, well-defined as: "A set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work. Within this model, collective industrial relations have at best only a minor role" (Armstrong, 2009). Dessler (2011) have viewed HRM as the way of getting, training, evaluating, and rewarding workers, and preserving labor relations, health and safety, and fairness concerns in an interrelated fashion.

Torrington, Hall, and Taylor, (2008) have explained that Human Resource Management is the utilization of individuals to achieve organizational objectives. Similarly, Horgan and Mohalu (2006) have observed that Human Resource Management refers to the policies, practices, and systems that influence employees' behavior, attitudes and performance. So it could be said here that HRM is such a process that focuses to get the best output from employees by focusing on the policies, practices, and systems that influence employee performance.

Armstrong (2012) explains that Human Resource Management entails informal approaches used in people management. These approaches signify HRM practices and include sophisticated selection methods, Work Life Balance, staff appraisal, training and development, coordination, communications, empowerment, performance related remuneration and employment safety. He therefore, gives a comprehensive sum up of the various views of HRM as: "A strategic and coherent approach to the management of an organization's most valued assets: the people working there who individually and collectively contribute to the achievement of its objectives"

1.1.1 Human Resource Management Practices (HRMP).
Employee productivity is paramount in today's business setting. Though most researchers have established a connection between Human Resource Management Practices and organizational outcomes (productivity), the tools through which this happens are still discussed on the micro-level of HRM interventions (Bowen and Ostroff, 2004). It is true that, effect of HRMP on performance has been far widely studied over time mainly at the firm's level. Nevertheless, it has not been settled on what or which practices qualify as aspects of HRM according to Boaxall (2007) hence, the paradox still remains.

Indeed, Boxall, Purcell and Wright (2007) have explained that it has not been settled yet on what constitutes HRM practices let alone an approved set of them However, scholars have over the years proposed countless diverse lists of practices though there is no agreement on what or which practice qualifies as a feature of HRM (Boselie, Dietz, & Boon, 2005). It is interesting to note that there are still some practices that form the core of the various practices proposed. These include recruitment and selection, training and development, performance management, employee involvement and reward/compensation scheme.

HRM practices are processes of attracting, motivating, and retaining employees to ensure the survival of an organization (Armstrong, 2012). HRM practices are designed and implemented in such a way that human capital plays a significant role in helping organizations to achieve their goals. (Horgan and Mohalu, 2006). The appropriate use of HRM practices positively influences employee performance (Purcell and Kinnie, 2007). HRM practices such as training and development and performance appraisal inspire workers to work better in order to raise

organizational performance. An effective Human Resource Management (HRM) practice can be the main factor for the success of a firm (Stavrou – Costea, 2005).

The most valuable asset available to an organization is its employees. Thus, it is paramount for an organization to attract and retain   staff in their respective jobs (Michael, 2008). It is important for organizations through their employment process, to attract quality employees. However, it is more important for managers to come up with strategies with which to retain the talented employees in the service of their organizations in order for them to benefit from the investment already made in them (Gurbuz & Mert, 2011).

In reality today's employees affect important aspects of organizational performance in several ways. Employees help and implement the organizational strategy, while the mix of employees and systems mostly determine an organization's capabilities. Competencies are required to execute the strategy, and these competencies are primarily a function of skills and knowledge of an organization's human capital. Thus, if an organization is to treat its employees as its most important asset, it has to be knowledgeable about what motivates people to reach their full potential (Stavrou – Costea, 2005).

Though it is not easy, to know all the things that motivate people in life or at work, an effort has to be made. Traditionally, individual performance in organizations has centred on the evaluation of performance and the allocation of rewards. Organizations are starting to acknowledge that planning and enabling individual performance have a critical effect on organizational performance. Today business has become more dynamic, turbulent and competitive than in the past due to globalization. The new economy is characterized by an unstable talent demand versus supply equation set alongside erratic attrition trends and unlimited stiff competition. Organizations have a harder time in finding, handling, retaining and developing talents (Torrington, Hall, & Taylor, 2008).

Businesses therefore, need to leverage on their workforce, whose skills and commitment is a competitive weapon and together create a competitive advantage for any organization (Khatri, 2009; Marchington & Wilkinson, 2008). John and Elyse (2010) assert that no firm can achieve

peak performance in the current throat cutting competitive business environment unless it strategically configures and makes optimal use of its employees. Success in today's competitive market depends less on advantages associated with economies of scale but on high involvement of human resource management practices. A competitor can imitate other resources like technology and capital but the human resource are unique and can never be imitated.

 In addition organizations face strong pressures in competitive environs to be effective and at the same time produce products of value. By ensuring that their staffs are optimal at all times most organisations can increase competitive advantage. Contented workers form a link with the company, take pride in their organizational membership and they trust in the goals and values of the organisation. Therefore, workers show high levels of performance and productivity. Discontented workers show characteristics of low productivity, absenteeism, and turnover. These behaviours are extremely costly for the organisation (Indermun & Saheedbayat, 2013).

Indermun and Saheedbayat (2013) explain employee performance as the productivity and quality of work of an individual worker. Employee performance is a complex blend of skills, knowledge, ability, attitude, effort and results. Performance management targets to exploit employee performance and align individual and team effort with organizational goals and objectives therefore, enhancing a performance management culture that makes good business sense and may also provide an organization with a competitive advantage.

All said and done, satisfied workforce will deliver efficiently. Some of the methods of making workers satisfied lie in the Human Resource Practices (Zain, Ishak and Ghani, 2009). Anonymous (2006) states that contented employees perform better than discontented employees. It is the role of the human resource managers to make workers contented which finally results to improved employee performance (Skibba, 2002). For instance the Kenyan government is focused on building and implementing service delivery systems that ensure efficiency, quality service, speed, convenience, dignity in service delivery and global competitiveness for sustainable development (MIRP, 2009).

It is therefore worth emphasizing that since organizations get their work done through employees who perform different tasks, it is imperative that employee productivity is carefully nurtured. Good Human Resource Management practices lead to high employee productivity. Different researches in USA and now Britain justify this (Marchington & Wilkinson, 2008). Organizations should therefore adopt and apply practices that result in employee productivity if they are to secure a niche in the business competition today, since committed employees are increasingly becoming a valued asset in organizations.

Despite the enormous importance of Human Resource Management (HRM) Practices towards the realization of employees' job performance in particular and organizational performance in general, several organizations do not provide weight to their effective utilization so as to ensure organizational performance. For instant, according to the report by Government of Kenya (2005), on Public Service Recruitment and Training Policy, Directorate of Personnel Management (DPM), the introduction and institutionalization of performance appraisal concept in the public service was aimed at refocusing the Public Servants mind-set on results in service delivery to citizens. It was expected that the adoption of this would enable organizations come up with clear performance objectives in line with the Economic Recovery Strategy (ERS) targets.

NRB department is core in determining the extent of enjoyment of human rights and fundamental freedom by Kenyans. This is possible through issuance of ID Cards which are a vital link to one's citizenship and nationality. The law of Kenya makes possession national identity card compulsory for all who are 18 years and above and failure constitutes to criminal offence (MIRP, 2009).

Possession of ID cards in Kenya is mandatory. This is so since an ID card enable one: to enjoy right to citizenship, it is needed for political processes meaning for one to register as a voter, and to excise the right to vote, freedom of movement namely, one to move freely within the country, right to access to basic social services namely, to own, transfer or purchase property, one to get admission to colleges and universities, acquire driving licenses, banking services, enter government buildings obtain services from government offices, right to seek and obtain employment, right to marry and found family etc (KNCHR 200**7**).

NRB officers recommended for a streamline of HRM process which will ensure that promotions, transfers, training and development are effected as required and in a transparent manner. In addition they recommended for in-house capacity building which should be done through training and frequent education in order to empower them with required skills and knowledge hence, leading to effective discharge of their duties. By so doing the public recommendation on increased efficiency in the issuance of ID card will be met (CAJ 2015).

The Commission on Administrative Justice (2015) also noted that at NRB some officers holding key positions did not possess relevant qualifications to enable them to deliver their services efficiently. An example is in legal section of NRB where none of the twelve (12) officers had legal background and still the officer in charge of construction or projects is neither an architect nor structural or building engineer. So the performance of duties or placement of staff without the necessary qualifications may affect performance of staff.

In view of the above HRM related issues, the same Commission on Administrative Justice (CAJ) 2015, received many complaints on undue delays in processing and issuance of identity cards, cases of corruptions where the service providers were reported to demand for bribes in order to offer services, inaccessibility of the services with majority of citizens having to travel for long distances, absenteeism by public officers, discourtesy, inefficiency, denial of services, discrimination and abuse of power.

The commission recommended that members of the public should be well-versed on the requirements and timelines for the processing of the ID cards. In addition they should cease from giving out of bribes to the officers and report all cases of bribery to the relevant authorities, including the Police, CAJ and the EACC. Ministry of Interior and coordination of national Government was required to come up with in house training and continuously educate the public officers in order empower them with required skills to efficiently discharge their duties and mandate (CAJ 2015).

A report by Kenya National Commission On Human Rights (KNCHR) (2007) cited the following challenges which could have been hindering the service delivery in the NRB

department: delays in the processing of applications meaning that timelines were not observed hence, Kenyans appeared to have been losing faith in the system, allegation of corruption (which is termed as unofficial costs or demand for payment which no receipts are issued), ethnic stigmatization, weak policy and legislative framework. The commission recommended that the registration officers caught with corruption cases be prosecuted. Also recommended recruitment of more employees and provide in-service training on ethics and integrity aspects of registration including finger printing and photography.

Moreover, the department continues to face challenges in service delivery. Reports by the Commission on Administrative Justice (2013), County Visits Report, 2012/2013 (CAJ, 2013) indicated that National Registration Bureau suffered from poor public perception due to inefficiencies in service delivery, poor customer service. Other complaints ranging from delayed services, poor interpersonal skills, and poor supervision of staff had been leveled against the department. This is so since Kenyans require identity cards in many areas namely, registration of voters, voting, banking transactions, issuance of passports and identification as Kenyan citizens.

Indeed various complaints due to poor service delivery have been raised as indicated by various reports for instance, a report by Kang'ethe (2015) indicated that National Registration Bureau suffered from poor public perception due to inefficiencies in service delivery, and poor customer service. Ethics and Anti-Corruption Commission (EACC), (2013) annual report on the Bureau raised issues relating to delayed services, poor interpersonal skills, and poor supervision of staff and lack of concern to customer demands.

1.2 STATEMENT OF PROBLEM

The National Registration Bureau (NRB) department is core in determining the extent of enjoyment of human rights and fundamental freedom by Kenyans. This is possible through issuance of National Identity Cards which are vital in identification of one's citizenship and nationality. The law of Kenya makes possession of national identity card compulsory for all Kenyans who are 18 years and above and failure constitutes to criminal offence. However, despite the importance of an identity card and establishment of the department to provide access

to the fundamental right, many Kenyans have experienced difficulties in pursuit of the document (KNCHR 2007).

The NRB department has HRM challenges which to a great extent appear to affect performance of its employees culminating to inefficiency. These HRM challenges are related to promotions where employees stagnate in the same job group even when they have all the required qualifications. In terms of training employees are not adequately trained to equip them with the requisite knowledge and skills which may have resulted to inefficiency in their performance (CAJ 2015).

Due to these HRM problems therefore the Commission on Administrative Justice (CAJ) 2015, received many complaints from the public relating to service delivery namely, undue delays in processing and issuance of identity cards, cases of corruptions where the service providers were reported to demand for bribes in order to offer services, inaccessibility of the services with majority having to travel for long distances, absenteeism by public officers, discourtesy, inefficiency, denial of services, discrimination and abuse of power.

These HRM issues led to dismal performance in the department. This poor performance is depicted by the following figures for years 2014-2016. In the year 2014 applications for identity cards prepared and sent to headquarters were 915, 101 out of which 175,000 were rejected due to various mistakes; year 2015 applications for identity cards made were 1,025,000 however the applications rejections due to various errors were 210,000; year 2016applications made were 1,243,000 out of the rejections received were 245,000. This shows the rejections in terms of application done continued to increase hence sign of poor performance (CAJ 2015).

In view of the above challenges relating to human resource management practices, this study sought to assess the Human Resource Practices' influence on employees' productivity in the department of National Registration Bureau -Nairobi County.

1.3 OBJECTIVES OF THE STUDY

1.3.1 General objective

The general objective of this study was to determine the influence of HRM practices on employee productivity in National Registration Bureau Department, Nairobi County, Kenya.

1.3.2 Specific Objectives

The study sought to achieve the following specific objectives:

i. To establish the influence of performance appraisal on employees' productivity in the National Registration Bureau Department in Nairobi County.

ii. To determine the influence of training on productivity of employees in the National Registration Bureau Department in Nairobi County

iii. To establish the influence of compensation on employees' productivity in the National Registration Bureau Department in Nairobi County.

1.4 RESEARCH QUESTIONS

i. How does performance appraisal influence productivity of employees in National Registration Bureau department in Nairobi County?

ii. How does staff training influence employees' productivity in National Registration Bureau department in Nairobi County?

iii. How does compensation influence employees' productivity in the National Registration Bureau department in Nairobi County?

1.5 JUSTIFICATION OF STUDY

Possession of ID cards in Kenya cannot be underestimated. An ID card enables one: to enjoy right to citizenship, it is needed for political processes such as registration as voters, and to exercise of the right to vote, freedom of movement right to access to basic social services such as ownership, transfer, purchase of property, admission to colleges and universities, acquisition of driving licenses, banking services, entry to government buildings, services from government offices, right to seek and obtain employment among others. Therefore, this study will identify how HR practices can solve the challenges faced by the Department in order to enable improved service delivery and consequent enjoyment of the fundamental rights by Kenyan citizens.

