RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT STRATEGIES AND EMPLOYEE PERFORMANCE IN PUBLIC UNIVERSITIES IN NAIROBI CITY COUNTY, KENYA

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A Research Project Submitted in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Business Administration (Human Resource Management Option) of the Co-operative University of Kenya

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DECLARATION

Declaration

I declare that this research project is my original work and has not been presented in any other university for award of any other degree.

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DEDICATION

This research project is dedicated to my husband George Murage and children Simon Githinji and Grace Wangare.

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TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

ABBREVIATIONS AND ACRONMYS

HRM: Human Resource Management

NACOSTI: National Commission for Science, Technology and Innovation

SMART: Specific, Measurable, Attainable, Realistic and Time bound

UNOPS: United Nations Office FOR Project Services

VIF: Variance Inflation Factor

ABSTRACT

The purpose of the research intended to assess the relationship between strategies of human resource management and performance of employee in Kenyan public universities. Primarily it aimed to examine the implications of recruitment strategies, training strategies, performance management strategies, and employee engagement strategies on employee performance. Several theories, including person-organization fit theory, theory of human capital, theory of goal-setting, and theory of social exchange were incorporated. Explanatory research design and a methodology that involved collecting primary data from a target population of 144 respondents, consisting of 144 heads of academic divisions from 4 main campuses of the public universities was applied. For selecting the respondents, the study adopted a multi-stage sampling methodology, including stratified random sampling and simple random sampling. The reliability of the self-administered questionnaire was assessed using Cronbach's Alpha coefficient, the results of which exceeded the threshold of 0.7. The 106 respondents' data was examined employing statistical analysis and linear regression techniques. The results led to the conclusion that there is a noteworthy and positive statistical association between recruitment strategies and employee performance (P-value=0.000 and β = 0.166). Conversely, the research did not reveal statistically significant outcomes between training strategies and employee performance did not yield statistically significant results (P-value=0.226 and β = 0.066). Surprisingly, a statistically significant negative correlation was observed between performance management strategies and employee performance (P-value=0.000 and β =-0.111). Equally, no statistically noteworthy association was discovered between employee engagement strategies and employee performance (P-value=0.764and β = 0.014). It was thus recommended that; universities should refine recruitment by enhancing employer branding, clear job postings, diversity promotion, and diversified sourcing. Training strategies, though generally favored, require a deeper look at factors affecting their impact, emphasizing access to mentoring and coaching. Effective performance management is vital, but understanding the factors behind negative relationships is crucial; aligning goals with expectations and addressing biases is necessary. Prioritizing employee engagement, improving telecommuting and wellness programs, and researching their relationship with performance are essential for optimal results.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Strategies of managing the workforce have become an essential aspect of organizational success in today's globalized world. It has been noted to be one of among the most vital variables impacting the productivity of the workforce in organizations. Any organization's global performance is determined by the caliber of its workforce, and human resource management strategies are intended to guarantee that the it attracts, develops, and retains the best talent (Kidagisa & Mukanzi, 2021). The management of humans has progressed from a traditional bureaucratic job to a partner in strategy, responsible for aligning the staff's talents with the organization's objectives and goals. This has led to the development of various methods for managing human resources, such as hiring and selecting, instruction, performance oversight, and employee engagement strategies, which are aimed at enhancing the performance of employees in organizations (O'riordan, 2017).

Management of human resources tactics and performance of workers have been examined in different parts of the world, including developed and developing countries. To illustrate, research carried out in Malysia by Terng and Ahmad (2021) revealed that employee performance is positively associated with various methods of managing human resource, including learning and growth, salary and benefits, evaluation of performance, and balancing work and life. Similarly, another study conducted by Nafari and Rezaei (2022) in public hospitals in Iran discovered that human resource management strategies that included staff capacity building, recruitment, and staff compensation and reward were positively related to employee performance.

In African countries, the adoption of effective human resource management strategies has been identified as a critical factor in achieving sustainable development. It has also become an important area of focus, particularly in the context of public sector organizations (Kuse & Wanyoike, 2022). In order to enhance employee performance in a variety of fields, including education sector, (Wairimu & Ndeto, 2019) contends that organizations in Africa must implement efficient human resource management strategies. This is so because public sector organizations such as universities and hospitals in Africa face numerous challenges, including a shortage of skilled personnel, low motivation and poor working conditions (Gile, et al., 2018).

In Kenya public universities have been facing various challenges, including low employee performance. This is because human resource management in these institutions have been traditionally centered around managerial duties including handling payroll, hiring, and benefits for workers (Kanake & Nyakego, 2016). Studies have shown that organizations that view human resource management as a strategy rather than just a function can significantly enhance employee performance. It's worth noting that inadequate human resource management strategies by employers can have adverse effects on employee performance (Sixpence, et al., 2021). Effective human resource management strategies face challenges in the public universities in Kenya. This is due to various issues, such as concerns over the recruitment process, which has been marred by allegations of favoritism and nepotism in the selection of employees. Additionally, there have been concerns about the training and development of staff, with reports indicating that employees in public universities have limited access to adequate training opportunities (Adam, 2020). These challenges highlight the critical importance of effective HRM strategies in public universities in Kenya.

1.2 Problem Statement

Despite the crucial role of approaches of managing human resource in enhancing performance of employee, Kenyan public universities have been facing various challenges in their implementation such as faculty shortages, inadequate funding, facilities and resources. This is evident in the low employee performance levels in these institutions which can be attributed to traditional human resource management practices that focus on administrative tasks rather than a strategic approach to human resource management (O'riordan, 2017). These challenges include concerns over the recruitment process, limited access to adequate training opportunities for staff, and inadequate human resource management strategies (Cheruiyot, 2020).

The existing body of literature reveals a notable conceptual and geographical gap. While a limited number of studies have been conducted in this context, such as those by Naitore and Wanyoike, 2019, and Lesororo and Muli, 2018, they have primarily focused on a narrow range of human resource management strategy measures. Specifically, Naitore and Wanyoike (2019) concentrated on three specific measures; workforce organizing, hiring, managing performance, and education and training. Similarly, Lesororo and Muli (2018) examined four measures; workforce organizing, hiring, managing performance, and education and learning. This leaves a significant conceptual gap in the research landscape, as the measures considered in these studies represent only a fraction of the potential human resource management strategies that public universities in Kenya might employ. The multifaceted nature of human resource management strategies, which can encompass diverse practices such as compensation, training, employee engagement, diversity and inclusion, performance management and organizational culture, among others, suggests that the current literature does not provide a comprehensive understanding of the range of strategies that could impact employee performance. Furthermore, the studies' limited scope to public universities and the interior ministry in

Kenya reveals a geographical gap. Findings might not broadly apply due to sector-specific differences in culture, goals, and dynamics, necessitating a more diverse research approach.

As a result, the study's goal was to close the divide by precisely investigating the strategies of managing human resource influence on employee performance in Kenya's public universities. Primarily, the research focused on the effect of recruitment, training strategies, performance management strategies, and employee engagement strategies on employee performance in public universities. By examining the relationship between human resource management strategies and employee performance, the study aimed at providing insights into the best strategies that public universities could adopt to augment the performance of their employees. Results were designed to substantially enrich the corpus of information concerning human resource management strategies and their potential influence on employee performance in the context of Kenyan public universities.

1.3 General Objective

To determine the relationship between human resource management strategies and employee performance in Kenya's public universities.

1.4 Specific Objective

i) To establish the effect of recruitment strategies on employee performance in Kenya's public universities.

ii) To assess the effect of training strategies on employee performance in Kenya's public universities.

iii) To evaluate the effect of performance management strategies on employee performance in Kenya's public universities.

iv) To determine the effect of employee engagement strategies on employee performance in Kenya's public universities.

1.5 Research Questions

i). How does recruitment strategies affect the employee performance in Kenya's public universities?

ii). What is the effect of training strategies on employee performance in Kenya's public universities?

iii). How does performance management strategies affect the employee performance in Kenya's public universities?

iv). What is the effect of employee engagement strategies on employee performance in Kenya's public universities?

1.6 Significance of the Study

First, the outcomes of the research could inform the development of human resource management policies that enhance employee performance. Recruitment, training, performance management, and employee engagement strategies are critical components of human resource management. By identifying which of these strategies have the greatest impact on employee performance, universities in Kenya can prioritize their resources and efforts towards implementing the most effective strategies. Secondly, the research could add to the body of information on strategies of managing human resource and employee performance in the context of universities in Kenya. Thirdly, the study

could provide a benchmark for assessing the performance of universities in Kenya relative to their peers and global standards. By establishing which human resource management strategies are associated with higher employee performance, universities in Kenya can evaluate their own practices against those of other universities and strive to improve their productivity.

1.7 Scope of the Study

Specifically, the research focused on four types of strategies: recruitment, training, performance management, and employee engagement. While there may be other strategies that affect employee performance, this study did not examine them. The research was delimited to 4 main campus public universities in Nairobi City County, which are government-funded and expected to contribute significantly to the country's development. The heads of departments from both administration and academic divisions were the respondents. An explanatory research design was employed to analyze the study variables.

1.8 Definition of Key Terms

Human resource management strategies: This encompasses the deliberate and planned approaches that organizations adopt to successfully oversee personnel overall organizational performance. These strategies are comprehensive frameworks intended to draw in, cultivate, inspire, and maintain personnel in ways that match with the business's objectives, values, and long-term vision. Human resource management strategies cover a range of practices and policies aimed at optimizing human capital to achieve competitive advantage and sustainable success. Some of its key elements include: recruitment, training, performance management, and employee engagement (O'riordan, 2017).