1.6 SIGNIFICANCE OF THE STUDY

National Registration Bureau department

This study on Human Resource Management Practices (HRMP) will be of great important to the department of National Registration Bureau since ID cards are a necessity to every Kenyan citizen of eighteen years and above. This is because they are required in many areas namely, identifying an individual as a Kenyan, bank transactions, voting, getting passports, among others. Efficiency therefore, is required to ensure that those who need ID cards are served in time. The study will identify ways of enhancing service delivery by the bureau and hence incorporating the finding of the study will improve on its performance.

National Registration Bureau Management

The study will also be useful to the top management of National Registration Bureau in that it will provide relevant information on what programs to mount for different cadres of staff and their impact on service delivery in order to ensure efficiency.

Government

This study will also be useful to the government specifically the Directorate of Public Service Management which is the National regulator of service delivery of all public departments and servants. It will assist the directorate on improving the performance of one of its departments by ensuring proper HRM policies are right in place.

Policy Makers

The study will provide relevant information to policy makers which will help them in preparation of comprehensive budget for ministries that will cater for training of staff, thus ensure members of staff are motivated and retained.

Researchers and Academicians

This study will too be important to other scholars who may want to do further studies in this area in that it will be used as secondary data for related studies and its recommended areas of research will inform future researches.

1.7 SCOPE OF THE STUDY

This study sought to determine the effect of Human Resource Management Practices (HRMP) on employee's' productivity in the National Registration Bureau department in Nairobi County. It focused on eight hundred officers comprising of top level management, middle and lower level staff entirely from Nairobi County. The study was carried out in Nairobi County since most employees are at Nairobi which is headquarter of the department. The study took six months.

1.8 LIMITATIONS OF THE STUDY

The researcher faced challenges in accessing sufficient information due to confidentiality of government information. However, an introduction letter by the University explaining the purpose of the research and the need to conduct the research professionally enabled the researcher access information from the department.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

This section covers the following; the theoretical review which include theories informing the study and theoretical review on variables, empirical review, and summary of literature and research gaps and the conceptual framework.

2.2.1 Expectancy theory

Expectancy theory was propounded by Vroom in 1964. It stresses that individuals have different sets of goals and can be motivated if they have certain expectations. This theory is about choice. It argues that the strength of a tendency to act in a certain way depends on the strength of an expectation, that the act will be followed by a given outcome and on the attractiveness of the outcome to the individual (Dörnyei & Ushioda 2013). Assumptions of expectancy theory are that: first assumption is, that employees join organizations with a number of expectations about their motivations, needs, and past experiences. These control how they behave in an organization. The second assumption is that people's behavior is a product of conscious selection.

Armstrong (2012) contends that this theory focuses on the content of motivation in the shape of needs whereby, an unsatisfied need creates tension and a state of disequilibrium. To restore the balance a goal is identified that will satisfy the need. Behaviour is therefore, motivated by unsatisfied needs. Any employee in an employment relationship expects so much in return for the services that they offer/render. Once ones' expectations are met, the level of commitment/engagement to the job is increased and any intention to leave the job is decreased. The opposite of this statement is also true. The expectancy theory stresses the extent to which an employee's goals and objectives match the organizations' goals (Armstrong 2012). Thus, employees have to exert efforts in their work that will lead to a certain level of performance that is desirable by management, which will then result to a reward (Duberg & Mollén, 2010).

Armstrong (2010) expounds expectancy theory as follows; that motivation is likely to be effective when there is an apparent and usable relationship between performance and outcome, with the outcome being seen as a means of satisfying needs. Hence, there must be a relationship

between a certain reward and what has to be done to achieve it. The theory is therefore, helpful especially when a department is planning performance-based pay since this will ensure that the department continues to increase its performance.

The relevance of this theory to this study is that it leads to achieving set targets. The rewards are supposed to be attractive so as to achieve a desired outcome which is employee productivity. Thus, employees have to exert efforts in their work that will lead to a certain level of performance that is desirable by management, which will then result to a reward. The reward policy may be inconsistent and may depend upon other factors, other than performance, which a worker may not be aware of or may not consider fair. The management must re-evaluate the appraisal techniques and formulate policies that strengthen performance-reward relationship to be just and equitable. The reward which is the compensation expected must match the expectation of the employees if it has to work and also the staff should be well trained to equip them with the right knowledge and skills (Duberg & Mollén, 2010).

However expectancy theory has weakness since management may offer certain motivations and rewards which the workers don't value or believe in them. This is therefore challenge hence for management when making choice of reward or motivations it must guided by the perceived value of the workers to avoid them loosing motivation to perform.
 In addition the theory may not work in reality without active involvement from managers. This is because the theory assumes all components are already known but in reality leaders must make an effort to find out what their workers value as rewards. They must also precisely review employees' capabilities and provide all of the necessary resources to enable workers be successful in their jobs. Managers must also keep their word; that is workers need to trust that if they put in the work an effort, they will actually get the promised reward (Robert & Daniel, 2018).

2.2.2 Goal setting theory

This study is also informed by the goal setting theory which was developed by Edwin Locke in 1968 in order to explain human actions in specific work situations. The theory states that people are essentially motivated by an incentive promised at the end of the performance of a particular

assignment or behavior. The assumptions for the goal setting theory are that goals and intentions are cognitive and volitional, and that they serve as the direct regulators of human action. Secondly goals control behavior through three mechanisms: choice or direction, effort and period of time. Motivation theories and need theories therefore are all theories brought forward in view of understanding what underlying goals determine which kind of behavior. The goal theory proposes that a reward at the end of a task or behavior acts as a motivation for the performance of that said task or behavior. (Lathan & Locke 2002).

However, the incentive should be clearly stated. The end can be the incentive in itself. It is therefore, proposed that an effective goal must have four components: proximity, difficulty, specificity and feedback. An ideal goal is one where the time between the reaching out and the end state is close. It is moderate in difficulty, neither too difficult to present some challenge, nor too, easy so that success seems, possible. The goal should be specific namely, one must understand what is expected of him/her, to start out for the goal. A specific goal gives direction of focus to that specific goal and **a**way from distractions (Locke &Latham, 2002).

Feedback is essential for measuring progress towards a goal. Feedback makes it possible to know whether the level of efforts is sufficient and in the proper direction or needs amendments.
This theory is relevant to this research work since it highlights four areas that link goals or objectives to performance results according to Lathan and Locke 2002. First and foremost, goals direct attention to priorities. Hence, when specific goals are set for workers it directs their attention to priorities of achieving the goals. Second, goals arouse effort, namely, when sets of goals are attached to specific reward system it arouses workers to work harder and professionally. Third, goals challenge workers to bring their knowledge and skills to raise their chances of success. Fourth, the more challenging the goal, the more people will draw on their full skills (Lathan and Locke, 2002)

Hence, this theory is relevant since for productivity to be realized there are targets set which are goals to be achieved. The goals indicate and give direction to an employee about what needs to be done and how much efforts are required to be put in. If the goals or targets   are attached to rewards then this will trigger more efficient performance from the employees. Goal setting leads

to better performance by increasing motivation and efforts, but also through increasing and improving the feedback quality. The theory is therefore critical in informing this study since it supports the use of performance appraisals, training and compensation as technique to raise incentives for employees to complete work quickly and effectively (Mullins 2010).

According to Mullins (2010), the goal theory has effects on organization administrators. To direct behavior and maintain motivation, performance goals should be identified and agreed upon to direct behavior. To ensure continued high performance, goals agreed at, should be challenging but at realistic level. Moreover, to ensure high performance, feedback must be offered as means of testing goals attainment and a basis for any revision of goals. Finally, when goals are set by other people for instance administrators, contribution of those tasked with attainment of goals is of utmost importance. The suggestions discussed above can be used by NRB department so as to plan a performance management system which is suitable and that ensures high performance.

Wagner (2007), however, states that at time the organizational goals are in disagreement with the management goals. Goal disagreement has an unfavorable effect on the performance if it motivates mismatched action drift. Also if the worker lacks skills and competencies to do actions necessary for goal, then the goal-setting can be unsuccessful and lead to undermining of performance.

2.2.3 Human Capital Theory

This theory was propounded by Becker in 1964. Human capital corresponds to any stock of knowledge or characteristics a worker has (either innate or acquired) that contributes to his or her productivity. It postulates that expenditure on training and education is costly and should be considered an investment since it is undertaken with a view to increasing personal productivity. Human capital represents the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinctive character.

Human capital theory rests on the assumption that formal education is highly instrumental and necessary to improve the productivity of a population and or an organization. Human capital

theory is concerned with how people in an organization contribute their knowledge, skills and abilities to enhancing organizational capability and the significance of that contribution (Armstrong 2012).

The theory emphasizes on how training increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capability which is a product of innate abilities and human resource development (Johnson and Christensen, 2010). Armstrong (2009) asserts that the contribution of education to economic growth and development occurs through its ability to increase the productivity of an existing labour force in various ways.

According to Torrington (2008), the human capital theory conceives training as an investment made by individuals, organizations and/or the state. The training effort can be measured by assessing the quantity of training inputs in terms of the number of employees trained, time and expenditure. Human Capital Theory asserts that people are worth investing in as a form of capital. The people's performance and the results achieved can be considered as a return on investment and is assessed in terms of costs and benefits. The accumulation of human capital takes place in three ways: formal schooling whereby the individual devotes ones whole time to learning; on-the-job training which is provided by the current employer; and off-the-job training (Johnson & Christensen, 2010).

Thus, therefore, theory is relevant because for employees to be productive they must have the necessary knowledge and skills. Hence, performance appraisal as one of the HRM practices is used in identifying the skill gap among the employees so that necessary course of action is undertaken by the organization. This is so because for any organization to remain competitive and relevant, it has to equip its employees with necessary skills (Armstrong, 2012).

The goal and human capital theories are relevant to this study since the NRB department organizes various training and development programs for officers in different cadres depending on the training needs of each officer on yearly basis. This ensures that they are well equipped with necessary knowledge and skills. Some of the training programs include; induction courses,

performance improvement seminars, Senior Management Course, Supervisory Management, Strategic Leadership, Development Programme and technical courses such as fingerprints and biometric identification. In addition this theory ensures that staffs are well compensated based on their levels of their knowledge and skills. This study will be anchored on the human capital theory as it emphasizes on training of staff in order to increase employees efficiency and productivity (Armstrong 2012). However despite this most staff in NRB is stagnating even with necessary knowledge and skills.

However, Human capital theory assumes that education increases output in the place of work thus resulting in higher individual remuneration, but in the actual facts it provides little insight into the processes through which education and training are translated into higher wages. Also applications of this theory assume that higher levels of educational attainment and quality will yield greater productivity and wages across the board. Such treatment of education is tricky since the process of human capital formation varies for individuals and group (Eide & Showalter. 2010).

2.3 REVIEW OF THEORETICAL LITERATURE ON VARIABLES

This is theoretical review on variables namely employee productivity, performance appraisal, training and compensation.

2.3.1 Employee Productivity

Employee productivity is an average measure of efficiency of production. It can be expressed as the ration of output to input used in the production process. Therefore, productivity is about the effectiveness and efficient use of resources where resources includes time, people, knowledge, information, finance, equipment, energy or even materials (Decenzo & Robbins, 2002).

Measuring employee productivity is of great importance to an incentive plan because it communicates the importance of established organizational goals. "What gets measured and rewarded gets attention (Bohlander, 2001). Employee productivity is assessed in terms of the adeptness with which one carries out duties in ones' Job description. Employee productivity is about the timeliness, effectiveness and efficiency in completion of tasks set out by an employer

to the employee. Mathias and Jackson (2009) agreed that performance is associated to amount, excellence, aptness, turnout, competence, efficiency and dependability while at work. Motivation and ability result in employee productivity .Nowadays several performance measures have been incorporated such as: the balanced scoreboard, graphic rating scale and 360 degree feedback.

Employee performance can be measured through creative work, innovativeness, satisfaction of client and skillfulness at work. Employers should provide an enabling atmosphere so as sustain performance since lack of performance support hinders excellent and skillful performance (Decenzo & Robbins, 2002). Mullins (2010) noted that employees bring with them needs that can influence their on-job performance once they join an organization. The needs could be physical, while others are related to psychological and values. They espouse that improve performance normally ensure to evaluate cost-effective, sociological and emotional reward but improved performance does not necessarily lead in job satisfaction.

In discipline of Human Resource Management, different writers suggest the following indicators for measuring employee productivity and they include: quality, customer satisfaction and timeliness. Quality can be measured by percentage of work output that must be redone or is rejected. In other words this is timely completion of tasks putting in consideration quality of work, as well as quantity realized, and as result training needs can be quickly addressed (Decenzo & Robbins,2002).

Customer satisfaction is a measure of how products or services providing by a company meet customer expectation. It can be measured by the number of royal customers and customer feedback. A Loyal Customer like is jewels and should be well kept and hidden from the world thus their needs should be well taken care of and return they reward with gratitude and loyalty. Customer satisfaction is also reflection of organizational revenue since they will not bother competitor's products in return they will happily interact with organizational brand, make a purchase and recommend the product further. This is still a factor that helps you stand out of the competition (Armstrong, 2006).

Timeliness is measured in terms of how fast work is performed by the employee when given a certain task; absenteeism/tardiness observed when employees absent themselves from work; and

achievement of objectives measured when an employee has surpassed ones' set targets one is then considered to have performed well to achieve objectives (Hakala, 2008; Armstrong, 2006).

2.3.2 Performance Appraisal

Performance appraisal of employees means the rating of their performance during a certain period of time. In the organizational context, performance appraisal is a systematic evaluation of personnel by supervisors or others familiar with their performance (Zainal & Madon, 2013). Performance appraisal is also described as merit rating in which an individual is rated as better or worse in comparison to others. This is one of the oldest and most universal practices of management (Bernardin & Wiatrowski, 2013). Performance appraisal is a process which reveals how well employees perform their jobs, when the performance is compared with predetermined set of standards (Gichuhi, Abaja, & Ochieng, 2013).

According to Allan (2014), Performance appraisal is vital for effective management and evaluation of staff. Appraisal aids in developing individuals, improve organizational performance and feed into business planning. Official performance appraisals are generally conducted yearly for all staff in organizations. Every staff member is appraised by their line manager.Performance appraisal is a systematic assessment of worker's performance in ones given tasks. The main purpose of performance appraisal is to raise motivation and staffs self-esteem. Sels *et al.* (2003) specified that performance evaluation increases worker's productivity that eventually increases organizational performance. Performance appraisal improves professional growth by pointing out the area of performance improvement.

Transparent performance assessment inspires staffs to work more in order to attain organizational goals (Singh, 2004). Wan *et al.* (2002) stated that merit based performance appraisal raises worker's motivation and commitment that has an important effect on organizational performance. The key to organization's victory relates to the readiness of workers to play extra role (Ahmad and Schroeder, 2003). Contented workers lead to reduced turnover and absenteeism.

Management by Objectives (MBO) methods of performance appraisal is results- oriented. It seeks to measure employee performance by examining the extent to which predetermined

objectives have been met (Armstrong, 2009). These objectives are usually   agreed upon by both the supervisor and subordinate. Once an objective is agreed, a worker is usually expected to self-audit oneself meaning identifying the skills needed to achieve the objective. These methods of performance appraisal give employees a satisfying sense of autonomy and achievement. Normally a worker does not rely on others to locate and specify ones strengths and weaknesses Instead a worker is expected to monitor personal development and progress (Armstrong, 2012).However, they can also bring unrealistic expectations about what can and cannot be reasonably achieved. It has been revealed in many studies that goal-setting is a vital part in staff motivation. Goals can arouse employee effort, focus attention, increase persistence, and encourage employees to find new and better ways to work.

From a Total quality management (TQM) perspective, traditional performance appraisal can possibly hurt quality and teamwork, because it can make staff compete against one another. Solution might be ranking teams rather than individuals. Workers need to know how well they are doing at their jobs and where they could improve. It is vital to keep in mind that appraisals do not equate to criticism. It may be essential to explain the importance of carrying out tasks within timelines or changing the technique of doing a task. Unfortunately, many performance appraisals only frustrate the worker by adding more tasks to what appears to be an already overloaded agenda (Armstrong, 2012).

There are several challenges of performance appraisals since the activity seems to be very difficult. This includes: Lack of impartiality in performance appraisal where workers belief they're not evaluated fairly: instead of being judged on performance, staff worry they're judged by race, gender or how much they and the supervisor get along. Secondly comparing a worker to their coworkers that is workers think appraisals are wrong and unfair when they're compared to their colleagues rather than their own past performance. Even when the supervisor ranks a worker above their coworkers, the worker may still feel discontented. Lastly Clashing goals where workers are usually proud of their work, so they expect to hear good response from their supervisor. Instead, the appraisal usually includes a list of things they need to improve. Organizations often frown on uniformly positive appraisals, so the supervisor may feel pressured to find fault even if they think their worker is great (Smriti, 2014).

2.3.3 Training

Training refers to a system and structures that enable employees to attain knowledge and skills in order to accomplish their tasks effectively, with the resultant improvement in behavior. It ensures that the ability and capacity of employees is developed through a well thought out strategy (Armstrong, 2009).Training refers to the methods used to develop skills in employees required to perform a job (Dessler, 2000). Most organizations consider training and development as an important factor of human resource activity since it contributes positively towards organizational growth. Therefore, training can be used as an instrument to increase worker's performance by developing knowledge and skills. Training is said to be an activity meant for developing extra competencies required today or in future in order to raise the level of worker's performance (Jackson and Schuler, 2000). It can be used as a tool to increase efficiency and effectiveness of staffs in order to improve organizational productivity (Cook and Hunsaker, 2001).

Extensive training programs are conducted on staffs to improve their performance in order to attain strategic position over competitors (Brown, 2005).Therefore, training can be explained as a formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience (Armstrong, 2012). Training can be either on the job or off the job depending on the need in which leads to boosting performance of employees and hence improving organizational performance. Therefore it is very important for organization to have uninterrupted development of human resource.

On the job training (OJT) is the most common way of training in which a trainee is placed on a specific job and trained the skills and knowledge necessary to perform it. The common methods includes: job rotation, coaching, Job instructions, Internship training and Committee assignments. Off-the-job training methods are adopted for the development of employees away from the field of the job. They includes Case study method, Incident method, Role play, In-basket method, Business games, Grid training, Lectures, Simulation, Management education and Conferences (Armstrong, 2012).

This practice is one of the most important aspects of HRM required by the organizations in order to be ahead of competitors (Cook and Hunsaker, 2001). A study conducted by Cook and

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Hunsaker, (2001) shown that firms that engage in systematic training of their workforce do enjoy the rewards of a more productive workforce. Training is importance to organizations seeking to gain an advantage among competitors (Armstrong, 2012). It should not be ignored since it improves employees' skills and enhances their personal development and their ability to perform duties better (Dessler, 2008). Training can serve as additional motivation for enhancing engagement and commitment. A person-organization fit is fostered through training which is vital for developing productive and dedicated employees. Training is aimed at teaching employees on how to do specific job (Dixon, & Lim, 2012).

Chadwick *et al.* (2013) stated that, smooth and efficient management of any organization depends directly on how well staff is prepared with appropriate skills. New staff will require some form of training ahead of taking up their jobs while older staff will require some of training to keep them abased of technology development. Therefore staff ought to be from time to time trained to do better in their present positions and to prepare them for transfer, promotion and introduction of new technology and ways of doing things.

Similar to any other organization procedure training can be very inefficient if it is not carefully planned and supervised. Some training may be given which is not necessary and vice versa or the extent of the training may be too small or too large. When the training is complete, validation will illustrate whether it has been successful. Staff training is a learning experience where it seeks to effect a permanent change in employees that improves job performance (Dixon, & Lim, 2012).

2.3.4 Compensation

Compensation is a systematic approach to providing monetary value to employees in exchange for the work they do (Cole, 2008). Compensation is all about how people are remunerated in accordance with their value in the organization. It is concerned with both financial and non-financial rewards. Therefore, compensation is concerned with designing, implementing and maintaining reward systems towards improved organization, team and individual performance (Armstrong, 2009). A compensation policy should seek to serve the following purposes; attract sufficient and suitable employees, retain employees who are satisfied reward employees for effort, loyalty, experience, increase and maintain the morale of staff, achieve internal and

external equity, encourage peak performance and achievement, job satisfaction and, reduce turnover and encourage company loyalty(Cole, 2008).

According to Torrington, Hall, Taylor and Atkinson, (2011) Compensation is a major determinant of both profitability and competitive advantage. Organizations come up with competitive reward packages which assist to attract, retain and motivate staff, while at the same time keeping a lid on the costs so as to ensure an organization's commercial and financial viability. Proper compensation can help organization in motivating its employees and obtain their commitment and engagement, attract and retain high quality employees, develop positive psychological contract with the organization, and develop a performance culture among others (Armstrong, 2009).

Equitable compensation system should incorporate internal, external as well as individual equity. Internal equity comprises of perceived fairness of pay differentials among different jobs within an organization, while External equity of pay relates to employee's perception of the fairness of their reward relative to those outside the organization. Likewise, individual equity reflects employees' perception of pay similarities among individuals who hold identical jobs in the same organization (Armstrong, 2009).

Both monetary and non-monetary reward and incentives improves workers' motivation and attachment to an organization (Torrington *et al.,* 2011). Armstrong, (2009) agrees with this when he states that reward, as an important strategic area for organizations impacts an employer's ability to attract candidates, retain staff, and guarantee ideal levels of performance from workers in meeting the organizations strategic goals. Attractive reward packages are one of the very key factors of retention since it fulfills the financial and material needs (Torrington *et al.,* 2011).

Cash bonus is an example of monetary reward that organizations use to compensate employees for exemplary performance if they surpass their set objectives, (Frye (2004)). The amount of cash is determined by how high an employee has exceeded the set targets or it can also be grounded on ranks or job groups. Today, organizations are rewarding performance bonuses to low-ranking employees to raise productivity, unlike earlier where they used to be an honor of

topmost executives. Performance bonuses are now on the rise in many organizations because managers want to link performance to reward. (Torrington *et al.,* 2011).

Recognition and appreciation are examples of non-monetary reward. Recognition is to identify someone before ones' peers for desired behavior or even for accomplishments achieved, actions taken or having a positive attitude. Appreciation on the other hand centers on showing gratitude to a worker for his or her action. Such rewards help workers to measure their performance and know whether they are performing well or not (Torrington *et al.,* 2011).

Compensation can also be direct or indirect. Direct compensation is paid to workers as a compensation for the services they have offered direct to the organization .According to Dessler (2008) the direct payments consist of bonuses, commissions, wages and salaries. According to him direct compensation can be defined as payment to employees that enhance employee's financial position when paid to them. Direct compensation is categorized into base pay and contingent pay. Where basic pay is expressed in form of normal rate which can be weekly, hourly, monthly or annually and allowances which may include overtime, adjustment in cost of living (Armstrong, 2012) while contingent comprise of additional financial rewards in the form of merit pay, commissions, incentives which are paid to workers depending on their performance in the organization (Armstrong, 2012).

According to Dessler (2011) indirect compensation refers to monetary and non-monetary payment that a worker gets indirectly from the organization for their continued service with the organization. He classified these as fringe benefits such as staff housing, car grants, mileage allowance, paid holidays, paid vacations, retirement plans supplemental pay benefits, insurance benefit, retirement benefits e.g. pension and social security, personal benefits such as staff meals and day care centre. Danish and Usman (2010) in their study found out that if indirect benefits like allowances, fringe benefits and other compensations are given to employees on periodic basis it will improve their morale thus boosting employee performance.

2.4 EMPIRICAL REVIEW

A number of researches have been carried out that are related to human resource management practices influencing employees' productivity in various institutions.

2.4.1 Employee Productivity

Tabiu and Nura (2013) did a study on assessing the effects of Human Resource Management (HRM) practices on employee job performance: a study of Usmanu Danfodiyo University Sokoto. They made use of a cross-sectional survey design. Their results indicated that HRM practices had positive effects on workers' job performance and the outcomes unravelled that some not all the HRM practices relates significantly with workers job performance even though all are related. Tabiu and Nura (2013) however suggested that constant review of HRM practices for organizations to move with time should be employed

Matui (2017) did a study on employee productivity on organizational performance in the Kenyan banking sector: a case of Kenya commercial bank. He used descriptive design so as to ensure complete description of the situation, hence ensuring minimum bias in the collection of data. Stratified sampling procedure was used to select a sample that represented the entire population. The sample size was sixty one (61) respondents comprising of senior management, middle level managers and low level managers. Questionnaire containing mainly closed ended questions was used for collecting data. Data collected and analyzed was presented in various formats such as charts, graphs and tables. The findings shown that the bank should have a mechanism that ensures that the employees are happy, also given the right tools and materials, the right compensation, and promotion on merit employees work at their utmost ability. In addition effective training programs enhances the knowledge, skills an attitude of the employees thus improving their productivity.

Lelei (2018) did study on factors influencing employee productivity in the county government of Kajiado- Kenya. The target population was 800 employees of county Government of Kajiado County. The researcher used stratified sampling technique, where the strata were the top management, middle management and lower level management. Then Purposive sampling was then used to select employees to participate in the study. Questionnaires were used to collect data from the respondents. The data was analyzed using descriptive statistics with the help of SPSS

and was presented using tables. The study revealed that job design, workplace environment, career growth and employee remuneration had a significant positive relationship with employee productivity in county offices.

Employee productivity also called workforce productivity is an assessment of efficiency of a worker or group of workers hence productivity of a given worker will be assessed relatively to that of another average employees doing similar worker. Productivity can be evaluated in terms of the output of an employee in a specific period of time. Employee productivity can be thought as how effective organization and the people working in them produce value from the individuals and collective contribution (Bohlander, 2001).

Employee productivity is an average measure of efficiency of production. It can be expressed as the ration of output to input used in the production process. Therefore, productivity is about the effective and efficient use of resources where resources includes time, people, knowledge, information, finance, equipment , energy or even materials (Decenzo & Robbins,2002).

Measuring employee productivity is of great importance to an incentive plan because it communicates the importance of established organizational goals. "What gets measured and rewarded gets attention (Bohlander,2001).In discipline of Human Resource Management, different writers suggest the following indicators for measuring employee productivity and they include: quality that can be measured by percentage of work output that must be redone or is rejected; Customer satisfaction that can be measured by the number of royal customers and customer feedback. Also, timeliness, measured in terms of how fast work is performed by the employee when given a certain task; absenteeism/tardiness observed when employees absent themselves from work; and achievement of objectives measured when an employee has surpassed his/her set targets, he/she is then considered to have performed well to achieve objectives (Hakala, 2008; Armstrong, 2006).