Employee performance pertains to how well an individual employee achieves the standards and criteria set by their employer for their role and responsibilities (Kidagisa & Mukanzi, 2021).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this section, an extensive evaluation of the research pertaining to the relationship between human resource management strategies and employee performance was presented. The chapter consisted of a theoretical assessment, review of past research, and a conceptual structure for each variable under study.

2.2 Empirical Review

2.2.1 Recruitment Strategies and Employee Performance

Using expectancy theory as a theoretical framework, Kidagisa and Mukanzi (2021) examined the relationship between employee recruitment strategies and employee performance in selected sugar businesses in western Kenya. The analysis recruited 357 respondents from a population of 5000 employees and employed a method known as descriptive research. Questionnaires were utilized to gather data, which was then analyzed using descriptive and inferential statistics. In accordance to the study's findings, hiring processes for new employees have a big impact on how well they perform. Better hiring processes can result in workers who perform better on the job. The study advised, businesses should simplify their hiring procedures in order to increase worker productivity, and they should also have regular performance reviews in order to keep tabs on and raise staff productivity. Because of the study's reliance on a descriptive research design, the analysis's breadth might have been constrained.

Rahmany (2018) investigated the impact of hiring and selection processes on employee performance in the setting of Afghanistan Civil Servant. The research adopted a deductive reasoning approach to explore the link among the hiring and hiring requirement and

employees' productivity. This approach largely comprised primarily using a quantitative data collection method, which entailed the distribution of questionnaires among civil employees in Herat province, Afghanistan. Additionally, the study supplemented its data with information gathered from various sources. A carefully selected sample size of 120 respondents was chosen to facilitate more extensive generalizations regarding the entire target population. Notably, the investigation found a link between recruitment strategies and workers productivity. Furthermore, it observed a positive and statistically significant relationship between the independent variable and the dependent variable, as indicated by a positive coefficient and a P-value below 5 percent. However, it's important to note that the study had certain limitations. It lacked a well-defined theoretical framework, and the specific target population for the research was not clearly defined, potentially affecting the generalizability of the findings.

In the Nigerian real estate industry, Oaya, et al. (2017) looked at the connection between recruitment and selection strategies and employee performance. As indicators of recruitment and selection strategies, recruitment agencies, internal employee recommendations, and host community influence were considered. The study employed the resource-based view theory. A descriptive survey research design was used for the investigation. A sample size of 150 employees was purposefully chosen from four real sector organizations. The "one sample T-test," an inferential statistic, was employed in the analysis to determine the strength of the association between the recruitment and selection strategies and employee performance. According to the report, hiring dedicated and effective personnel is facilitated by using recruiting firms and inside worker input during the process of interviewing and choosing workers. On the other hand, hiring staff via the effect of the local society leads to ineffectiveness within the organization. The study came to the conclusion that using good recruitment and selection techniques is crucial for raising employee performance in the real estate industry. According to the

survey, employers should engage employment agencies for the recruitment and selection process while being open to sharing work responsibilities and job descriptions to them. It is also advised that employers hire referrals from dedicated and engaged staff members, since this improves employee coaching, mentoring, and oversight. The study also suggests that hiring and selection practices should be based on candidates' abilities to carry out job duties rather than factors based on host community influences. However, the review could have been strengthened by providing more details on the sample size, selection criteria, and data collection method used in the study. Additionally, the review could have discussed shortcomings as well as opportunities for further research.

2.2.2 Training Strategies and Employee Performance

An examination into the connection between capacity building strategies and employee performance was carried out by Okonkwo and Chukwuemeka (2022) in Anambra State's plastic manufacturing businesses. As indicators of capacity building strategies, work rotation, mentoring, and employee onboarding were used. The study utilized a survey research approach and was based on the human capital theory. The sample size of 353 respondents was arrived at using the Borg and Gall algorithm (2002) from 1810 employees of Anambra State's plastic manufacturing companies. Data was gathered via a questionnaire, and it was analyzed using simple percentage and Pearson Moment Correlation Coefficient. The study discovered a significant association between job rotation, coaching, and employee orientation and performance in Anambra State's plastic manufacturing businesses. The study's findings, which corroborate the human capital theory, show a substantial positive association between capacity building and employee performance. The study advised firms to implement policies for on-the-job rotation training, review coaching programs, and create a conducive environment and appropriate facilities for staff orientation programs. The study's emphasis on plastic manufacturing

10

businesses in Anambra State, however, restricts its applicability to other sectors and geographical areas.

Ajetomobi (2021) conducted a review to explore the relationship between capacity building programs and employees' performance in Akoko South West Local Government. A survey research approach was used for the study, and 150 completed questionnaires were examined using SPSS's expressive and illative statistics. The study demonstrated the crucial importance of capacity building in organizational management by demonstrating a positive and substantial association between growing capacity and workers productivity. It also emphasized the significance of ongoing training and retraining to equip workers for changes in the environment and market trends. According to the study, Akoko South West Local Government should promote a culture of continuous learning while periodically evaluating and matching their capacity building programs with the needs of their employees and organizational goals. The lack of a theoretical framework in the study, however, might have limited the scope of the investigation.

An investigation was conducted by Kwamboka (2018) at the United Nations Office for Project Services Kenya office to see how capacity building strategies affect organizational development. A census of the 54 personnel at the Nairobi UNOPS office was undertaken as part of the study's descriptive survey research design. Descriptive statistics and multiple linear regression were used to examine the primary data, which was gathered via a structured, closed-ended questionnaire. According to the study's conclusions, developing human resources, knowledge management, and leadership capabilities all benefited organizational growth. The study comes to the conclusion that autonomy, empowerment, and employee training are crucial components of organizational development based on its findings. Mentoring and leadership development

11

programs were also mentioned as potent organizational growth tools. The report advised that, following a successful capacity assessment exercise, UNOPS spend money on increasing employee capacities through organized training. In order to boost knowledge innovation, it also recommends that UNOPS increase organizational investments in knowledge management systems. The study concluded by advising UNOPS to improve leadership training annually and create a better leadership mentoring program to assist staff members as they progress through different stages of professional development. However, in order to increase the reliability of the results, the study may have employed a mixed-method approach to gather information from several sources. The recommendations could have also been more precise, particularly when it came to the tactics to be used to improve staff training, knowledge management systems, and mentorship and leadership development.

2.2.3 Performance Management Strategies and Employee Performance

Soressa and Zewdie (2021) conducted research on the effects of performance management strategies on workers efficiency in public institutions in Jimma Town. Planning for performance, performance training, evaluation of performance, performance incentives, were among the performance management strategies measures. A cross-sectional design with a quantitative approach was used in the study. With a target population of 431 respondents, the sample population consisted of 207 regular employees and managers from seven public organizations in Jimma town chosen via simple random sampling. Data was gathered from primary (questionnaire) and secondary (document analysis) sources, and it was then analyzed using both descriptive and inferential methods. According to the data, there is a favorable relationship between employee performance and all five performance management strategies, with performance feedback and training having the biggest impact. According to the study's findings, combining performance management techniques with organizational objectives can boost worker

productivity in Jimma town's public institutions. However, the findings' generalizability is constrained by the absence of a theoretical framework and the emphasis on a particular area. Future studies should examine the effects of performance management procedures in more industries and regions.

Strategies of performance management and workforce productivity was assessed by Ogolla and Oluoch (2019). Employee appraisal and performance feedback were among the performance management strategies measures. Primary data from a selected sample of middle- and lower-level employees was gathered using structured questionnaires as part of the study's descriptive research approach. Random stratified sampling was used to choose a sample of 68 respondents from a population of 278 respondents. A response rate of 67.6% was achieved by answering and returning 46 of the 68 questionnaires that were sent. Means, percentages, standard deviation, and regression analysis were used to analyze the data. According to the study, there is a direct link between employee appraisal, performance feedback and employee performance. The report advises firms to implement employee appraisal and performance feedback procedures in order to boost worker productivity. Nevertheless, the only focus of the study was the state department of labor, which restricted the study's capacity to generalize its findings. Further, the study's capacity to explain the underlying mechanisms of the observed association is, however, constrained by the absence of a clear theoretical foundation. Moreover, the study omitted information on the validity and reliability of the research instruments, which is a crucial component of any study.

Examination of management performance tactics on conveyance of service was carried out by Gitonga and Nzulwa (2019) in Kenya school of government. Contingency theories, scientific management theory, the behavioral theory, and goal theory provided the theoretical framework. The descriptive research design was used for this investigation. A

13

questionnaire and data collection sheet were used to perform a census survey of one hundred and one focuses, including top management, departmental heads, sectional heads, and lecturers. The measurements were examined descriptively, and any relationships between the dependent and independent variables were found using linear regression analysis. According to the study, all of the performance management techniques under consideration were used and had a major effect on employees' performance. Based on the management of the institution should regularly do research on current trends and developing concerns, and students, staff, and stakeholders need to participate in the strategic planning of the organization. The study's limitations include the need for a larger, more representative sample to improve the generalizability of the results and a more thorough examination of the variables that affect the efficacy of performance management measures in the Kenya School of Government context.

2.2.4 Employee Engagement Strategies and Employee Performance

Palle (2022) aimed at examining the association between employee engagement initiatives and worker productivity. The study employed both causal and descriptive research methodologies, collecting data from a planned sample of 100 employees using a standardized questionnaire. The study's findings indicated a link between employee engagement and performance, indicating that motivated workers are more productive and devoted to their jobs. The study also found a number of elements, such as pay and benefits, environmental health and safety conditions, leadership development, and internal communication, that have an impact on employee engagement. Organizations are advised to concentrate on enhancing employee engagement with the goal to enhance employee performance and boost productivity. Organizations ought to concentrate on variables like remuneration and benefits, leadership development, and internal communication that have an impact on employee engagement in order to achieve this. Offering training programs, opportunities for professional advancement, and rewarding

employee achievements, according to the findings, could be effective methods for raising employee engagement. Nevertheless, the study lacked a theoretical foundation. The target population was not mentioned; hence it was also unclear how the sample size was determined.