Performance indicators include:

Quality

Quality is the-importance to success of every business. Quality is Paramount is a business has to satisfy and retain its customers. Quality products make important contributions to long-term revenue and profitability. Today the customers are demanding quality products and organizations that are able to probations duce quality products at lower cost win the game. Quality is checked mainly at three levels input, output and throughput or process quality. Most of the organizations focus on quality because they have made promises to their customers about quality of their services and products (Heckl & Moormann 2010). Gosselin (2005) has discussed eight dimensions of quality namely: features, reliability, conformance, durability, serviceability, aesthetics, and perceived quality. Quality reflects on the business reputation hence a strong reputation for quality can be an vital differentiator in the markets that are competitive.

Employees Satisfaction

The workers' satisfaction is the key to success for every organization. If the workers are satisfied then they will satisfy clients and overall organizational performance will be boost up. Parmenter (2009) was of the opinion that analysis of absenteeism, %age of staff working flexible hours, turnover rate, new recruits which are worker's referrals, workers' satisfaction per survey, workers' complaints resolution effectiveness, empowerment index and length of service of staff who has left are the measures to check the workers satisfaction in any organization .

Contented employees signify a better-off company. When worker knows their company cares about them, they'll have an easier time sustaining the company's mission and will do more to achieve its objectives .Benefits of staff satisfaction, includes: reduced turnover, improved brand image, increased productivity, getting employees' feedback (Parmenter 2009).

Customer Satisfaction

Customer satisfaction is a gauge of how goods or services provided by an organization either falls short, meets, or exceeds customer expectations. Measuring varies from company to company. For example some may relay entirely on retention and repeat customers, while others may create a numerical value based on data and/or customer feedback. The higher client satisfaction improves financial performance by increasing the loyalty of existing clients,

reducing price elasticity, lowering marketing costs through positive word-of-mouth advertising, reducing transaction costs, and enhancing organization reputation (Neely and Platts 2005). Customer satisfaction means a lot for any organization. Once customers are satisfied it means increased in revenue since return client tend to buy more from the company and even refer new customers. Brand loyalty may be created and improved through customer satisfaction as result they find it hard to switch to a competitor with whom they're neither familiar nor comfortable.

Learning and Growth

This includes employee training and corporate cultural attitudes related to both individual and corporate self-improvement. Learning and growth provides the organizations with competitive advantage over their competitors. It happened because the learning organizations keep training their workers with the new technological advancements. The more the learning organizations involve in innovativeness the more they develop new product development projects. Thus learning leads to more productivity (Sadler-Smith and Chaston 2001).

2.4.2 Performance Appraisal and Employee Productivity

Wanjala and Kimutai (2015) undertook research on the Influence of performance appraisal on employees' performance in commercial banks in Trans Nzoia County –Kenya. The   study made use of descriptive survey research design. A total of 178 research subjects were drawn from the target population by use of stratified and the simple random sampling technique.   According to their findings there is a significant relationship between performance appraisal and worker's performance.

Onyije (2015) did a study on the Effect of Performance Appraisal on Employee Productivity in a Nigerian University. He used a survey study design, where he sampled 3% of the total population using stratified random sampling. His finding revealed significant link between performance appraisal and employee productivity and that effective appraisal system could increase the morale of workers particularly when they are rated adequately.

Saira (2016) undertook a study on Impact of HRM Practices on Employee's Performance in textile industry in Pakistan. Random sampling technique was used to collect data. His results indicated that HRM practices like compensation, career planning, performance appraisal, and employee involvement have a positive impact on employee's performance.

Otieno (2016) did a study on the effect of performance appraisal on employee productivity in the Ministry of agriculture Homa bay County, Kenya. Stratified random sampling technique was used where a sample size of 156 respondents determined using Yamane (1967) formula. His findings of the study revealed that performance appraisal criteria, feedback and reward were all adopted to great extents by the Ministry of Agriculture.

Wanjala and Kimutai (2015) undertook a study on Influence of Performance Appraisal on Employee Performance in Commercial Banks in Trans Nzoia County – Kenya. The study used descriptive survey research design. In this study a total of 178 research subjects were drawn from the target population using the stratified and the simple random sampling technique. Data was analyzed by use of descriptive statistics, specifically use of frequencies and percentages and the same was presented in frequency tables. Chi Square method was used for testing the hypothesis. The findings show that: there is a significant relationship between performance appraisal and worker's performance.

Njuguna and Maende (2017) studied performance appraisal systems and employee productivity in commercial banks in Nairobi County, Kenya. Stratified random sampling was used to determine a sample size of 115 respondents. He used descriptive research design which involved collection of information from a common group through questionnaires. Data was analysed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics were used in reporting and was interpreted through the use of charts, graphs and tables. From their findings they established that staff in commercial banks in Kenya was appraised by senior staff. In addition it was established that performance appraisal problems are dealt with as they arise. Lastly most staffs in the banking sector have a positive attitude towards performance appraisals since they create job confidence and this maximizes output

Simotwo (2018) did a study on effects of performance appraisal system on employees' performance of national police service Kenya. The study used study employed a descriptive survey research design, where a sample of 172 respondents was selected. A questionnaire was used in collection of data. Analysis was done quantitatively and qualitatively by use of descriptive statistics. This included percentages, mean and standard deviation which were presented using tables, bar charts to give a clear picture of the research findings. This study concluded that Performance appraisal system is the only tangible metric way by which an organization can know the level of performance of its diverse employees.

2.4.3 Staff Training and Employee Productivity

Omosa *et al.,*(2018) undertook a study on influence of employee training on organizational performance: a case of Kisii county government, Kenya. The study employed a descriptive research design, where a sample size of 357 employees used. Data collection instrument used was questionnaire. Data was analyzed by use descriptive and inferential statistics and results presented using tables and figures. Their findings were that there is a positive and significant influence of employee training on organizational performance.

Ananthalakshmi and Ming (2018) studied on Impact of Training Methods on Employee Performance in a Direct Selling Organization; Malaysia. The researcher adopted positivism research philosophy and collected quantitative primary data through survey questionnaire. The questionnaire was designed based upon various types of on-the-job and off-the-job training methods. Census method is adopted to collect data as the researcher distributed the questionnaire to all 162 employees in the target population providing an equal chance for all to participate in the study. The collected data were analyzed using SPSS software in order to get the regression values. Their findings were that on-the-job and off-the-job training have a positive significant impact on employee performance.

Okumu et al., (2018) studied on effects of employee training on employee performance: a case of the judiciary of Kenya. They used both simple random and stratified sampling in the study where a sample of 210 was selected out of 400 employees. The data was analyzed using both descriptive statistics and inferential statistics to investigate the effect of employee training on

employee performance at the Judiciary of Kenya. One of their findings were that training has a significant relationship with employee performance and was ranked as the first. Another finding was that training resources have a significant relationship with employee performance and was ranked as the third highest predictor of employee performance while policies have a significant relationship with employee performance. Their recommendations were that during budgetary allocation, the organization should allocate adequate resources for employee training and also before on any training programme is designed; the HR Department should carry out a training needs assessment (TNA) in order to ensure that the right trainees are selected for training and that the appropriate content is delivered at the training.

Kagucia (2012) argued that training needs analysis is the vital to employee performance improvement and the development of skills and competencies necessary to achieve organizations goals. He argued that training needs assessment (TNA) helps an organization to identify the skill gap existing between present performance and the desired performance. Shitsama (2011) suggested some of the benefits of training. They include: yield higher productivity, improved work quality, increased motivation and commitment, higher morale and teamwork, and fewer errors, culminating in a strong competitive advantage, developing desired skills, preventing accidents through safety training, supplying professional and technical education and supervisory training and executive education. In an attempt to draw a direct linkage of training effectiveness to employee performance, Siddiqui and Asghar, (2008) concluded that organizations should regard expenditures on training as investments in human resources hence value adding of the firm.

Njuki and Moronge (2016) undertook a study on the influence of human resource management practices on employee commitment in public hospitals in Nairobi County, Kenya. The study adopted a descriptive research design. Stratified random and purposive sampling techniques were used to select respondents. From their analysis reward management and training were positively correlated to employee commitment in public hospitals, therefore results shown that HR practices did influence the commitment of employees in public health hospitals of Nairobi County. However, their study should have included all public hospitals within the Nairobi County in order to come up with informed judgement.

Wambua and Karanja (2016) undertook research on the effect of human resource management practices on employee performance in commercial banks in Nairobi County, Kenya. The study employed descriptive study design where stratified random sampling technique was used to select respondents. The study recommended that commercial banks should design better performance appraisal schemes which distribute timely and relevant information on performance or goal plans to employees. Also the study recommended that those commercial banks and other companies aiming to achieve improved employee performance should also consider developing training and development policies and strategies which aim to identify training needs with full participation of employees, which have fairness in addressing staff training and development needs as well as those policies which create an enabling environment for transfer of learning to succeed. Their results indicated that the relationship between HRM practices and employee performance is positive.

Sila (2014) carried a study on the relationship between Training and Performance in Kenya Women Finance Trust, Eastern Nyanza Region, Kenya. He used descriptive research design. His study indicated that attitude has a direct influence on employee performance. This is because attitude is what an employee will feel towards work as well as the situations they find themselves in while at work. Sila further states that attitude may also be as a result of stereotypes an employee has towards somebody or something. A positive attitude at work place builds ones self-esteem, builds loyalty towards the organization and thus an employee is able to deliver services with zeal and total commitment.

Dr. Janes and Samwel, PhD (2018) did a study on impact of employee training on organizational performance –case study of drilling companies in Geita, Shinyanga and Mara Regions in Tanzania. The purpose of the study was to analyze the impact of employee training on the performance of drilling companies. The study comprised a sample size of 219 respondents which was selected using purposive and simple random sampling techniques. Data collection was done through the questionnaire administered to the respondents. Data was analyzed using descriptive statistics and results presented using tables. The study results found that employee training has a significant effect on the performance of drilling companies.

2.4.4 Compensation and Employee Productivity.

Njanja, Maina, Kibet and Njagi (2013) did a study on the Effect of Reward on Employee Performance: A Case of Kenya Power and Lighting Company Ltd., Nakuru, Kenya. The research adopted correlation research design. Descriptive statistics (frequency tables, percentages) were used to present data. The findings of the study showed that cash bonus have intrinsic motivation hence will increase employee motivation as employees will get more autonomy, more challenging job assignments and responsibilities.

Mmbusa (2019) studied on influence of compensation strategies on employee's performance in the public health sector in Nairobi city county, Kenya. The study used a descriptive research design. Stratified random sampling was used to select a sample size of 110 employees drawn from the target population of 1100. Data was collected by us of questionnaires and was analyzed using descriptive statistics, means, frequency, tables and percentage. The findings of the study were that that competitive salaries, incentives, indirect compensation and rewards had a positive and significant influence on employees' performance. Therefore the study concluded that a competitive salary package can improve employee motivation, reduce employee turnover and increase productivity, incentive plans motivate workers for higher efficiency and productivity.

Wekesa and Nyaroo (2013) did study on effect of compensation on performance of public secondary school teachers in Eldoret municipality Kenya. The study used descriptive survey design. Simple random sampling was used to select the teachers and purposive sampling to select the head teachers. The sample population comprised of 114 teachers and 14 head teachers. Questionnaires and interview schedule were used to collect data. Data collected was analyzed and presented by use of descriptive statistics such as frequency tables, percentages, mean graphs and pie-charts. The findings concluded that fair compensation has an effect on public secondary school teachers" performance

Keynan (2018) did a study on effect of compensation management practices on employee performance in Wajir County, Kenya. The study used convenience sampling technique to select respondents from the categories of sub counties. Data was collected by use questionnaires and analyzed using SPSS, and multiple regression analysis. Findings of the study were that there

direct relationship between the employee performance and direct compensation and employee incentives.

Muthengi (2017) did a study on the effect of compensation strategy on the performance of the office of the auditor general Kenya. The researcher used interview guide to collected data from the respondents and later the data was analyzed using content analysis method. It was found that direct financial compensation acts as an important source of motivation to the staff and hence helps to improve their performance and that of the organization. Indirect compensation such as medical cover has an impact on the employee's health and hence employee's health was found to be directly related to good performance. Non financial compensation such as good working environment gives job satisfaction to the employees of the office of auditor general.

2.5 SUMMARY OF LITERATURE AND THE RESEARCH GAPS.

Hassan (2016) did a study on impact of HRM practices on employee's performance. This research was conducted to determine the impact of HRM practices on employee's performance in the Textile industry of Pakistan. The results indicate that HRM practices such as Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement have a positive impact on employee's performance.

Mutua, Karanja and Namusonge (2012) conducted a study on the Role of Human Resource Management Practices on Performance of Financial Cooperatives Based in Nairobi County, Kenya. Their results showed a shift in studying individual practices and their effect on organizational performance to studying the whole HRM system and its effect on organizational performance.

Wambua and Karanja (2016) studied on effect of human resource management practices on employee performance in commercial banks in Nairobi County, Kenya. Their findings were that the relationship between HRM practices and employee performance is positive although only the relationship between reward management, performance appraisal as well as training and development practices and employee performance were found to be significant while the relationship between employee involvement and employee performance was not significant.