A study carried out by Aziez (2022) used the job demands-resources theory to guide the review of the relationship between employee engagement and performance, with job satisfaction and compensation as the study's mediating variables. In this study, a qualitative approach—more precisely, a literature review—was used as the research methodology. The researchers carried out a systematic evaluation of 13 sources, using job satisfaction and pay as mediators. The annotated bibliography method of analysis was employed in this study. According to the literature study, employee engagement increases work satisfaction, pay, and productivity. Employee engagement tends to increase job satisfaction, which enhances performance. Those who are more engaged at work are also more likely to perform better. Employees who feel fairly compensated are more likely to be engaged and perform well, hence compensation was also discovered to be a mediating factor. Nevertheless, the study only looks at how job satisfaction and pay mediate the relationship; other factors like leadership, corporate culture, and work-life balance may also be important. Furthermore, the study solely used a qualitative methodology, which can restrict the applicability of the findings. The relationship between employee engagement and performance should be studied in future studies using a quantitative methodology, with a larger sample size and a more diverse population.

The study by Githinji and Muli (2018) focused on examining the impact of staff involvement strategies on the financial health of Air Kenya Limited. It used employee compensation, work environment, training and career development, and employee involvement and participation as measures of employee engagement strategies, and drew

on theoretical foundations such as social exchange theory, dual factor theory of motivation, three component theory of engagement, and resource-based view theory. The study employed a descriptive census survey design and collected primary data through structured questionnaires from a sample of 48 respondents out of the 191 management employees. The findings indicated that employee salary, work environment, employee involvement and participation, training, and career development significantly influenced the performance of Air Kenya Limited. The company had various strategies in place to encourage employee engagement, including providing incentives and bonuses, offering internal and external training programs, supporting mentorship initiatives, and allowing employees to voice their grievances through a union. The study discovered that staff engagement strategies had a significant effect on Air Kenya Limited's performance. The research suggests that the business concentrate on fostering a supportive work environment, offering training to staff members at all levels, and assessing its effects on employee output. The report recommends that workers form a union so they may voice complaints and take part in initiatives to raise service quality. Allowing staff members to create and implement new ideas is a key component of effective employee management. The company needs a dependable mobile e-commerce platform, more extra sales for commissions, and a standard method of paying all staff. However, the sample size was relatively small. A larger sample size would provide more robust results and increase the generalizability of the findings. Additionally, the study only focused on one organization in a specific context, limiting the external validity of the findings. New studies should investigate the relationship between employee engagement strategies and performance in a broader range of organizations and contexts.

2.3 Theoretical Review

2.3.1 Person-organization Fit Theory

It was introduced by Kristof (1996). According to the notion, when a person's values and preferences fit with those of the organization, it results in increased job satisfaction, job performance, and organizational commitment. The theory assumes that individuals have specific values, beliefs, and personality traits that make them more suitable for particular types of organizations and jobs. It also assumes that individuals are motivated to seek out organizations that match their values, while organizations are motivated to hire individuals who match their needs (Subramanian, Billsberry, & Barrett, 2022). Researchers have used the Person-Organization Fit theory to explain various aspects of organizational behavior, such as employee turnover, job satisfaction, and commitment of the organization. The theory has also been applied to explore the function of fit in the recruitment process, and in predicting job performance and success (Huang, *et al.*, 2019).

Despite its influence, the Person-Organization Fit theory has faced criticism. One of the limitations is that the theory assumes individuals possess a fixed set of values and preferences that are independent of their situation, which may not be the case. An individual's values and preferences may can shift over time and are impacted by the context in which they operate. Another limitation is based on the suggestion that the theory neglects the importance of fit between individuals within the organization, instead of solely focusing on the fit between the individual and the organization (Zhang, et al., 2017).

However, the theory can guide public universities in identifying individuals who possess the necessary skills, knowledge, and abilities required for the job and who align with the organization's values and culture. By prioritizing Person-Organization Fit in the recruitment process, universities can reduce employee turnover, improve job satisfaction

and motivation, and increase employee performance. In addition, the Person-Organization Fit theory can also inform the development of selection criteria and methods that assess the applicant's values, personality, and attitudes towards work and the organization.

2.3.2 Human Capital Theory

It was introduced by economist Schultz (1961). The theory proposes that investment in human capital, such as education and training, leads to increased productivity, efficiency, and performance in individuals and organizations. In the context of capacity-building strategies and employee performance in public universities in Kenya, the human capital development theory suggests that investing in employee education, training, and development programs can improve employee performance and organizational outcomes. By providing employees with the necessary skills, knowledge, and abilities, public universities can enhance their human capital, leading to increased productivity, efficiency, and innovation (Okumu, *et al.*, 2018).

The theory assumes that education and training have a positive impact on employee performance and that individuals are willing to invest in their human capital to improve their career prospects and earning potential. It also assumes that organizations have an incentive to invest in employee development to improve their competitiveness and achieve their goals (Yimam, 2022). Several studies have indicated the positive contribution of the human capital development theory to organizational success. Researchers have found that investing in employee development leads to improved employee satisfaction, increased productivity, and better organizational performance. In the context of Kenyan public universities, studies have shown that capacity-building strategies such as education and training programs positively impact employee performance, motivation, and job satisfaction (Okumu, *et al.*, 2018).

18

However, the theory has also faced some criticism. One critique is that investing in human capital can be costly, and the returns may not be immediately evident. Additionally, the theory assumes that education and training lead to improved performance, but this may not always be the case if the training is not relevant or the employee is not motivated to apply the new knowledge or skills. Another critique is that the theory tends to focus on individual development and neglects the importance of social and organizational factors in influencing performance (Yimam, 2022).

Despite the criticisms and limitations of the theory, it remains a valuable tool for public universities to understand the relationship between training strategies and employee performance. The theory provides a strong rationale for investing in training and development programs that aim to improve employee performance (Kwamboka, 2018). Public universities can utilize this theory to guide their training strategies by investing in programs that cater to the specific needs and goals of both employees and the organization as a whole. Such programs can equip workers with the necessary skills and knowledge to perform their jobs effectively, enhance their career prospects, and increase their job satisfaction. Additionally, offering training opportunities allows public universities to demonstrate their commitment to investing in their employees' development and well-being. This can help foster a positive work culture and improve employee retention rates that can lead to increased employee performance.

2.3.3 Goal-Setting Theory

It was introduced by psychologist Locke and Latham (1990). The theory proposes that setting specific, challenging goals leads to improved performance in individuals and organizations. In the context of performance management strategies and employee performance in public universities in Kenya, the goal-setting theory suggests that setting clear, challenging goals for employees can lead to improved performance and

organizational outcomes. By providing employees with specific, measurable targets to work towards, public universities can increase employee motivation and focus, leading to improved performance and achievement of organizational goals (Locke & Latham, 2015).

The notion holds that defining explicit and hard goals improves performance by enhancing employee motivation, effort, and tenacity. It also assumes that individuals have the necessary knowledge and skills to achieve the goals set for them, and that feedback on progress towards the goals is provided to enable employees to make necessary adjustments (Yurtkoru, *et al.*, 2017). Several studies have indicated the positive contribution of the goal-setting theory to organizational success. Researchers have found that setting specific and challenging goals leads to improved employee performance, job satisfaction, and organizational commitment. In the context of Kenya's public universities, research have demonstrated that the use of performance management strategies such as goal-setting positively impacts employee performance and job satisfaction (Okwisa, *et al.*, 2021).

However, the theory has also faced some criticism. One critique is that goal-setting can often lead to a limited emphasis on goal achievement at the detriment of other vital parts of work. Additionally, if the goals set are too challenging or unrealistic, employees may become demotivated and performance may suffer. Another critique is that the theory neglects the importance of contextual factors such as resources and support in achieving the goals set (Jeong, *et al.*, 2021). Overall, the goal-setting theory can provide useful insights into the relationship between performance management strategies and employee performance in public universities in Kenya. By setting clear, challenging goals for employees and providing necessary support and resources, public universities can improve employee motivation, performance, and organizational outcomes. However, it

is important to consider the potential drawbacks of goal-setting and to ensure that goals set are realistic and aligned with organizational objectives.

In the framework of public universities, the theory can inform performance management strategies by emphasizing the importance of setting specific and challenging goals for employees and providing them with feedback on their progress towards those goals. This can involve developing individualized performance plans that align with the organization's goals and objectives and regularly reviewing and updating those plans. Public universities can also use the theory to encourage employee participation in the goal-setting process, ensuring that employees are involved in setting their own goals and have a sense of ownership over their performance. By setting SMART goals and providing regular feedback, public universities can motivate employees to improve their performance, enhance their skills and knowledge, and achieve better outcomes for the organization.

2.3.4 Social Exchange Theory

It was first introduced by Homans (1958). The theory proposes that social interactions between individuals involve an exchange of resources, such as time, energy, and emotions. The theory suggests that individuals are motivated to engage in social relationships if they believe they will receive a positive return on their investment. The social exchange theory suggests that employees who feel engaged and supported by their organization are more likely to perform better. When an organization provides resources such as training, career development, and opportunities for recognition, employees feel valued and motivated to reciprocate by performing at a higher level. This can lead to increased job satisfaction, commitment, and productivity (Githinji & Muli, 2018).

The theory assumes that employees are motivated to engage in positive social relationships with their organization if they perceive that the organization values them and their contributions. It also assumes that employees are willing to contribute to the organization's goals and objectives if they believe they will receive a fair return on their investment (Aziez, 2022). Several studies have indicated the positive contribution of the social exchange theory to organizational success. Researchers have found that strategies for staff engagement positively impact employee performance, motivation, and job satisfaction. In the context of public universities in Kenya, studies have shown that employee engagement strategies can improve employee performance, retention, and commitment to the organization. However, the theory has also faced criticism. One critique is that the theory focuses on the exchange of tangible resources and neglects the importance of intangible resources, such as emotional support and trust. Another critique is that the theory assumes that individuals are rational decision-makers who always seek to maximize their benefits, but in reality, employees may have conflicting motivations and goals that are not always rational (Ahmad, *et al.*, 2023).

In promoting employee engagement in public universities, the social exchange theory can be utilized by organizations that need to create a work environment that fosters fairness and equity. This includes providing employees with opportunities for development and growth, recognizing and rewarding their contributions, and involving them in decision-making processes. By doing so, employees are more likely to perceive that they are receiving fair treatment and are more likely to reciprocate by engaging in positive behaviors that enhance organizational performance. Thus, employee engagement strategies should focus on creating a sense of fairness and reciprocity in the workplace to improve employee performance and well-being.

2.4 Conceptual Framework

Recruitment strategies
- Employer branding
- Job postings
- Employee sourcing and screening

Training strategies
- On job training
- Mentoring and coaching
- Job rotation

Performance management strategies
- Setting performance goals
- Performance feedback
- Performance evaluation

Employee engagement strategies
- Recognition and rewards
- Work life balance initiatives
- Work environment

Employee Performance
- Employee Achievements

Figure 2.1: Conceptual Framework

CHAPTER THREE

METHODOLOGY

3.1 Introduction

Elaborating the approaches that were employed during the study was the main focus of this section. Developing an effective research methodology is a critical aspect of any research study (Sekaran & Bougie, 2016). This section therefore, was structured into design of the study, population targeted, sample selection and size, data collecting and techniques, and procedures, statistical analysis, and ethical issues.

3.2 Research Design

Research design refers to the overall plan or strategy that outlines the approach and procedures to be used in a research study. It entails defining the research questions, picking the best data collection methodologies, and outlining the statistical methods that will be applied to the data analysis (Kumar, 2019). The research design acts as a guide for carrying out the study and ensures that the information gathered is valid, reliable, and relevant to the research questions Sekaran and Bougie (2016). The study utilized the explanatory research design in determining the cause-and-effect link between human resource management strategies and employee performance.

The explanatory research design was appropriate for the study since it is used to explore the causal relationship between variables. It is typically used to investigate how and why certain phenomena occur. Explanatory research designs involve collecting and analyzing data in order to test hypotheses and determine the extent to which one variable influence another. Therefore, it allowed the researcher to manipulate the independent variables and measure their effects on dependent variable. Therefore, the main aim of the explanatory research design was to identify causal relationships between variables and to explain how

they relate, which assisted in informing theories and providing practical applications for the results.

3.3 Target Population

The target population refers to a collection of individuals, objects, or occurrences that fit the criteria for being studied and are of interest to the researcher (Bryman & Bell, 2015). It is typically characterized by specific attributes or features that are pertinent to the research questions or hypothesis being examined. Identifying the target population is essential since it facilitates the selection of a sample that is representative of the entire population and enables the researcher to make inferences about the results of the sample in relation to the larger population (Lohr, 2021). The study was conducted exclusively in the 4 main campus public universities located in Nairobi City County in Kenya. Kenya has a total of 76 universities, including 22 private universities (Commission for University Education, 2023). The public universities were chosen because they are government-funded and are anticipated to play a significant role in the country's development. They were also expected to generate greater public interest in exploring the relationship between human resource management strategies and employee performance. Moreover, these universities offer a large pool of potential participants for the study, and their larger size was expected to increase the generalizability of the findings. In addition, Nairobi City County is the County with the highest number of Universities in Kenya. The study targeted a total of 144 respondents, comprising 144 heads of academic departments divisions from the 4 main campus public universities in Nairobi City County as indicated in Table 3.1.

Table 3.1 Sampling Frame

University	Head of department
Multimedia University of Kenya	16
Technical University of Kenya	51
The Co-operative University of Kenya	9
University of Nairobi	68
Total	**144**

3.4 Sampling Design and Sample Size

Sampling involves selecting a subset of individuals or objects from a larger population that can be used to draw conclusions or make generalizations about the population's characteristics. The purpose of selecting is to guarantee that the sample is equivalent to the entire population so that the results of the research can be utilized among a wider spectrum of participants (Lohr, 2021). The study utilized a multi-stage sampling technique, beginning with stratified random sampling, which will divide the population into strata i.e., universities. Simple random sampling was used to choose responders from each stratum. The number of samples needed was calculated the formula of Yamane sample size computation:

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

Where n denotes the sample size, N the population size, while e represents the level of precision.

Since the population is known, the formula was used. A sample is a subset of a population that a researcher utilizes to draw conclusions about the entire population (Kothari, 2011). This facilitated in data collection and analysis, which was then utilized for generalizing results to the whole population.

$$n = \frac{144}{1 + 144\,(0.05)^2} = 106$$

As a result, the sample size for the research was 106 heads of academic departments from the 4 main campus public universities in Nairobi City County. The respondents were identified purposively since they were conversant with the human resource management strategies and employee performance.

Table 3.2: Sample Size

University	Head of department	Sample size calculation	Sample size
Multimedia University of Kenya	16	$\dfrac{16 \times 106}{144}$	12
Technical University of Kenya	51	$\dfrac{51 \times 106}{144}$	37
The Co-operative University of Kenya	9	$\dfrac{9 \times 106}{144}$	7
University of Nairobi	68	$\dfrac{68 \times 106}{144}$	50
Total	**144**		**106**

3.5 Data Collection Instruments and Procedures

Once the study respondents were identified, the researcher proceeded to collect data from them. The practice of systematically acquiring information directed by the study variables, which can be either qualitative or quantitative, with the goal of assessing the study outcomes is known as data collection. The selection of data collection tools and the creation of data collection processes are part of the process (Gómez & Mouselli, 2018). The questionnaire is a fact-finding tool that describes the variables of interest and the existing state of affairs to provide insights into the study problem. Structured surveys were chosen because they focus on facts. They were designed to gather relevant information about the study variables, and the data collected was analyzed to offer

meaningful contributions to the study. The structured questionnaire comprised of Likert scale questions on a five-point scale, which measured numerous factors. There were five categories in the questionnaire: recruitment strategies, training strategies, performance management strategies, employee engagement strategies, and employee performance. Questionnaires have several advantages, including the absence of bias, confidentiality, and the ability to gather data from a large and diverse sample.

3.6 Reliability Test

The reliability of a research tool is determined by how consistently it produces outcome though numerous tests. To improve reliability, test-retest and Cronbach's alpha techniques was applied (Kumar, 2019). Using the test-retest methodology, same questions were asked to the same respondents twice, and the estimates of dependability were established by establishing a pattern of information acquired from analogous studies. Reliability is deemed acceptable and satisfactory when the Cronbach's alpha is between 0.6 and 0.7. Cronbach's alpha of 0.8 or higher is considered exceptionally reliable (Zikmund, et al., 2013). The reliability of the questionnaire was determined by comparing the responses to each question on the questionnaire.

3.7 Validity Test

Validity is defined as the extent to which data analysis results accurately reflect the scenario under investigation (Sekaran & Bougie, 2016). It entails determining if the questions on the questionnaire accurately reflect what they are supposed to measure. It concerns itself in the way the study's data represents the variables. The study employed content validity. Content validity consults specialists in the relevant phenomena to examine and give recommendations for improving the content of data collection instruments (Saunders, et al., 2009). The research supervisors examined the study

questionnaire before beginning the major data collection, and their suggestions were implemented.

3.8 Data Analysis and Presentation

The data that was collected were analyzed and interpreted to provide meaning in line with the study's objectives. This was done using descriptive statistics and multiple linear regression. Descriptive statistics included measures of central tendency such as frequencies and means, and measures of dispersion such as standard deviation. The analyzed data was presented in the form of frequency tables, and percentages. To establish the relationship between the independent variables (recruitment strategies, training strategies, performance management practices and the employee engagement strategies) and the dependent variable (employee performance), a multiple linear regression model was utilized as presented below:

$$EP = \beta_0 + \beta_1 RSS_1 + \beta_2 TS_2 + \beta_3 PMS_3 + \beta_4 EES_4$$

Where: β_0 is constant

β_1, β_2, β_3 and β_4 are coefficients

RSS is the recruitment strategies,

TS is the training strategies,

PMS is the performance management practices,

EES is the employee engagement strategies and

EP is employee performance.

The first step was to test the assumptions of multiple linear regression, which included autocorrelation, homoscedasticity, normality, and absence of multicollinearity.

3.9 Ethical Consideration

To ensure a high level of ethics in this research, the researcher was guided by the moral principles and ethical conduct that govern decision-making and interactions with others. The primary objective of ethics was to prevent any harm or negative consequences that might arise from the research activities (Sekaran & Bougie, 2016). Before commencing data collection, the researcher obtained the necessary authorizations from the relevant authorities. This involved acquiring a letter of permission from the Cooperative University of Kenya School of Business and Economics, which granted approval for the study to proceed. Additionally, the researcher sought authorization from the National Commission for Science, Technology, and Innovation (NACOSTI) to collect the required data. The researcher ensured that all data collected from the respondents were treated confidentially and stored securely. The data was used exclusively for academic purposes.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The study conducted an in-depth analysis to determine whether human resource management strategies (recruitment strategies, training strategies, performance management strategies, and employee engagement strategies) are linked to employee performance. In this chapter, the study presents the results of several key components of the research, including the reliability test, response rate, descriptive statistics, and the outcomes of hypothesis tests, all of which are aligned with the specific research objectives.