Njuki and Moronge (2016) studied on the influence of human resource management practices on employee commitment in public hospitals in Nairobi County, Kenya. Their findings were that HR practices did influence the commitment of employees in public health hospitals of Nairobi County. None of the study has been done on HRMP influencing employees' productivity in the department of national registration bureau Nairobi County.

It is against this background of lack of a study relating to dismal performance in NRB department therefore that the study will seek to fill this gap by investigating the HRM practices influencing employees' productivity, with a specific focus on the National Registration bureau department Nairobi County, Kenya.

2.6 CONCEPTUAL FRAMEWORK

Independent Variables   **Dependent Variable**

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┌─────────────────────────────┐
│ Performance Appraisal        │
│                              │
│   • Management by            │
│     Objectives. (MBO)        │
│                              │
│   • Total Quality            │              ┌──────────────────────────┐
│     Management.(TQM)         │              │ Employee Productivity.    │
│                              │─────────────▶│                          │
│   • Challenges of            │              │ Performance indicators:   │
│     performance appraisal.   │              │                          │
└─────────────────────────────┘              │   • Quality.             │
                                             │                          │
┌─────────────────────────────┐              │   • Employee             │
│ Compensation                 │              │     satisfaction.        │
│                              │              │                          │
│   • Monetary and non         │              │   • Customer             │
│     monetary compensation.   │─────────────▶│     satisfaction.        │
│                              │              │                          │
│   • Direct and indirect      │              │   • Learning and         │
│     compensation             │              │     growth.              │
└─────────────────────────────┘              └──────────────────────────┘

┌─────────────────────────────┐
│ Staff Training               │
│                              │
│   • On job training          │
│   • Off job training         │─────────────▶
│   • Importance of training.  │
│                              │
│                              │
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Figure 2.1 Conceptual Framework

Independent variables are Performance appraisal, staff training and staff compensation while employee productivity is the dependent variable.

For any organization to realize productivity from the employees, HRM practices must be provided. These calls for a good performance appraisal system, better training program that may

provide required knowledge and skills to employees and a good compensation package for the employees to be well motivated.

Performance Appraisal helps employees to be motivated by clearly define their objectives and by setting future direction with providing training to fulfill the objective performance (Bach, 2005). Performance appraisal helps in informing who has achieved or not achieved set goals. For those who have not achieved, then skills gap is identified hence training is done to equip employees with necessary skills hence improve employee productivity.

Training helps to equip employees with necessary knowledge and skills that enable them perform their duties effectively and efficiently thus it is a key retention factor as well as a critical factor for personal and professional development for employees at any age.

Compensation can be financial non-financial reward. When compensation is attached to the employees targets help to boost their moral hence leading to better productivity. Meaning if employees are promised reward after achieving organizational goals in the performance appraisal then they will work hard and as result increase the productivity are the ensure efficiency.

2.7 SUMMARY OF LITERATURE

Three theories have been used to inform this study. They includes: expectancy theory, Goal setting theory and the human capital theory. Expectancy theory stresses that individuals have different sets of goals and can be motivated if they have certain expectations. This theory is about choice. Goal setting theory states that people are essentially motivated by an incentive promised at the end of the performance of a particular assignment or behavior. While human capital theory corresponds to any stock of knowledge or characteristics a worker has (either innate or acquired) that contributes to his or her productivity. The three theories aim at ensuring improved productivity in any organization.

Three HRMP have been dealt with in this chapter i.e. performance appraisal, training and compensation. Performance appraisal means the rating of their performance during a certain period of time. In the organizational context, performance appraisal is a systematic evaluation of

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personnel by supervisors or others familiar with their performance. It is also described as merit rating in which an individual is rated as better or worse in comparison to others.Training refers to the methods used to develop skills in employees required to perform a job (Dessler, 2000). Most organizations consider training and development as an important factor of human resource activity since it contributes positively towards organizational growth.

While compensation is a systematic approach to providing monetary value to employees in exchange for the work they do (Cole, 2008). Compensation is all about how people are remunerated in accordance with their value in the organization. It is concerned with both financial and non-financial rewards.

In the empirical review a good number of related research works have been looked so as to guide the researcher.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research design that was used in the study, the target population, sample size and sampling procedures, data collection procedures and instruments, validity, reliability, data analysis, ethical considerations

3.2 RESEARCH DESIGN

The study adopted the descriptive research design which was used by Chaponda, (2014) in a study on the effect of performance appraisal on employee motivation: a survey of slum based non-governmental organizations in Nairobi. Descriptive research design is useful in that it can be used to when collecting information about people's attitude, opinions, habits or any of the variety of education or social issues (Orodho, 2012). The design was used to collect information from respondents' on human resource practices that affect employees' productivity in the department of National Registration Bureau. HRM practices affect the employees' productivity.

3.3 TARGET POPULATION

This study had a target population of eight hundred (800) officers comprising of the top level officers (who includes Director, deputy directors, principal registrars and principal fingerprint officers) and middle level officers (who includes middle level registrars and middle level finger print officers) and low level officers (who includes clerical officers, senior support staff officers and drivers) drawn from NRB department in Nairobi County. NRB department has its headquarters at Nairobi and still it has high sufficient number of staff in all carders hence making collecting of data easier.

Table 3.1: Target Population

Employee	Total population	percentage
Top Level officers	50	6.25
Middle level officers	321	40.125
Low level officers	429	53.625
Total	**800**	**100**

 Source: NRB HRM Data (2019)

3.4 SAMPLING DESIGN

3.4.1 Sampling Technique

This study employed stratified and purposive sampling for the strata of the top level officers since these are the officers with critical information for the organization. Thus the director and three deputy directors out of nine were selected purposively. The remaining thirteen out seventeen were selected using simple random sampling since it gives everybody a chance to be selected and is used when dealing with a heterogeneous group. In the other two strata the simple random sampling was employed (Kombo and Tromp (2006)

3.4.2 Sample Size

Mugenda and Mugenda (2008) explain that a sample need to be wisely selected to be representative of the whole population and it is essential for a researcher to ensure that subdivisions involved in a study are correctly catered for. According to Mugenda and Mugenda (2007) no survey can ever be considered to be free from error or offer 100% surety and error limits of less than 5% and confidence levels of higher than 95% can be regarded as acceptable. Thus with this in mind, at a confidence level of 95%, the margin of error would be 5% (0.05). To obtain the minimum population sample for this study, the researcher adopted Yamane's formula in selecting the sample size (cited in Israel, 1992) as follows:

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

Where **n** is the sample size, **N** is the population size and **e** is the margin of error.

$$n = \frac{800}{1+800(0.05^2)}$$

$$=266.66$$

Therefore, a sample size of 267 was selected from a total population of 800 officers. The selection of the sample was sufficient and representative enough of the entire population. The sample size was large enough to yield results among variables that are significantly different and it broadens the range of possible data and forms a better picture for analysis.

Table 3.2: Sample size

Employee Cadre	Total Population	Sample Ratio	Sample Size
Top Level officers	50	0.33375	17
Middle level officers	321	0.33375	107
Low level officers	429	0.33375	143
TOTAL	**800**	**0.33375**	**267**

3.5 DATA COLLECTION INSTRUMENT

The researcher used primary data which was obtained by use of closed ended and open ended questions. Closed ended questions are important since you get higher response rates when users don't have to write so much and can easily be analyzed statistically. While open ended questions allow respondents to include more information including their feelings, attitudes and understanding of the subject matter. Hence therefore the researcher has access to the respondents' true feelings on an issue. Standardized questionnaires were of help for investigating a widely distributed population. According to Kothari (2004) questionnaires are good to use because the cost involved is low and also because it requires less time especially when the population is large and widely spread geographically. Questionnaires are also free from the bias of the interviewer and answers are in respondents' own words.

The respondents were expected to respond to both open ended-and closed ended questions. The questionnaires were divided into two sections. The first section asked questions concerning the general respondents' information. The second section helped in establishing the effect of the HRM practices on employee productivity. The third section helped in determining the extent to which HRM practices affect employee productivity. The fourth section helped in examining the challenges hindering the employee productivity. Likert-type scale was used. It was used to measure someone's attitude by measuring the extent to which they agree or disagree with a particular question or statement. A five-point Likert-type scale and ranking was used (ranging from strongly agree to strongly disagree) to reflect the appropriate levels of measurement necessary for statistical analysis.

3.5.1 Data Collection Procedure

The researcher wrote the letter requesting for permission to collect data to graduate school which was offered after which a permit was obtained to collect data from the National Council of Science, Technology and innovation through the Ministry of Education before embarking on the study. This was then presented to the National Registration Bureau Department. The questionnaires were hand delivered and distributed to respondents physically in the various sections and collected on agreed dates. This enhanced the speed of data collection.

3.6 PILOT TEST

A trial of a tenth of the total sample with homogenous characteristics is appropriate for a pilot test, (Mugenda, 2003). Pilot questionnaire was prepared and administered to a tenth of sample size (who are 27 officers from the three levels at the department's head quarters). This was meant to test the objectivity and clarity of the items. The questionnaires were pre-tested and any suggestions for improvement encountered during the piloting process were incorporated in the final questionnaire.The main reason of the pilot test was to check the validity and reliability of the research instruments.

3.6.1 Validity

The validity of a test is a measure of how well a test measures what it is supposed to measure (Orodho, 2006). According to Mugenda and Mugenda (2003), validity is the accuracy and meaningfulness of inferences which are based on the research results. It is the degree to which the results obtained from the analysis of data actually represent the variables under study. Mugenda and Mugenda (2008) points out that validity is used to estimate how accurately the data obtained in the study represents a given variable in the study. The questionnaire used for this study was tested and found to be valid in that the question items reflected closely the specific areas covered. Thus content validity was established through pilot test since the items adequately measured or represent the content of the property or trait that the researcher wished to measure.

3.6.2 Reliability of Research Instrument

Reliability refers to the degree to which a tool yields consistent results. A reliability coefficient of 0.7 or more implies that there is high degree of reliability of data (Mugenda & Mugenda, 2008). The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. The Alpha measures internal consistency by establishing if

certain item measures the same construct. Coefficient of 0.7 is a commonly used as the cut of point of acceptable reliability (Nunnally, 1978).

3. 7 DATA ANALYSIS

After collecting data, it was processed before carrying out analysis. At this stage problems identified with the raw data were corrected. After correcting errors that may influence data analysis, a coding system was formulated. Coding involves converting data to numerical codes representing attributes or measurements.

The data collected was analyzed by use of descriptive statistics e.g. frequencies and percentages. Correlation and multiple regression analysis establish the relationship between various HRM practices and employee productivity. That is data was then analyzed using the Statistical Package for Social Sciences. Relationships between the variables were analyzed using inferential statistics. An analysis of variance (ANOVA test) was also done.

A multiple regression model was used to determine how the various independent variables together predicted the given dependent variable, in this case, how Human resource practices such as Performance appraisal (X_1), Staff Compensation (X_2) and Staff Training (X_3) predict Employee productivity (Y).

Therefore.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$$

Where

Y = Employee productivity

X_I = Performance appraisal

X_2 = Staff Compensation

X_3 = = Staff Training

ε = Error term

a,b_1, b_2 and b_3 = Regression Coefficients

According to Mugenda and Mugenda (2009), descriptive analysis involves a process of transforming a mass of raw data into tables, charts, with frequency distribution and percentages, which are a vital part of making sense of the data. In this study, the descriptive statistics such as

percentages and frequency distribution was used to analyze the demographic profile of the participants. The data was presented using tables, charts and graphs in order to give a clear picture of the research findings. The multiple regressions were used to   measure the strength of the relationship between the dependent and independent variables at a glance.

3.8 ETHICAL CONSIDERATIONS

The researcher maintained confidentiality of responses and views of respondents by guarding them against access by other persons. The researcher sought voluntary participation of the participants before conducting the study and ensured that the respondents remain anonymous throughout the study. (Mugenda & Mugenda, 2008).The researcher was given license to collect data from National Commission For Science And Technology And Innovation.

CHAPTER FOUR

4.0 RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter presents analysis and findings of the study as set out in the research methodology. The study sought to determine the influence of HRM practices on employee productivity in the National Registration Bureau Department, Nairobi County, in Kenya. Data was gathered exclusively from questionnaires as the research instrument designed in line with the objectives of the study.

4.2 RESPONSE RATE

As indicated in Table 4.1, out of the two hundred and sixty seven (267) respondents, 189 responded and returned the questionnaires for analysis. This constitutes 70.8 % response rate. This was a sufficient response rate for the study, as supported by Mugenda and Mugenda (2012) who indicated that a response rate of 50%, 60% or 70% is sufficient for a study.

Table 4.1: Response Rate

Response	Frequency	Percentage
Returned questionnaires	189	70.8
Unreturned questionnaires	78	29.2
Total	**267**	**100**

4.3 Reliability Results

Table 4.2 illustrates the findings of the study concerning the reliability analysis. Reliability test was done using Cronbach's Coefficient Alpha to measure the internal consistency of the data. From the findings, the Cronbach's coefficient Alpha for Performance Appraisal was 0.737, Compensation was 0.797 and Staff Training was 0.802, indicating that the instruments were reliable as supported by Creswell (2013) that Cronbach's alpha value–of 0.7 and above is considered adequate.

Table 4.2: Reliability results

Variable	Cronbach's	No of Item	Remarks
Performance Appraisal	.737	4	Accepted
Compensation	.797	4	Accepted
Staff Training	.802	4	Accepted

4.4 Demographic Information

The study sought to determine the background of the respondents in order to have an understanding of their suitability to undertake the study. The findings are in the subsequent sections.