4.2 Reliability Test Results

Cronbach's Alpha Coefficient was used to assess the dependability of the data acquisition process in order to assure the veracity of the outcomes. Before employing it in the analysis, the questionnaire, which included 5-point Likert scale questions, underwent a reliability evaluation. Table 4.1 illustrates these outcomes.

Table 4.1: Reliability Test Results

	Number of Measures	Cronbach's Alpha Coefficient
Recruitment strategies	12	0.967
Training strategies	7	0.854
Performance management strategies	10	0.913
Employee engagement strategies	9	0.812
Employee performance	4	0.768

The data presented in Table 4.1 reveals that the Cronbach's Alpha Coefficient for each factor fell within the range of 0.768 to 0.967. These findings indicate that the Alpha coefficient exceeded the threshold of 0.7, as suggested by Zikmund et al. (2013), signifying acceptable dependability. An Alpha coefficient exceeding 0.7 is commonly regarded as a reliable indicator of satisfactory internal consistency (Abu-bader & Gradus, 2011). These findings validate that the Likert scale inquiries efficiently gauged the constructs they were designed to assess. As a result, the data gathered through the questionnaire was deemed appropriate for further examination in the research.

4.3 Response Rate of Respondent

In order to obtain data concerning the correlation between human resource management practices and employee performance within public universities in Kenya, a structured questionnaire was formulated. This questionnaire comprised inquiries tailored to address the specific research objectives and employed a five-point Likert scale for respondents to express their responses. Data collection was carried out through self-administered questionnaires distributed to participants from public universities in Kenya. Out of the originally intended sample size of 106, a total of 91 respondents completed the questionnaires for the study.

The research had an exceptionally high response rate, with 86% of the planned sample actively participating, and a 14% failed to respond. It is critical to emphasize that a rate of reply of no fewer than 50% is generally deemed satisfactory (Mills & Gay, 2018). A low level of participation is discouraged as it may raise concerns about the representativeness of the respondents compared to those who did not participate (Rovai, et al., 2014). Response rates greater than 60% are considered good, those between 70% and 85% are considered very good, and anything beyond 85% is considered exceptional (Marsden & Wright, 2010). As a result, the study's extraordinary response rate of 86

percent demonstrates its excellent quality. Following that, the obtained data was examined to provide significant insights in keeping with the study's aims.

4.4 Recruitment Strategies

The initial specific aim of the research assessed recruitment strategies and employee performance. The study examined three critical factors within recruitment strategies: employer branding, job postings, and employee sourcing and screening. The study results revealed that among the respondents, a notable 64.8 percent maintained a neutral stance when considering the influence of a company's reputation on a candidate's decision to apply for a job, while 35.2 percent expressed agreement with the idea that a company's reputation significantly affects this decision. Of the respondents, 75.8 percent were in agreement, and an additional 24.2 percent strongly concurred with the statement that job postings accurately reflect the skills, qualifications, and experience required for the job. On the other hand, among the respondents, 62.1 percent were in agreement, while 39.1 percent expressed neutrality regarding the statement that job postings clearly communicate the company's values and culture to potential candidates.

The study's findings also unveiled varied responses regarding the reliability of employee referrals as a source for high-quality job candidates. Specifically, 28.6 percent of respondents concurred with this notion, while 42.9 percent remained neutral, and another 28.6 percent expressed disagreement. Interestingly, employee referrals were viewed as a potential catalyst for cultivating a more diverse pool of job candidates, with 24.2 percent strongly agreeing and an additional 75.8 percent expressing agreement.

Furthermore, when it came to the assertion that work candidates referred by employees are more likely to align with the company's culture, only 16.5 percent of respondents concurred, while a significant majority, totaling 83.5 percent, remained neutral on this

33

matter. It's worth noting that evaluating job candidates for their cultural compatibility with the company was considered crucial for securing long-term success by 36.7 percent of the respondents, while 63.7 percent maintained a neutral position on this matter.

Conversely, the study found that relying exclusively on candidates' qualifications and experience for screening can potentially result in a mismatch with the company's culture, as confirmed by 24.2 percent of the respondents who concurred, while 56 percent held a neutral perspective, and 19.8 percent expressed disagreement. The findings also indicated that candidates who align with the company's values are perceived as having a higher likelihood of fitting well within the company culture. Among the respondents, 18.7 percent strongly concurred with this notion, 46.2 percent concurred, and 35.2 percent maintained a neutral stance on this matter. Moreover, companies emphasizing diversity and inclusion in their recruitment efforts tend to attract a wider pool of job candidates, as indicated by 17.6 percent who strongly concurred, 51.6 percent who concurred, and 30.8 percent who remained neutral among the respondents. Interestingly, companies that prominently advocate for work-life balance in their job postings are more likely to draw highly skilled job candidates, as strongly concurred by 24.2 percent and concurred by 75.8 percent among the respondents. Finally, the study revealed that a recruitment strategy incorporating a diverse array of sourcing methods is considered more effective than depending solely on a single source. This view was strongly concurred upon by 24.2 percent of the respondents and concurred upon by 75.8 percent, underlining the importance of a multifaceted approach in the recruitment process. The results are indicated in table 4.2.

Table 4.2 Recruitment Strategies

Questions	SA %	A %	N %	D %	SD %
The company's reputation as an employer significantly influences a candidate's decision to apply for a job.	0.0	35.2	64.8	0.0	0.0
The job postings accurately reflect the skills, qualifications, and experience required for the job.	24.2	75.8	0.0	0.0	0.0
The job postings clearly communicate the company's values and culture to potential candidates.	0.0	68.1	31.9	0.0	0.0
Employee referrals are a reliable source of high-quality job candidates.	0.0	28.6	42.9	28.6	0.0
Employee referrals can lead to a more diverse pool of job candidates.	24.2	75.8	0.0	0.0	0.0
Job candidates who are referred by employees are more likely to be a good fit for the company culture.	0.0	16.5	83.5	0.0	0.0
Screening job candidates based on their cultural fit with the company is essential to ensuring long-term success for the company.	0.0	36.3	63.7	0.0	0.0
Screening job candidates based solely on their qualifications and experience can lead to a poor cultural fit within the company.	0.0	24.2	56	19.8	0.0
Job candidates who share the company's values are more likely to be a good fit for the company culture.	18.7	46.1	35.2	0.0	0.0
Companies that prioritize diversity and inclusion in their recruitment efforts are more likely to attract a wider pool of job candidates.	17.6	51.6	30.8	0.0	0.0
Companies that actively promote work-life balance in their job postings are more likely to attract highly skilled job candidates.	24.2	75.8	0.0	0.0	0.0

A recruitment strategy that includes a mix of different sourcing methods is more effective than relying on a single source.	24.2	75.8	0.0	0.0	0.0

4.5 Training Strategies

The second specific objective of the research was to assess the effect of training strategies on employee performance. The study examined three critical factors within training strategies: on job training, mentoring and coaching and job rotation. The study's results revealed that 72.5 percent of the respondents were in agreement that the on-the-job training program provided to employees has been relevant to their work and has helped them in performing their work duties, while 27.5 percent strongly concurred. Furthermore, a significant 87.9 percent of the respondents expressed agreement regarding the relevance of mentoring and coaching provided to employees to their work, with 12.1 percent, maintaining a neutral stance. It was also noted that the mentors and coaches have played a substantial role in helping employees develop their skills and knowledge, as indicated by 89 percent of the respondents who concurred, while 11 percent remained neutral. However, there was a lower level of agreement (18.7 percent) among respondents regarding the accessibility of mentoring and coaching opportunities to all employees, with 12.1 percent holding a neutral stance and 69.2 percent in disagreement.

Study outcomes additionally revealed that a significant portion of the respondents, comprising 69.6 percent, were in agreement that job rotation has been instrumental in helping employees develop new skills, with 30.4 percent strongly agreeing. Furthermore, these employees have successfully applied the skills acquired during job rotation in their work, with 77.7 percent of the respondents in agreement, and an additional 22.3 percent strongly agreeing. These results are presented in the table 4.3.

Table 4.3 Training Strategies

Questions	SA %	A %	N %	D %	SD %
The on-the-job training program provided to employees has been relevant to their work and has helped them in performing their work duties.	27.5	72.5	0.0	0.0	0.0
The mentoring and coaching provided to employees has been relevant to their work.	0.0	87.9	12.1	0.0	0.0
The mentor/coach has helped the employees develop their skills and knowledge.	0.0	89.0	11.0	0.0	0.0
Mentoring and coaching opportunities are easily accessible to all employees	0.0	18.7	12.1	69.2	0.0
Job rotation has helped employees develop new skills	30.4	69.6	0.0	0.0	0.0
Employees have been able to apply the Skills learned during job rotation in their work.	22.3	77.7	0.0	0.0	0.0

4.6 Performance Management Strategies

The third specific objective of the research was to assess the effect of performance management strategies on employee performance. The study examined three critical factors within performance management strategies: setting performance goals, performance feedback and performance evaluation. The study's results revealed that 64.8 portion of the respondents strongly concurred that their department sets clear and achievable performance goals for the employees, with 35.2 percent in agreement. It was also noted that 69.2 percent strongly concurred, and 30.8 percent concurred that employees are involved in the process of setting their performance goals. The employees' individual performance goals are aligned with organizational goals, and they are provided with the necessary resources to achieve their performance goals. Departments also

regularly review and update their performance goals, with 76.9 percent of the respondents strongly agreeing and 23.1 percent in agreement.

The study's results also revealed that regular feedback is provided to employees on their performance, with 16.5 percent of the respondents strongly agreeing, while 83.5 percent were in agreement. Moreover, among the respondents, 69.2 percent strongly concurred, and 30.8 percent concurred that feedback is provided in a timely manner. In addition, regarding the presence of a formal performance evaluation system, 18.7 percent of the respondents strongly concurred, 46.1 percent concurred, and 35.2 percent maintained a neutral stance. Notably, employees are provided with clear and specific performance evaluation criteria, with 69.2 percent of the respondents strongly agreeing and 30.8 percent agreeing. Conversely, performance evaluations are used effectively in identifying areas for improvement and development, as indicated by 76.9 percent of the respondents who strongly concurred, with an additional 23.1 percent in agreement. Table 4.4 portrays the outcomes.

Table 4.4 Performance Management Strategies

Questions	SA	A	N	D	SD
	%	%	%	%	%
The department sets clear and achievable performance goals for its employees.	64.8	35.2	0.0	0.0	0.0
Employees are involved in the process of setting their performance goals.	69.2	30.8	0.0	0.0	0.0
The individual performance goals are aligned with organizational goals.	76.9	23.1	0.0	0.0	0.0
Employees are provided with the necessary resources to achieve their performance goals.	76.9	23.1	0.0	0.0	0.0

The department regularly reviews and updates employee performance goals.	76.9	23.1	0.0	0.0	0.0
Regular feedback is provided to employees on their performance	16.5	83.5	0.0	0.0	0.0
Feedback is provided in a timely manner.	69.2	30.8	0.0	0.0	0.0
There is a formal performance evaluation system in place.	18.7	46.1	35.2	0.0	0.0
Employees are provided with clear and specific performance evaluation criteria.	69.2	30.8	0.0	0.0	0.0
Performance evaluations is used in identifying areas for improvement and development.	76.9	23.1	0.0	0.0	0.0

4.7 Employee Engagement Strategies

The third specific objective of the research was to assess the effect of employee engagement strategies on employee performance. The study examined three critical factors within employee engagement strategies: recognition and rewards, work life balance initiatives and work environment. The study's results demonstrated several key findings. Firstly, 100 percent of the respondents acknowledged that employees receive non-financial rewards and recognition, such as public acknowledgment and appreciation. Additionally, it was observed that high-performing employees are rewarded with financial incentives like bonuses or salary increases, with 15.4 percent strongly agreeing, and 84.6 percent in agreement with this strategy. Furthermore, a unanimous 100 percent of the respondents indicated that employees are provided with equal opportunities for recognition and rewards, as well as flexible work schedules to help balance their work and personal life. On the other hand, when it comes to telecommuting or remote work options, 19.8 percent of those polled strongly concurred, 67.0 percent concurred, and 13.2 percent maintained a neutral stance. However, regarding the availability of wellness

programs, such as gym facilities, only 17.6 percent concurred, while 62.6 percent remained neutral, and 19.8 percent disagreed.

Conversely, it was unanimously concurred by 100 percent of the respondents that a safe and healthy work environment is provided at the workplace. Moreover, employees are afforded opportunities for engagement and involvement in decision-making processes, with 18.7 percent strongly agreeing, 46.7 percent in agreement, and 35.2 percent maintaining a neutral position on this matter. Additionally, 36.7 percent strongly concurred, while 63.7 percent concurred that a positive work culture and teamwork are fostered among employees. Tables 4.5 indicates the results.

Table 4.5 Employee Engagement Strategies

Questions	SA	A	N	D	SD
	%	%	%	%	%
Employees are provided with non-financial rewards and recognition, such as public acknowledgment and appreciation	0.0	100	0.0	0.0	0.0
High performing employees are provided with financial rewards, such as bonuses or salary increases.	15.4	84.6	0.0	0.0	0.0
Employees are provided with equal opportunities for recognition and rewards	0.0	100	0.0	0.0	0.0
There are flexible work schedules to help employees balance their work and personal life	0.0	100	0.0	0.0	0.0
The department provides telecommuting or remote work options.	19.8	67.0	13.2	0.0	0.0

Employees have opportunities of wellness programs, such as gym memberships or stress management workshops.	0.0	17.6	62.6	19.8	0.0
Safe and healthy work environment is provided at the work place	0.0	100	0.0	0.0	0.0
Employees are given opportunity for engagement and involvement in decision-making processes	18.7	46.2	35.2	0.0	0.0
Positive work culture and teamwork is fostered among employees	36.3	63.7	0.0	0.0	0.0

4.8 Employee Performance

Employee performance was the study's dependent variable. The study examined three critical factors within employee performance: employee achievements. The study's results highlighted several key observations. Firstly, it was found that employees consistently complete their assigned work on time and effectively manage their tasks, with 100 percent of the respondents in agreement with this statement. On another note, it was observed that employees exhibit proactivity in identifying and resolving issues, with 18.7 percent of the respondents strongly agreeing, and 81.3 percent in agreement with this aspect. Additionally, a significant proportion, consisting of 36.3 percent strongly agreeing and 63.7 percent in agreement, noted that employees consistently meet or exceed their productivity targets. Table 4.6 shows the outcomes.

Table 4.6 Employee Performance

Question	SA %	A %	N %	A %	SD %
Employees complete their work assignments in a timely manner.	0.0	100	0.0	0.0	0.0
Employees effectively manage their workload.	100	0.0	0.0	0.0	0.0
Employees are proactive in identifying and resolving issues.	18.7	81.3	0.0	0.0	0.0
Employees consistently meet or exceed their productivity targets.	36.3	63.7	0.0	0.0	0.0

4.9 Multiple Linear Regression Diagnostic Measures

The study employed multiple linear regression to investigate the extent to which predictor variables elucidate variations in the response variable, specifically focusing on the relationship between human resource management strategies and employee performance. To ensure the reliability of this approach, the study initially performed diagnostic assessments, as multiple linear regression relies on several critical assumptions. These include the presence of a linear association between predictor variables and the response variable, the normal distribution of residuals, and the absence of multicollinearity and autocorrelation.

4.9.1 Autocorrelation Test

To assess the presence of autocorrelation within the sample, the Dubin-Watson test was conducted, yielding a value of 2.0. This result signifies the absence of autocorrelation in the dataset. The Dubin-Watson statistic typically falls within the range of 0 and 4, having an average value of 2.0 suggesting an absence of autocorrelation. Values ranging from 0

to slightly less than 2 indicate the presence of positive autocorrelation, and negative autocorrelation is indicated by values ranging from 2 to 4 (Wang & Jain, 2003).

4.9.2 Normality Test

The tests of Kolmogorov-Smirnov and Shapiro have been employed to determine the normality of the research's factors. Typically, in these tests, the null assumption of normality is dismissed if the highly significant value corresponds to or below five percent (Verma & Abdel-Salam, 2019).

Table 4.7 Normality Tests

	Statistic	P
Shapiro-Wilk	0.927	0.075
Kolmogorov-Smirnov	0.142	0.052

Table 4.7 shows the outcomes of both the Shapiro-Wilk and Kolmogorov-Smirnov normality tests, aiming to assess whether the unstandardized residuals conform to a normal distribution. Upon examination, it was found that the Shapiro-Wilk statistic yielded a significance value of 0.075, and the Kolmogorov-Smirnov statistic produced a significance value of 0.052. In both cases, these values exceed the 5 percent significance level. Consequently, the null hypothesis suggesting normality in the data is upheld, signifying that the unstandardized residuals can be considered normally distributed.

In the context of multiple linear regression analysis, it is crucial that both the dependent variable and the residuals adhere to a normal distribution. The outcomes from these tests consistently indicated that the residuals followed a normal distribution, as demonstrated by the associated p-values exceeding 5 percent. When the p-values from the Kolmogorov-

Smirnov and Shapiro-Wilk tests fall below 5%, the variable is considered non-normally distributed (Abdel-Salam & Abdel-Salam, 2019).

4.9.3 Multicollinearity

The study conducted tests to check for the presence of multicollinearity, which occurs when predictor variables are highly correlated with each other. When multicollinearity is detected, it can lead to instability in regression models. To assess the presence of multicollinearity, the study employed several methods, including tolerance, and variance inflation factor (VIF) as indicated in table 4.8.

Table 4.8 Collinearity Tests Results

	VIF	Tolerance
Recruitment strategies	1.10	.9272
Training strategies	8.69	.1151
Performance management strategies	3.70	.2705
Employee engagement strategies	1.188	.8420

Table 4.8 shows the collinearity statistics, revealing that the tolerance values are above 0.1, and the variance inflation factor (VIF) values are below 10. This indicates that the data lacks multicollinearity. According to Verma and Abdel-Salam (2019), tolerance values should be greater than 0.1, and VIF values should be less than 10 for all variables to be considered free from multicollinearity. Therefore, based on these findings, it can be concluded that there is no evidence of multicollinearity in the dataset.

4.9.4 Heteroscedasticity

To test for heteroscedasticity, the study conducted both the Breusch-Pagan and Koenker tests. Heteroscedasticity occurs when the variance of residuals is not consistent across

different ranges of measured values. The results of these tests revealed p-values of 0.409 for the Breusch-Pagan test and 0.423 for the Koenker test. Both of these p-values are below the 5 percent significance level. Based on these results and the available evidence, it can be concluded that there is no indication of heteroscedasticity in the data. Therefore, the assumption of homoscedasticity, which assumes equal variance of residuals across different ranges of measured values, is deemed to be satisfied in this study.