4.4.1 Gender of the Respondents

The study sought to ascertain the composition of gender on the target respondents. The findings indicated that 56% were male and 44% were female. This implies that National Registration Bureau Department, Nairobi County, Kenya is not different from all other sectors in the developing economy where men are still a dominant gender in the economic development, because of cultural practices, which still confine females to domestic related activities (Hilary, 2015). This finding was supported by National Cohesion and Integration Commission Act No.12 of 2008, which ranks males as the majority in work places.

Gender of the respondents

44%

56%

■ Male
■ Female
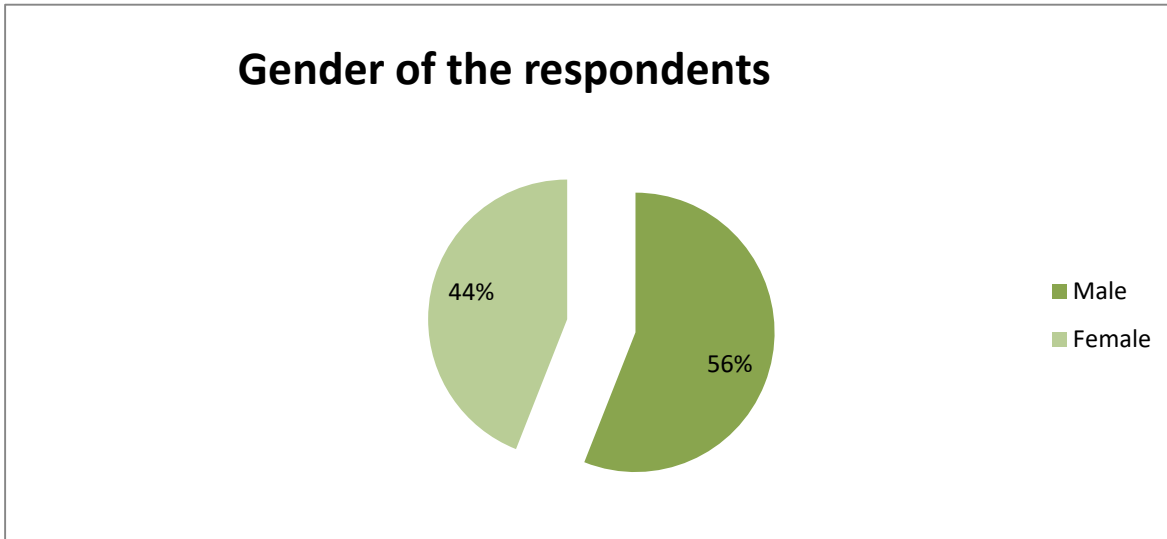
Figure 4.1: Gender of the Respondents

4.4.2 Age of the Respondents

The findings in figure 4.2 indicate the respondents' age brackets. Majority (29.1%) of the respondents were aged between 29 – 38 Years, 27.5 % of the respondents were aged between 18 – 28 years, while 24.9 % of the respondents were aged between 39 – 48 years and 18.5 % of the respondents were over 49 years of age. This implies that National Registration Bureau Department, Nairobi County, Kenya had age diversity in the workplace. The study finding concurred with those of Ahmad & Bujang (2013) that productivity in both older and younger workers is higher in companies with mixed-age work teams. In addition, age diversity within work teams is positively related to performance when groups are involved in complex decision-making tasks.
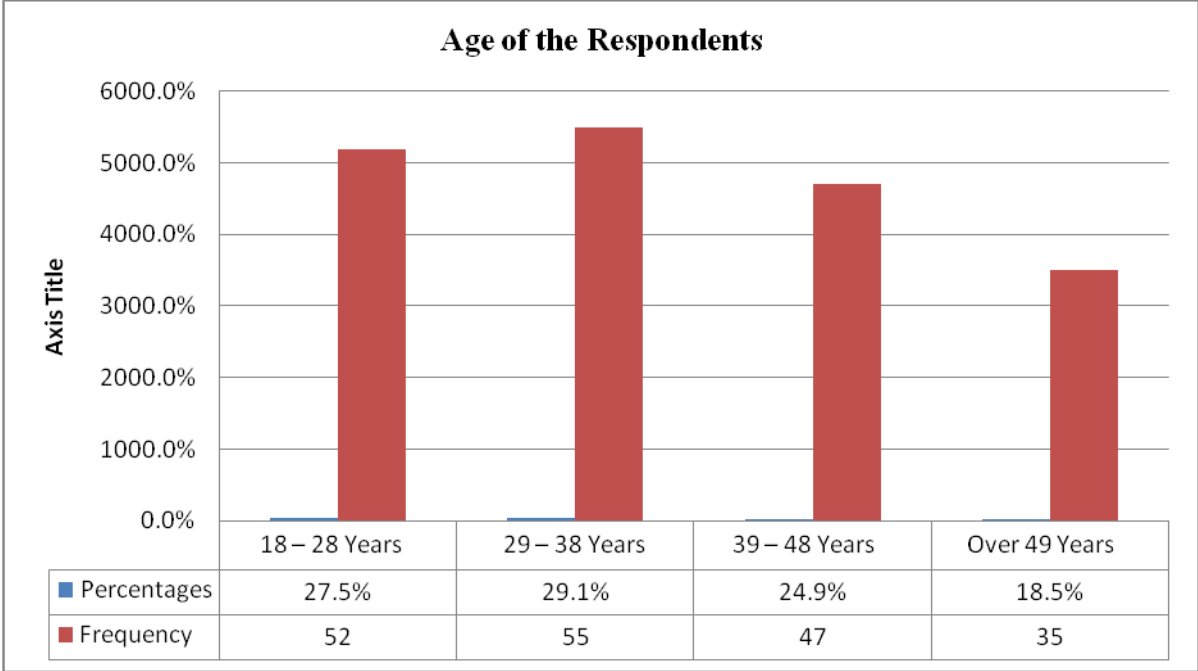
Figure 4.2: Age of the Respondents

4.4.3 Respondents' Level of Education

The study sought to establish the level of education attained by respondents. The findings presented in Table 4.3, indicates that 41.3 % of the respondents had attained Technical Diploma level of education, 39.2% had attained Bachelor's Degree level of education while 19.6% of the respondents had other qualification including vocational training and professional qualifications. The high level of education by the majority implies that good number of the respondents were in a good position to respond effectively to the study questionnaire. The findings conform to Bratton & Gold (2009), those educational skills enable employees solving complex problem by identifying solutions and reviewing related information to develop and evaluate options and implement solutions.

Table 4.3: Respondents' Level of Education

Highest level of education	Frequency	Percentage
Technical Diploma	78	41.3%
Bachelor's Degree	74	39.2%
others Level	37	19.6%
Total	189	100.0%

4.4.4 Respondents' Years of Service

Respondents were requested to indicate the number of years they had been in service at the National Registration Bureau Department. From the findings as shown in figure 4.3, majority of the respondents indicated that they had been in service for over 1 - 5 years, 6 - 10 years, 11 – 15 years and 16 – 20 years by 9%, 14%, 20% and 31% and 26 % respectively. This clearly indicated that the respondents had acquired enough experience hence had the capacity of interpreting and providing required information on HRM practices on employee productivity in National Registration. The findings agreed with those of Hakala, (2008) that work experience enables interpreting the meaning of information for others as well translating or explaining what information means and how it can be used.
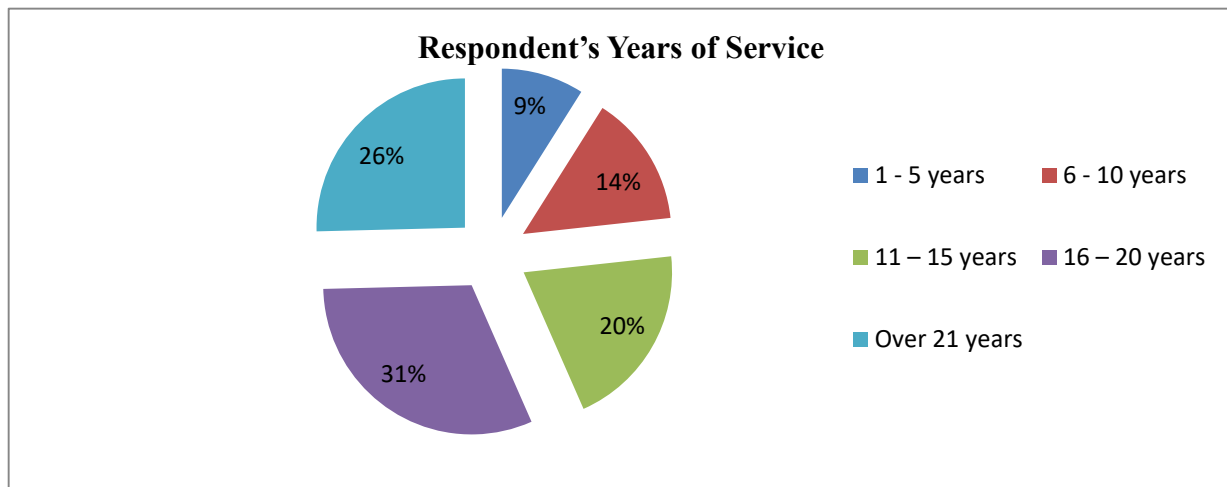
Figure 4.3: Respondents' years of service

4.4.5 Job Category

The study sought to establish job category of the respondents. The findings in table 4.4 show that majority comprising 41.8 % of the respondents indicated that they were registration officers followed by 24.9% of the respondents were fingerprint officers with 14.3% of the respondents the secretarial staff and only 6.9%, 12.2% of the respondents were cleaning supervisors and drivers respectively. This implied data was collected across all the departments with high population hence, representing majority of the respondents. These findings are in line with those of Saunders & Thornhill, (2014), that the study analyses in different departments enables evaluating information obtained from respondents to determine compliance with statistical standards using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

Table 4.4: Job Category

Job Category	Frequency	Percent
Registration Officers	79	41.8%
Fingerprint Officers	47	24.9%
Cleaning Supervisors	13	6.9%
Secretarial Staff	27	14.3%
Drivers	23	12.2%
Total	**189**	100.0%

4.5 Descriptive Analyses

4.5.1 Performance Appraisal and Employees Productivity

The study sought the respondents response on the level at which they agreed with the given statements that relate to the influence of performance appraisal , majority of the respondents indicated that Performance appraisal helps in rating employees work performance which was supported by a mean of 4.11 and standard deviation of 1.02. The respondents indicated that Performance appraisal reveals how well employees' perform their duties by establishing their achievements which had a mean score of 3.87 and standard deviation of 0.91. The respondents stated that performance appraisal is a relevant tool of revealing ones strength and weakness for the purpose of making a decision about the employee performance which a mean score of 3.62 and standard deviation of 0.73.

The study established that skills gap can be established through performance appraisal by determining the areas employees are underperforming as indicated by the mean of 3.74 and standard deviation of 0.89. From the findings of the study it was identified that areas of performance enhancement which help in promoting professional growth can be identified through Performance appraisal by rewarding the performing employees who had a mean score of 3.60 and standard deviation of 0.83. From the finding this implies that positive relationships exist between human resource management practices and performance improvement at both the individual and organizational levels. The findings concurred with those of Gichuhi & Ochieng, (2013) Performance appraisal provides adequate feedback to each person on his or her performance and serve as a basis for modifying or changing behavior toward more effective working habits;

Table 4.5: Performance Appraisal and Employees Productivity

Statement	Mean	Std
Performance appraisal helps in rating employees	4.11	1.02
Performance appraisal reveals how well employees' perform their duties	3.87	0.91
Performance appraisal its relevant tool of revealing ones strength and weakness for the purpose of making a decision about the employee performance.	3.62	0.73
Skills gap can be established through performance appraisal.	3.74	0.89
Areas of performance enhancement, which helps in promote professional growth, can be identified through Performance appraisal.	3.60	0.83

4.5.2 Staff Training and Employee Productivity

The respondents were asked to indicate the extent in which Staff Training influence Employee Productivity in National Registration Bureau. Table 4.6 majorities of the respondents agreed that Acquisition of knowledge, skills and abilities is necessary for one to successfully perform a job which enables advancement in work competency as indicated by the mean of 3.38 and standard deviation of 0.78. The respondents stated that Extensive training programs conducted on employees helps improve the employee's performance an as well the overall organization which was supported by mean score of 4.12 and standard deviation of 0.81. The findings identified that

Training serves as additional levers for enhancing engagement and commitment in employee's work place due to motivation of better results which was supported by the mean of 3.60 and standard deviation of 0.84. Moderately the respondents agreed that Training needs analysis (TNA) is the vital to employee performance improvement and the development of skills and competencies necessary to improve employee performance with a mean score of 3.56 and standard deviation of 0.77.

Training Needs Assessment (TNA) helps an organization to identify the skill gap existing between present performance and the desired performance by establishing areas under performed based on targets and set objectives which had a mean of 3.75 and standard deviation 0.94. The study established that there is a positive relationship between training and employee performance since the inputs are directly related to output in performance with a score of 3.72 mean and standard deviation of 0.84. This implied that training as part of succession planning to help an employee be eligible for a planned change in role in the organization. The findings are in line with those of Jan & Jahangir, (2014), that in human relations the increased stresses of today's workplace can include misunderstandings and conflict training help people to get along in the workplace by meeting the organizational goals and objectives.

Table 4.6: Staff Training and Employee Productivity

Statement	Mean	Std
Acquisition of knowledge, skills and abilities is necessary for one to successfully perform a job.	3.38	0.78
Extensive training programs conducted on employees helps improve the employee's performance.	4.12	0.81
Training can serve as additional levers for enhancing engagement and commitment.	3.60	0.84
Training needs analysis (TNA) is the vital to employee performance improvement and the development of skills and competencies necessary to improve employee performance.	3.56	0.77
Training needs assessment (TNA) helps an organization to identify the skill gap existing between present performance and the desired performance.	3.75	0.94
There is a positive relationship between training and employee performance.	3.72	0.84

4.5.3 Compensation and Employee Productivity

The study sought the respondent's level of agreement on the Influence of Compensation and Employee Productivity and results were as presented in Table 4.7. From the responses, majority agreed that Compensation as a way of reward works towards improving, team and individual employee performance since there is a motivation to achieve more with a mean of 3.71 and standard deviation of 0.75. It was established that compensation helps in increasing performance of employees which makes them to aim for higher goals being supported by a mean of 3.62 and standard devition of 0.92. The findings revealed that adequate compensation helps to reduce employee's turnover since there is show of commitment by the organization which was supported by a mean of 3.81 and standard deviation of 0.85.

Competitive reward packages serve to attract, retain and motivate employee who are commited for proffessional exalence and growth in carreer with a 4.06 and standard devition of 0.89.The study revealed that Monetary and non-monetary compensation and incentives enhances employees' performance since they are all connected to their hard work which was supported by a mean 3.44 and standard deviation of 0.78. The respodents to a great extent indicated that there is a positive relationship between compensation and employee performance which is corellated rewards per the achieved goals as indicated by the mean of 4.01 and standard deviation of 0.92.

This implied that compensation is the primary motivating factor for employees to continuously push themselves to strive for greater heights. It offers them a reason to work hard and keep driving towards achieving the next milestone. The study findings was in agreement with those of Kagucia, (2012) that a compelling compensation plan helps to reduce the turnover rate of the company. Employees will be more incentivized to stay in their role and this saves potential expenses related to turnover.

Table 4.7: Compensation and Employee Productivity

Statement	Mean	Std
Compensation as a way of reward works towards improving, team and individual employee performance.	3.71	0.75
Compensation helps in increasing performance of employees.	3.62	0.92
Good compensation help reduce employees turnover.	3.81	0.85
Competitive reward packages serve to attract, retain and motivate employee	4.06	0.89
Monetary and non-monetary compensation and incentives enhances employees' performance.	3.44	0.78
There is a positive relationship between compensation and employee performance.	4.01	0.92

4.5.4 Employee Productivity

The study sought the extent to which indicators of level of employee productivity experienced by national registration bureau department, Nairobi County, Kenya. In terms of indicators of employees' productivity, work output, customer, satisfaction, meeting of timelines, achievements of objectives and work attendance. The implementation of HRM practices was found to contribute to performance of national registration bureau department, Nairobi County, Kenya through employee's productivity. The study established that Employee productivity is an assessment of efficiency of a worker or group of workers which is determined through departmental evaluation as was supported by a mean of 4.17 and standard deviation of 0.87. From the findings it was found out that Productivity can be evaluated in terms of the output of an employee in a specific period of time which translates to rewards as motivational factor with a score of 3.48 and standard deviation 0.66.

Quality, customer satisfaction, timelines and absenteeism are indicators of employee productivity which is a show of employee commitment to their work as indicated by the mean of 4.3 and standard deviation of 0.92. The study findings revealed that employee productivity can be improved through constructive feedback by identifying skills gaps and developing reward systems for national registration bureau department, Nairobi County, Kenya which had mean score of 4.35 and standard deviation of 0.79.

This implied that Goal setting and desired performance reinforcement: organizations find it efficient to match individual worker's goals and performance with organizational goals. The findings concurred with those of that Lynch-Cerullo& Cooney, (2011)To work to improve the employee's performance by naming specific areas for improvement, developing a plan aimed at improving these areas, supporting the employee's efforts at improvement via feedback and assistance, and ensuring the employee's involvement and commitment to improving his or her performance

Table 4.8: Employee Productivity

Statement	Mean	Std
Employee productivity is an assessment of efficiency of a worker or group of workers	4.17	0.87
Productivity can be evaluated in terms of the output of an employee in a specific period of time	3.48	0.66
Quality, Customer satisfaction, timelines and absenteeism are indicators of employee productivity.	4.33	0.91
Employee productivity can be improved through constructive feedback	4.35	0.79

4.6 Inferential Statistics

4.6.1 Performance Appraisal and Employee Productivity

The–R Square, which is the coefficient of determination, was used to measure the independent variable effect on the dependent variable. As observed, the R Square value is 0.721; this value is between 0 and 1. Analytically, this shows that 72.1% of effect on the productivity of employees is contributed by performance appraisal, and the remaining 28% is explained by other variables. Analytically, Performance Appraisal explains 72.1% of variation in employee productivity in National Registration Bureau Department, Nairobi County, Kenya. You should discuss this finding in relation to your literature review. The findings concurred with those of Zainal and Madon (2013) that effective performance appraisal requires leaders at all levels to put real effort into designing outcomes, being clear on what needs to happen.

Table 4.9 Performance Appraisal and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849a	.721	.720	.331

a. Predictors: (Constant), Performance Appraisal

4.6.2 Compensation and Employee Productivity

The R Square, which is the coefficient of determination, was used to measure the independent variable effect on the dependent variable. As observed, the R Square value is 0.601; this value is between 0 and 1. Analytically, this shows that 60.1% of variations in the dependent variable can be explained by employee compensation analytically, 60.1% of variation in employee productivity in National Registration Bureau Department, Nairobi County, Kenya is explained by employee compensation. The findings were in line with those of Duberg and Mollén, (2010) that while salary and benefits must be competitive, incentives Compensation are the most likely drivers of attracting and retaining the best employees in start-ups.

Table 4.10: Compensation and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775a	.601	.599	.397

a. Predictors: (Constant), Compensation

4.6.3 Staff Training and Employee Productivity

R Square, which is the coefficient of determination, was used to measure the independent variable effect on the dependent variable. As observed, the R Square value is 0.447; this value is between 0 and 1. Analytically, this shows that 44.7 % of variations in the dependent variable can be explained by staff training analytically, 44.7 % of variation in employee productivity in National Registration Bureau Department, Nairobi County, Kenya that is explained by Staff Training. The study findings agreed with those of Lynch-Cerullo and Cooney, (2011) that Staff training enable employees advance in career as well the main aim of the employers to provide staff training is to keep employees in line with the organization goals and aims.

Table 4.11: Staff Training and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669a	.447	.444	.467

a. Predictors: (Constant), Staff Training

4.6.4 Regression Analysis

Regression model summary result in Table 4.12 indicated that there existed a significant variation $R^2 = 78.7$, P = 0.000<0.05 in dependent variable which would be attributed to changes in independent variables. The R square 0.787 indicated that 78.7 % change in employee productivity in National Registration Bureau Department, Nairobi County, Kenya attributed to change in Performance Appraisal, Compensation and Staff Training. This implied that change in Performance Appraisal, Compensation, Staff Training would result into significant change in employee productivity in National Registration Bureau Department, Nairobi County, Kenya. The study findings agreed with those of Mutua (2010), that one of the best practices is to ensure that the employees work in a conducive environment, which suits their needs.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887a	.787	.784	.291

a. Predictors: (Constant), Performance Appraisal, Compensation Staff Training

4.6.5 ANOVA

Result in Table 4.13 indicated that the total variance (73.661) was the difference into the variance which could be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error). The study established that there existed a significant Goodness of Fit of the model $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$. Based on the findings, in the Table below the results indicated that the independent variables; HRM practices relating to; Performance Appraisal, Staff Training and Compensation significantly influenced the Employee Productivity at $\alpha = 5\%$ (significance level). This is due to the fact that

the standard F-test, but the computed F-test value is indicated in the table was 228.063 and $P-value$ =0.000. F_{Cal} = 228.063> F_{Cri} = 2.132 at confidence level 95 % and sig is 0.000<0.05. This implies that there was a Goodness of Fit of the model fitted for this study.

Table 4.4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.983	3	19.328	228.063	.000[b]
	Residual	15.678	185	.085		
	Total	73.661	188			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Performance Appraisal, Compensation Staff Training

4.7 Coefficient Analysis

The established regression equation was:

$$Y = 1.186+0.872X_1+0.332X_2+0.454X_3+e$$

From regression results in Table 4.14, the 1.186 represented the constant, which predicted value of Employee productivity in National Registration Bureau Department, Nairobi County, Kenya, when all influences of HRM practices were constant at zero (0). The implication is that when, Performance Appraisal, Compensation, Staff Training are constant, Employee productivity would be at 1.186.

The study found that Performance Appraisal has the highest significance positive influence in Employee productivity in National Registration Bureau Department, Nairobi County, Kenya as indicated by β_1 = 0. 872, p = 0.000<0.05, t = 3.522.The implication is that a unit increase in Performance Appraisal would led to a significant increase in Employee productivity in National Registration Bureau Department, Nairobi County, Kenya by β_1 = 0. 872. The findings concurred with those of Motowidlo (2003) that Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.

From coefficient results the study found that, Staff Compensation has a significance positive influence as indicated by β_2= 0.332, p = 0.001<0.05, t = 4.654. an implication   that a unit

increase in Staff Compensation would led to a significant increase in Employee productivity in National Registration Bureau Department, Nairobi County, Kenya by $\beta 2 = 0.332$. The findings from the regression coefficient revealed that Staff Training would have a significant positive influence on Employee productivity in National Registration Bureau Department, Nairobi County, Kenya as indicated by $\beta_3 = 0.454$, p = 0.000<0.05, t = 7.511. The implication is that an increase in Staff Training would lead to an increase in Employee productivity in National Registration Bureau Department, Nairobi County. The findings concurred with those of Owens (2006) that to support, develop, and ultimately evaluate the performance of employees through a process of inquiry that encourages their understanding and articulation of the rationale for their own practices.

Table 4.14: Coefficient Analysis

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.186	0.137		8.674	0.000
Performance Appraisal	0.872	0.07	1.029	3.522	0.000
Compensation	0.332	0.061	0.419	4.654	0.001
Staff Training	0.454	0.07	666	7.511	0.000

a. **Dependent Variable: Employee Productivity**

Where

The optimal regression model

$Y = 1.186 + 0.872X_1 + 0.332X_2 + 0.454X_3 + e$

Y = Employee productivity

X_I = Performance Appraisal

X_2 = Compensation

X_3 = Staff Training

ε = Error term
a, b_1, b_2 and b_3 = Regression Coefficients

4.8 Qualitative Analysis

The study obtained qualitative data from the respondents through structured interviews. The results of findings are categorized into thematic areas; according to Qualitative analysis is the analysis of qualitative data such as text data from interview transcripts in connection with subject matter.

4.8.1 Performance Appraisal and Employee Productivity

In response to the level of agreement on the aspects of performance appraisal influencing employee productivity, and whether performance appraisal improves on employee productivity in the National Registration Bureau Department, Nairobi County; it was gathered that Performance management is super important, not only because it is the determining factor in an employee's wage rise and promotion but also because it evaluates an employee's skills, strengths, and shortcomings accurately. This implies that performances appraisal gives worth to performance, Compensation packages, which include bonus, high salary rates, extra benefits and allowances, are dependent on performance appraisal. The study findings concurred with those of Zainal & Madon (2013) that Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined when the targets are achieved.

4.8.2 Staff Training and Employee Productivity

In response as to whether training as a motivator helps to improve employee productivity, the study gathered that training improves efficiency and productivity of employees; that well trained employees in National Registration Bureau Department show both quantity and quality performance; there is less wastage of time, money and resources when employees are properly trained. This implies that employees acquire skills and efficiency during training. Indeed they become more eligible for promotion and an asset of the National Registration Bureau Department. The findings concurred with those of that Singh, (2004) who explains that implementing training courses increased efficiency in processes which ensure project success, hence in turn improving the company's turnover and potential market share.

4.8.3 Compensation and Employee Productivity

In response to the aspects of compensation, that influence employee productivity in their organizations and whether compensation enhances employee productivity in National Registration Bureau Department it was established that: the Department's rewards are paid after accomplishment of specific results. Rewards usually are tied to expected results identified at the beginning of the performance cycle. This implied that incentive compensation programs in the Department are primarily used to promote efficiency and productivity of the workforce, the Department uses them to enhance employee recruitment, engagement, retention and employer branding. The study findings were in line with those of Mutua (2010) that Compensation is divided into salary, benefits and incentives. While salary and benefits must be competitive, incentives are the most likely drivers of attracting and retaining the best employees

4.8.4 Employee Productivity

The key indicators of employee productivity were viewed to be drawn from varied sources including team performance, employee efficiency, absenteeism and attendance rates, and turnover and attrition rates. This implied that when determining how profitable an employee's actions are, one should include the factors that affect those profits, such as the cost of overtime, annual turnover rates, and overall job satisfaction as alluded to by (Ahmad &Bujang, 2013).

Other human resources management practices that influence employee productivity the organisation were cited as: self-managed and effective teams since teamwork is crucial in achieving goals. They explained that high-performance teams are crucial for any company when it comes to achieving success. This implied that teams provide value because they consist of people who are and think differently but are working towards a common goal. The study concurs with those of Bratton& Gold, (2009) that different ideas are generated to help achieve the goal. The ideas are then processed and combined, resulting in the best ones being selected.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, conclusions and recommendations of the study. The main purpose of the study was to examine the influence of HRM practices on employee productivity in the National Registration Bureau Department, Nairobi County; Kenya. Hence, the study assessed the influence of independent variables namely; Performance Appraisal, Staff Compensation and Staff Training on the dependent variable -Employee productivity in National Registration Bureau Department, Nairobi County, Kenya.