4.10 Multiple Linear Regression Analysis

The researcher conducted a multiple linear regression analysis to investigate the relationship between human resource management strategies and employee performance within the context of public universities in Kenya. This statistical analysis aimed to determine how variations in the dependent variable (employee performance) could be explained by the independent variables (human resource management strategies).

Table 4.8 displays the regression analysis results, which reveal a correlation coefficient (r) of 0.947, a degree of predictability (R square) of 0.897, and a modified R square of 0.892.

Table 4.9 Model Fit Measures

Model	R	R Square	Adjusted R Square
1	.947[a]	.897	.892

In Table 4.9 several key statistical values can be observed: correlation coefficient (r) of 0.947, an R squared (R^2) value of 0.897, and the adjusted R square (Adjusted R^2) of 0.892. The correlation coefficient (r) serves as a metric ranging from -1 to +1, indicating the strength and direction of the link between independent and response variables. A higher correlation coefficient of above 0.7 denotes a strong positive relationship between these

variables. Typically, when the value falls between +0.3 and +0.7, it signifies a moderate positive correlation (Weaver et al., 2018). These results imply a positive and strong association between human resource management strategies and the performance of employees in Kenya's public universities.

With an R-squared value of 0.897, we can infer that approximately 89.7 percent of the variability in the response variable can be described for by the predictor variables. Similarly, the adjusted R-squared value of 0.892 implies that around 89.2 percent of the variations in the response variable can be ascribed to the predictor variables. The remaining 10.8 percent of variations can be attributed to other unexamined factors in this study. It is important to emphasize the use of the adjusted R-squared value when elucidating the relationship between predictor variables and the response variable. Therefore, the adjusted R-squared value of 89.2 percent is employed to describe the association between human resource management strategies and employee performance within Kenya's public universities. This value signifies that 89.2 percent of the discrepancies can be clarified by the independent variables that were the focus of this research.

The model's overall implication was assessed using the ANOVA test, and the results are shown in Table 4.10. The calculated F-value was 187.630, with a corresponding threshold of significance of 0.000.

Table 4.10 Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	50.716	4	12.679	187.630	.000[b]
1	Residual	5.811	86	0.068		
	Total	56.527	90			

The significance value is 0.000, as indicated in Table 4.10, which is less than the customary criterion of 0.05. This means that the model is highly significant when predicting how recruitment strategies, training strategies, performance management strategies, and employee engagement strategies influence employee performance. Moreover, the calculated F-value is 187.630, while the critical F-value at a significance level of 5 percent is 2.32. The fact that the computed F-value exceeds the critical F-value confirms the overall significance of the model.

Furthermore, the study examined the variables to calculate the coefficients (β) and the P-values for both the constant and independent variables, as presented in Table 4.11. The coefficients are as follows: 0.166 for recruitment strategies, 0.066 for training strategies, -0.111 for performance management strategies, and -0.014 for employee engagement. The corresponding P-values are 0.000 for recruitment strategies, 0.226 for training strategies, 0.000 for performance management strategies, and 0.764 for employee engagement strategies.

Table 4.11 Regression Coefficients

Model	β	Std. Error	t	P
Intercept	15.207	1.1198	13.580	0.000
Recruitment strategies	0.166	0.0190	8.746	0.000
Training strategies	0.066	0.0538	1.220	0.226
Performance management strategies	-0.111	0.0255	-4.341	0.000
Employee engagement strategies	-0.014	0.0450	-0.301	0.764

The multiple linear regression equation was employed in describing the link between the predictor variables and the response variable. The multiple linear regression test established a prediction equation as highlighted below;

Employee performance=15.207 + 0.166 Recruitment Strategies + 0.066 Training Strategies – 0.111 Performance Management Strategies – 0.014 Employee Engagement Strategies

This is an indication that recruitment and training strategies are positively related to employee performance of public universities in Kenya. Conversely, performance management and employee engagement strategies show an inverse relationship with employee performance in the same context. Specifically, an increase of one unit in recruitment and training strategies corresponds to an increase in employee performance as indicated by their respective coefficients, that is, 0.166 and 0.066 respectively. In contrast, an increase of one unit in performance management and employee engagement strategies corresponds to a decrease in employee performance, as suggested by their coefficients, that is, 0.111 and 0.014 respectively. Furthermore, the constant coefficient is 15.207, implying that if the variables are independent are set to zero, the anticipated outcome of the variable that is dependent is 15.207.

4.11 Hypothesis Testing

The link between each independent variable (recruitment techniques, training methods, performance management strategies, and employee engagement strategies) and the dependent variable (employee performance) was investigated using multiple linear regression analysis. Conclusions were drawn based on the P-values. A P-value less than 5% resulted in the null hypothesis being rejected, whilst a P-value more than 5% resulted in the study not rejecting the idea of a null.

The initial null hypothesis sought if there was non-statistically significant association between recruitment strategies and employee performance. According to the data in Table 4.11, recruitment strategies include a P-value equals to 0.000 and a coefficient (β) equals to 0.166. This means that increasing recruitment strategies corresponds to a 0.166 increase in employee performance. Furthermore, because the P-value for recruitment strategies is less than 5%, the association between recruitment strategies and employee performance is considered statistically significant. These results align with a prior study conducted by Rahmany (2018) within the Afghanistan Civil Servant context, which also concluded that there exists a positive and statistically significant association between recruitment techniques and employee performance.

The second null hypothesis was to test whether training strategies have no statistically significant relationship with employee performance. According to the results in Table 4.11 show that training strategies is associated with a P-value=0.226 and a coefficient (β)= 0.066. This implies that a one-unit increase in training strategies corresponds to a 0.066 increase in employee performance. However, it's important to note that the P-value for training strategies exceeds 5 percent, indicating that it is not statistically significant in describing the relationship between training strategies and employee performance. This finding contrasts with a study conducted by Ajetomobi (2021) in the context of Akoko

South West Local Government, which concluded that there is a statistically significant relationship between capacity building strategies and employee performance.

The third null hypothesis was to test whether performance management strategies have no statistically significant relationship with employee performance. Table 4.11 reveals that performance management strategies is associated with a P-value=0.000 and a coefficient (β)=-0.111. This indicates that a one-unit increase in performance management strategies corresponds to a decrease of 0.111 in employee performance. Since the P-value for performance management strategies is less than 5%, the link is regarded statistically significant in defining it. However, these results are in contrast to the findings of a study conducted by Soressa and Zewdie (2021) in public institutions in Jimma Town, which indicated a positive correlation between performance management strategies and employee performance.

Similarly, the fourth null hypothesis was to test whether employee engagement strategies have no statistically significant relationship with employee performance. The results in Table 4.11 show that employee engagement strategies is associated with a P-value= 0.764 and a coefficient (β)=-0.014. This implies that a one-unit increase in employee engagement strategies leads to a decrease of 0.014 in employee performance. However, the P-value for employee engagement strategies exceeds 5 percent, indicating that it is not statistically significant in describing the relationship. These findings are at odds with the results of a study conducted by Palle (2022), which indicated the existence of a link between employee engagement and performance.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section provides the discussion, conclusions, and recommendations based on the study variables.

5.2 Discussion of Findings

5.2.1 Recruitment Strategies and Employee Performance

The study's first specific objective was to evaluate the impact of recruitment strategies on employee performance, with a focus on employer branding, job postings, and employee sourcing and screening. The findings revealed diverse perspectives among respondents. Notably, a substantial portion of respondents believed that a company's reputation influenced job application decisions and that job postings accurately reflected job requirements. However, there was less consensus on whether job postings effectively communicated a company's values and culture. Employee referrals were viewed as a potential source of diverse candidates, but their alignment with company culture was uncertain. The study also highlighted the importance of considering cultural compatibility during candidate screening. Recruitment strategies that promoted diversity, advocated for work-life balance, and utilized a variety of sourcing methods were perceived as effective. Importantly, the statistical analysis confirmed a significant positive relationship between recruitment strategies and employee performance, as indicated by a low p-value (0.000) and a positive coefficient (0.166). This highlights the critical role of recruitment strategies in enhancing employee performance.

5.2.2 Training Strategies and Employee Performance

The second specific study objective aimed to assess the effect of training strategies on employee performance, with a focus on on-the-job training, mentoring and coaching, and job rotation. The findings indicated a generally positive perception among respondents regarding the effectiveness of these training strategies. A significant majority concurred that on-the-job training and mentoring/coaching were relevant to their work and helped them in performing their job duties. Moreover, employees believed that mentors and coaches played a substantial role in their skill and knowledge development. Job rotation was also perceived as instrumental in helping employees acquire new skills and successfully applying them in their work. However, there were concerns about the accessibility of mentoring and coaching opportunities to all employees. In contrast to the positive perceptions, the statistical analysis indicated that the relationship between training strategies and employee performance was not statistically significant, as evidenced by a relatively high p-value (0.226).

5.2.3 Performance Management Strategies and Employee Performance

Further, the goal of the research engrossed on examining the effect of performance management strategies, including setting performance goals, providing performance feedback, and conducting performance evaluations, on employee performance. The results highlighted several positive aspects of these strategies, such as the majority of respondents agreeing that their departments set clear and achievable performance goals and involve employees in the goal-setting process. Additionally, departments were seen as regularly reviewing and updating performance goals. Employees also received timely and constructive feedback on their performance, and there was a formal performance evaluation system in place with clear evaluation criteria. Performance evaluations were perceived as effective tools for identifying areas for improvement and development. However, the statistical analysis revealed a statistically significant negative relationship

between performance management strategies and employee performance, as indicated by a low p-value (0.000) and a negative coefficient (-0.111).

5.2.4 Employee Engagement Strategies and Employee Performance

The study's fourth specific objective centered on assessing the effect of employee engagement strategies, focusing on recognition and rewards, work-life balance initiatives, and the work environment, on employee performance. The results unveiled a range of practices within the organizations surveyed. Non-financial rewards and recognition, such as public acknowledgment and appreciation, were universally acknowledged by respondents. High-performing employees were commonly rewarded with financial incentives, although telecommuting options and wellness programs received mixed levels of endorsement. On a positive note, respondents unanimously concurred that employees had equal opportunities for recognition and rewards, along with flexible work schedules. The provision of a safe and healthy work environment was also universally affirmed. Opportunities for employee engagement in decision-making processes were prevalent, and a significant majority believed in the fostering of a positive work culture and teamwork among employees. However, the statistical analysis indicated that there was no statistically significant relationship among staff engagement strategies and worker productivity, as indicated by a p-value of 0.764 and a negative coefficient of -0.014.

5.3 Conclusions

5.3.1 Recruitment Strategies and Employee Performance

The study revealed that recruitment strategies, encompassing employer branding, job postings, and employee sourcing and screening, play a vital role in shaping employee perceptions and expectations. While there were mixed opinions on certain aspects of these strategies, such as the communication of company values, it was evident that effective recruitment strategies are associated with improved employee performance. The

statistical analysis confirmed a significant positive relationship between recruitment strategies and employee performance.

5.3.2 Training Strategies and Employee Performance

The study highlighted the perceived effectiveness of training strategies, including on-the-job training, mentoring and coaching, and job rotation, in enhancing employee skills and knowledge. However, the statistical analysis did not establish a statistically significant relationship between these training strategies and employee performance, suggesting the need for further investigation.

5.3.3 Performance Management Strategies and Employee Performance

Performance management strategies, such as goal setting, feedback, and performance evaluations, were generally well-received by employees. These strategies were perceived as valuable tools for skill improvement and development. Surprisingly, the statistical analysis revealed a statistically significant negative relationship between performance management strategies and employee performance, warranting further exploration.

5.3.4 Employee Engagement Strategies and Employee Performance

Employee engagement strategies, including recognition and rewards, work-life balance initiatives, and fostering a positive work environment, demonstrated mixed effectiveness in the surveyed organizations. While non-financial recognition and equal opportunities for recognition were widely practiced, the statistical analysis did not establish a significant relationship between these strategies and employee performance.

5.4 Recommendations

To optimize recruitment strategies, organizations should focus on enhancing their employer branding efforts to attract top talent. Clear and accurate job postings should be

prioritized to align candidate qualifications with job requirements. Moreover, promoting diversity, and utilizing a variety of sourcing methods can further enhance the effectiveness of recruitment strategies.

On the other hand, organizations should continue to invest in training strategies, considering the positive perceptions of employees. However, a deeper examination of the specific factors that influence the impact of training on performance is needed. Strategies to improve accessibility to mentoring and coaching opportunities for all employees should also be explored.

Additionally, organizations should continue implementing effective performance management strategies but should also delve deeper into understanding the factors contributing to the observed negative relationship. Improving the alignment between performance goals and employee expectations and addressing potential biases in performance evaluations may be crucial.

Lastly, in the realm of employee engagement strategies, organizations should continue to prioritize employee engagement strategies, but should also focus on understanding the nuanced factors affecting their impact on performance. Improving the accessibility of telecommuting options and wellness programs may enhance their effectiveness. Additionally, a deeper exploration of the dynamics between engagement strategies and performance is warranted to optimize their impact.

5.5 Recommendation for Further Studies

Further studies can investigate the relationship between human resource management practices and employee performance across various industries. Moreover, conducting

longitudinal studies to track the long-term effects of different strategies on employee performance is essential for gaining comprehensive insights into this relationship.

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APPENDICES

Appendix I: Letter of Introduction

Rosalia Wangui Waithaka,

The Co-operative University of Kenya,

P.O. Box 24814,

Karen-Kenya

Dear respondent,

RE: Request for Permission to Carry Out Research Study.

I am a student at The Co-operative University of Kenya, pursuing a Master degree in the School of Business. Currently, I am conducting research on the relationship between human resource management strategies and employee performance in public universities within Nairobi City County, Kenya. I would like to request your organization's participation in this study by kindly filling out the attached questionnaire.

Please be assured that all the information provided will be treated with the utmost confidentiality and solely used for academic purposes. Your contribution towards this research would be highly appreciated.

Thank you in advance for your time and assistance. May God bless you.

Sincerely,

Rosalia Wangui Waithaka

Appendix II: University Letter of Introduction

THE CO-OPERATIVE UNIVERSITY OF KENYA
P. O. Box 24814-00502 Karen, Kenya
Telephone: (020)-2430127/2679456/8891401 Fax (020)-8891410
www.cuk.ac.ke
BOARD OF POSTGRADUATE STUDIES

11th September, 2023

The Director,
National Commission for Science, Technology & Innovation,
Utalii House,
Nairobi.

Dear Sir,
REF: ROSALIA WANGUI WAITHAKA, REG NO: MBAC01/0104/2021

This is to introduce the above named Master of Business Administration student in the School of Business and Economics (SBE) at the Co-operative University of Kenya.

She has successfully completed her course work and is proceeding to the field to collect data from staff in public universities in Nairobi County. The title of her research project is *"Relationship between Human Resource Management Strategies and Employee Performance in Public Universities in Nairobi County, Kenya"*

Kindly accord her the necessary assistance.

Yours Sincerely,

D. K. Muthoni,
Director, Board of Postgraduate Studies.

Cc: Dean, SBE.

CUK is ISO 9001: 2015Certified

Appendix III: NACOSTI Permit

Appendix IV: Questionnaire

The purpose of this questionnaire is to gather data from the public universities in Nairobi City County, Kenya. Any information provided in this questionnaire will be used solely for research purposes and will be kept confidential. Your participation in this survey is greatly appreciated. Please take a few moments to answer the questions as accurately as possible by ticking the appropriate boxes provided. You are not required to provide your name on the questionnaire.

Recruitment Strategy

1. Please indicate the level of agreement or disagreement with each of the following statement.

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The company's reputation as an employer significantly influences a candidate's decision to apply for a job.					
The job postings accurately reflect the skills, qualifications, and experience required for the job.					
The job postings clearly communicate the company's values and culture to potential candidates.					
Employee referrals are a reliable source of high-quality job candidates.					
Employee referrals can lead to a more diverse pool of job candidates.					
Job candidates who are referred by employees are more likely to be a good fit for the company culture.					

Screening job candidates based on their cultural fit with the company is essential to ensuring long-term success for the company.					
Screening job candidates based solely on their qualifications and experience can lead to a poor cultural fit within the company.					
Job candidates who share the company's values are more likely to be a good fit for the company culture.					
Companies that prioritize diversity and inclusion in their recruitment efforts are more likely to attract a wider pool of job candidates.					
Companies that actively promote work-life balance in their job postings are more likely to attract highly skilled job candidates.					
A recruitment strategy that includes a mix of different sourcing methods is more effective than relying on a single source.					

Training Strategy

1. Please indicate the level of agreement or disagreement with each of the following statement.

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Employees receive sufficient on-the-job training to perform their work duties.					
The on-the-job training program provided to employees has been relevant to their work.					

Questions					
The mentoring and coaching provided to employees has been relevant to their work.					
The mentor/coach has helped the employees develop their skills and knowledge.					
Mentoring and coaching opportunities are easily accessible to all employees					
Job rotation has helped employees develop new skills					
Employees have been able to apply the Skills learned during job rotation in their work.					
Employees have been motivated to perform better as a result of job rotation					
Job rotation opportunities are easily accessible to all employees					

Performance Management Strategy

1. Please indicate the level of agreement or disagreement with each of the following statement.

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The department sets clear and achievable performance goals for its employees.					

Employees are involved in the process of setting their performance goals.					
The individual performance goals are aligned with organizational goals.					
Employees are provided with the necessary resources to achieve their performance goals.					
The department regularly reviews and updates employee performance goals.					
Regular feedback is provided to employees on their performance					
Constructive feedback that helps employees improve their performance are made.					
Feedback is usually objective and fair.					
There is a formal performance evaluation system in place.					
The department ensures that performance evaluations are conducted fairly and objectively.					
Employees are provided with clear and specific performance evaluation criteria.					
Performance evaluations is used in identifying areas for improvement and development.					
Employees are provided with feedback and guidance on how to improve their					

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
performance based on the results of the performance evaluation.					

Employee Engagement Strategy

1. Please indicate the level of agreement or disagreement with each of the following statement.

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Employees are recognized for their good performance.					
Employees are provided with non-financial rewards and recognition, such as public acknowledgment and appreciation					
High performing employees are provided with financial rewards, such as bonuses or salary increases.					
Employees are provided with equal opportunities for recognition and rewards					
There are flexible work schedules to help employees balance their work and personal life					
The department provides telecommuting or remote work options.					
Employees have opportunities of wellness programs, such as gym					

Question					
memberships or stress management workshops.					
Safe and healthy work environment is provided at the work place					
Employees are given opportunity for engagement and involvement in decision-making processes					
Positive work culture and teamwork is fostered among employees					

Employee Performance

1. Please indicate the level of agreement or disagreement with each of the following statement.

Question	Strongly Agree	Disagree	Neutral	Agree	Strongly Disagree
Employees complete their work assignments in a timely manner.					
Employees effectively manage their workload.					
Employees are proactive in identifying and resolving issues.					
Employees consistently meet or exceed their productivity targets.					
Employees use their time and resources effectively to accomplish tasks.					