5.2 Summary of the Findings

5.2.1 Performance Appraisal and Employee Productivity

The study objective was to establish how performance appraisal influences employees' productivity in the National Registration Bureau." The study finding answered the study question, "How does performance appraisal influence productivity of employees in National Registration Bureau department in Nairobi County". The study established that performance appraisal has the highest influence on employees' productivity with coefficient values of, (β_1=0. 872, p=0.000<0.05).The study established that Performance review evaluates an employee's skills, achievements and growth, or lack thereof. Appraisals provide the opportunity to recognise and reward employees and to ensure they feel valued for the work that they do. By monitoring performance and progress against objectives National Registration Bureau, assess whether to reward staff with salary increases, promotions or bonuses.

5.2.2 Compensation and Employee Productivity

The study objective was to establish the influence of compensation on employees' productivity in the National Registration Bureau The study finding answered the study question, "How does compensation influence employees' productivity in the National Registration Bureau department Nairobi County". The study established that compensation has impact on employees' productivity with coefficient values of, (β_3=0.332, p=0.001<0.05).The study established that employee compensation in the National Registration Bureau Department use different types of compensation: direct, indirect, and non-financial; Direct compensation includes money paid to

employees as cash, hourly wages, salaries, bonuses and commission while indirect compensation includes benefits package such as employer sponsored health insurance .Non-monetary compensation includes time off, flexible work hours, coaching and training opportunities, recognition and awards, some fringe benefits and other perks. The study found out that the right compensation and benefits schemes ensure that hard-working employees are rewarded fairly and in the most cost-effective way for the company. This in turn then motivates employees to sustain their performance.

5.2.3 Staff Training and Employee Productivity

The study objective was to determine how training influences the productivity of employees in the National Registration Bureau. The study finding answered the study question, "How does staff training influence employees' productivity in National Registration Bureau department in Nairobi County". The study established that staff training has the second highest influence on employees' productivity with coefficient values of, ($\beta2=0.454$, $p=0.000<0.05$).The study established that there are a variety of approaches in National Registration Bureau Department to staff training these includes including consultation, coaching, lesson study, mentoring, reflective supervision and technical assistance. The study found out that the benefits of training improves morale of employees. Training helps the employee to get job security and job satisfaction as well increased productivity. Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance.

5.3 Conclusion

5.3.1 Performance Appraisal and Employee Productivity

The study concludes that the Performance Appraisal systems in National Registration Bureau Department are employed so as to manage and align all of the organization's resources in order to achieve highest possible performance. Performance is managed in the National Registration Bureau Department to determine to a large extent the success or failure of the organization. Therefore, improving performance Appraisal for everyone should be among the highest priorities of contemporary organizations. Performance Appraisal helps in chalking out compensation packages for National Registration Bureau Department employees. Compensation packages which include bonus, high salary rates, extra benefits, allowances are dependent on performance appraisal.

5.3.2 Compensation and Employee Productivity

The study concludes that the Compensation and employees productivity are the most interrelated concepts in the National Registration Bureau Department day-to-day activities to achieve their goals and objectives. To encourage employees' performance, compensation has a great impact in service giving. The compensation awarded to an employee is dependent on the volume of effort exerted, the nature of job and ones skills. Besides, there are several other internal and external factors affecting compensation. Compensation in the National Registration Bureau Department is also one of the biggest reasons of disputes between employers and employees. Employees provide their services to the Department; they devote their time, energy, skills, and knowledge to the organization. In consideration of this devotion, National Registration Bureau Department gives compensation to employees.

5.3.3 Staff Training and Employee Productivity

The study concludes that Staff Training in National Registration Bureau Department is a crucial component which enables achievement of strategic initiatives. It has been argued that for performance Appraisal to truly be effective, post-appraisal opportunities for training and development in problem areas, as determined by the appraisal, must be offered. Performance appraisal is instrumental for identifying training needs of new employees in National Registration Bureau Department. Finally, training need analyses in National Registration Bureau Department help in the establishment and supervision of employees' career goals

5.4 Recommendations

The study recommends that

5.4.1 Performance Appraisal and Employee Productivity

The study recommends Performance appraisal as a positive experience and that contributes to the overall welfare of the organization. When properly done, performance appraisal is a very effective tool to improve productivity and for developing employees. It helps individuals to do better, raises self-esteem and motivation. Performance appraisal should not be the only time during the year that managers and employees communicate about the employees' contributions. More frequent engagements help to keep everyone on the same page, develop stronger relationships between employees and managers, and make annual reviews less stressful.

5.4.2 Compensation and Employee Productivity

The study recommends compensation to be used to create an appropriate reward system for workers and employers, the desired outcome is of a worker who is tied to his job and motivated to do a good job for the organization .The compensation given should reflect the value of a job. The interest of the company with the compensation is to obtain a greater job performance. While the interests of employees for the compensation received is that is able to meet the needs and desires and become household economic security.

5.4.3 Staff Training and Employee Productivity

Training should have specific goals of improving one's capability, capacity, productivity and performance. A training needs assessment identifies individuals' current level of competency, skills or knowledge in one or more areas and compares that competency level to the required competency standard established for their positions or other positions within the organization. Performing a gap analysis enables assessing the current state of a department's or employee's performance or skills and comparing this to the desired level. The difference between the existing state and the desired state is the gap which necessitates training

5.5 Areas for Further Study

This study was carried in Nairobi County thus further research can be undertaken in other counties to establish if the findings of this study are same in other counties. This study was not exhaustive meaning as it was only limited to the influence of HRM practices on employee productivity in national registration bureau department, Nairobi County, Kenya.The study was not exhaustive since it only addressed HRM practices on employee productivity in national registration bureau department and it did not tackle other human resource strategies related to the employee performance which have a great impact on organisation operation and performance; which is a rich research area that need to be exploited.

The analysis was limited to the information disclosed by the respondents. The regression model summary shows that the variables considered do not explain 100% variation in the dependent variables meaning that the study had left out other important variables which should be considered in future studies. The study recommends further research on areas related to the nature of HRM practices at the government entities which have a great influence on performance

since various HRM practices need different approach that the research was not able to cover during this study.

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APPENDICES

APPENDIX I: LETTER TO THE RESPONDENTS

Dear Respondent

RE: RESEARCH PROJECT

I am a student at Machakos University pursuing a Master of Business Administration degree (Human Resource Option). I am conducting a study on human resource management practices influencing employees' productivity in the department of National Registration Bureau Nairobi County. The success of the research substantially depends on your cooperation. I hereby request you to respond to the questionnaire items as honestly as possible and the best of your knowledge.

The questionnaire is designed for the purpose of this study only and therefore the responses will absolutely be confidential and anonymously given.

Thanking you in advance.

Yours faithfully

EUINCE KALUKI KYENZI

D53-1174-2014

APPENDIX II: QUESTIONNAIRE

This questionnaire is prepared to collect data on the HRM practices influencing the performance of the department of National Registration Bureau, Nairobi County for the award of a degree in Master of Business Administration. You are therefore requested to be as honest as possible while responding to the questions. Any information given will be treated with outmost confidentiality.

PART A: BACKGROUND INFORMATION OF RESPONDENT

(Please Tick as Appropriate)

1. What is your gender?   Female ( )   Male ( )

2. What is your age bracket? 18 – 28 Years ( )   29 – 38 Years ( )   39 – 48 Years   ( )
   Over 49 Years   ( )

3. What is your highest academic qualification?

   Diploma   ☐   Bachelor's Degree   ☐

   Post graduate   ☐   others   ☐

4. How many years have you worked in National Registration Bureau?

   1 - 5 years   ☐   6 - 10 years   ☐

   11 – 15 years ☐   16 – 20 years   ☐

   Over 21 years ☐

5. What is your designation?

   Registration Officer ☐   Secretarial Staff ☐

   Fingerprint Officer   ☐   Driver   ☐

   Cleaning Supervisor   ☐

Part B: Performance Appraisal and Employees Productivity

a)(This section seeks to ascertain how performance appraisal affects employees' productivity in your organization. Kindly indicate the extent to which you agree with the following statements by ticking the appropriate box)

Key: 1= Strongly Disagree   2 = Disagree   3 = Neutral   4 = Agree   5 = Strongly Agree

(SD)   (D)   (N)   (A)   (SA)

Performance Appraisal and Employees Productivity	SD	D	N	A	SA
Performance appraisal helps in rating employees					
Performance appraisal reveals how well employees' perform their duties					
Performance appraisal its relevant tool of revealing ones strength and weakness for the purpose of making a decision about the employee performance.					
Skills gap can be established through performance appraisal.					
Areas of performance enhancement which helps in promote professional growth can be identified through Performance appraisal.					

b) In your opinion what other aspects of performance appraisal influence employee productivity?

c) What can/ should be done on performance appraisal to improve employee productivity in your organization?

Part C: Staff Training and Employee Productivity

a)(This section seeks to determine the relationship between staff training and employee productivity in your organization. Kindly indicate the extent to which you agree with the following statements by ticking the appropriate box)

Key: 1= Strongly Disagree   2 = Disagree   3 = Neutral   4 = Agree   5 = Strongly Agree

      (SD)   (D)   (N)   (A)   (SA)

Staff Training and Employee Productivity	SD	D	N	A	SA
Acquisition of knowledge, skills and abilities is necessary for one to successfully perform a job.					
Extensive training programs conducted on employees helps improve the employee's performance.					
Training can serve as additional levers for enhancing engagement and commitment.					
Training needs analysis (TNA) is the vital to employee performance improvement and the development of skills and competencies necessary to improve employee performance.					
Training needs assessment (TNA) helps an organization to identify the skill gap existing between present performance and the desired performance.					
There is a positive relationship between training and employee performance.					

b) In your opinion what other aspects of staff training influence employee productivity in your organization?

b) What should be done on staff training to improve employee productivity?

Part D: Compensation and Employee Productivity.

a)(This section seeks to assess the relationship between Compensation and Employee Productivity in your organization. Kindly indicate the extent to which you agree with the following statements by ticking the appropriate box)

Key: 1= Strongly Disagree   2 = Disagree   3 = Neutral   4 = Agree   5 = Strongly Agree

       (SD)   (D)   (N)   (A)   (SA)

Compensation and Employee Productivity	SD	D	N	A	SA
Compensation as a way of reward works towards improving, team and individual employee performance.					
Compensation helps in increasing performance of employees.					
Good compensation help reduce employees turnover.					
Competitive reward packages serve to attract, retain and motivate employee					
Monetary and non-monetary compensation and incentives enhances employees' performance.					
There is a positive relationship between compensation and employee performance.					

b) In your opinion, what other aspects of compensation influence employee productivity in your organization?

c) What should be done on compensation to enhance employee productivity in your organization?

Part E: Employee Productivity

a)(This section seeks to establish how to improve employees' productivity in an organization. Kindly indicate the extent to which you agree with the following statements by ticking the appropriate box)

Key: 1= Strongly Disagree   2 = Disagree   3 = Neutral   4 = Agree   5 = Strongly Agree
　　　　(SD)　　　　　　　　(D)　　　　　(N)　　　　　(A)　　　　　(SA)

Employee Productivity	SD	D	N	A	SA
Employee productivity is an assessment of efficiency of a worker or group of workers					
Productivity can be evaluated in terms of the output of an employee in a specific period of time					
Quality is an indicator of employee productivity.					
Customer satisfaction is an indicator of employee productivity.					
Timelines is an indicator of employee productivity..					
Absenteeism is an indicator of employee productivity.					
Employee productivity can be improved through constructive feedback					

b) In your opinion besides the indicators mentioned above what other indicator of employee productivity in your organization?

c) Besides performance appraisal, staff training and compensation what other human resources management practices influence employee productivity in your organization?

d) What in your opinion should be done to positively influence the satisfaction hence productivity of the employee in your organization?

-END-

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REF. MksU/GS/SS/011/VOL.1   23rd September, 2020

The Director,
National Commission for Science, Technology and Innovation
P.O Box 30623,
NAIROBI

Dear Sir

RE: EUNICE KALUKI KYENZI (D53-1174-2014)

The above named is a Master's student in the second year of study and has cleared course work. The University has cleared her to conduct a research entitled: "**Human Resource Management Practices influencing Employees' Productivity in the Department of National Registration Bureau, Nairobi County**"

Kindly assist her with a Research Permit in order to undertake the research.

Thank you

DR. RICHARD PETER, PhD
DEAN GRADUATE SCHOOL
KRP/anm

ISO 9001:2008 Certified .... *Soaring Heights in Transforming Industry and Economy*

Appendix IV: Research Permit from NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **554893**

Date of Issue: **30/september/2020**

RESEARCH LICENSE

This is to Certify that Ms.. **Eunice Kaluki Kyenzi** of Machakos University, has been licensed to conduct research in Nairobi on the topic: **HUMAN RESOURCE PRACTICES INFLUENCING EMPLOYEES PRODUCTIVITY IN THE DEPARTMENT OF NATIONAL REGISTRATION BUREAU NAIROBI COUNTY.** for the period ending : 30/september/2021·

License No: **NACOSTI/P/22/15176**

554893
Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY &
INNOVATION

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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

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