

# INFLUENCE JOB SATISFACTION HUMAN RESOURCE PRACTICES ON EMPLOYEE PERFORMANCE IN BARINGO COUNTY, KENYA

Grace Chepkikor Kiuta<sup>1</sup>, Dr. George Wanderi Karanja<sup>2</sup>

<sup>1</sup>School of Business, Jomo Kenyatta University of Agriculture and Technology, Kenya

<sup>2</sup>School of Business, Jomo Kenyatta University of Agriculture and Technology, Kenya

---

**Abstract:** It's been reported that county governments lack sufficient capacities to manage county employees as well as existence of ghost workers. This has hampered employees' performance in the county governments. The research wanted to ascertain the influence of job satisfaction HR practices on performance of employees in the county government of Baringo, Kenya. The research was premised on Herzberg's Two Factor Theory adopting a Descriptive research design with a target population of 530 employees. A sample of 133 employees was computed using Yamane formula and they were selected using random sampling techniques. A questionnaire constructed on a five point scale of Likert type items was used for primary data collection. Data collected was analyzed using descriptive statistics and inferential statistics. The study established a strong positive significant relationship between job satisfaction HR practices and employee performance and that Job satisfaction HR practices significantly accounted for 48.1% of the variation in employee performance. Therefore the study concluded that job satisfaction practices significantly influenced employee performance. The study recommended that the county government come up with policy frameworks to help in informing the process of HR service practices. This will be appropriate in ensuring that sufficient services are acquired through HR practices.

**Keywords:** Employee Performance, Human Resource Practices, Job Satisfaction, Quality Service Delivery.

---

## 1. INTRODUCTION

Performance of employees can be enhanced through practices of human resources resulting to the employees feeling comfortable and a sense of job security where HR practices are implemented. In the current competitive market, success is less dependent on capital and more on innovation, speed and tolerability. Consequences of management of human resources on firms output have received considerable importance showing effective connection between HR practices and firm performance. Thus HR is interlinked with all the managerial functions involved in the practices of recruitment & selection, training & development, organizational commitment and compensation and these practices increase the potential of employees (Qureshi et al., 2010).

It has been established that the espousal of certain packets of HRM exercises is capable of influencing the performance of a firm positively by creating influential acquaintances or to deteriorate performance when some amelioration of traditions are unintentionally positioned in the mix (Soomro et al, 2011). In one study of one hundred respondents of Graphic Communications Group, Ghana, Boohene and Asuinura (2011) stressed that HRM exercises, in particular, staffing and assortment, performance review, reparation, and training and development have positive impact on organizational performance. For instance, performance appraisal increases employee commitment and satisfaction since the opportunity to talk about the performance of work is availed to the employees in line with the laid down targets.

**Human Resource Management, Global Perspectives**

In the West, namely the U.S. and Europe, the concept of HRM experienced a process of evolution from traditional model to a more concurrent one. The initial development of HRM concept was based on the 'resource' aspect of HRM and that effective utilization of human resources could lead to the realization of business strategy and the objectives of the institutions. The management exercises of Human capital are intended for getting better the general employees organizational performance contained in the institute, ultimately resulting in increased organizational performance through job satisfaction. Human capital administration is a calculated advance to the human capital management that entails all administration resolutions and courses of actions that have an effect on the association connecting the institution and employees (Hossain & Hossain, 2012).

According to Batt and Colvin (2011), employees quit when they are dissatisfied with HR practices and working conditions which raises labour costs and disrupts operations. A study of five-year survival rate of 136 non-financial companies that initiated their public offering in the U.S. stock market in 1988, showed that by 1993, only 60 percent of these companies were still in existence. The empirical analysis demonstrated that with other factors such as the company's size, industry, and even profits statistically controlled, both the value that a company placed on human resources and how it rewarded its employees was significantly related to the performance of the institution and probability of survival (Batt & Colvin, 2011).

Saxena and Tiwari (2012) examined the HRM Practices implemented by leading IT Companies such as TATA, Infosys and Wipro in India. They developed the 3cTER Framework of HRM practices and identified Training and Development, Employer Employee Relations, Recognition through Rewards, Culture building, Employee Development, Compensation and Benefits as important HRM Practices that can contribute to increased Labour productivity (Tiwari & Saxena 2012).

Furthermore, in a study by Rose, Kumar and Pak, (2011) aimed at observing the connection job satisfaction and work performance by a sample of public service officials in Malaysia realized that organizational learning was establish to be positively akin to organizational commitment, job satisfaction, and work performance. In the same vein, Raza, Rafique, Ali, Mohsin, and Shah, (2015) also conduct a study with the goal of probing the relationship linking the performance of sales representative and job satisfaction with adaptable deeds of selling in institutions, the research reveals the presence of a strong association of sales person performance and job satisfaction. Moreover, in the work of Vermeeren, Kuipers and Steijn, (2014) in a study aims to observe the affiliation concerning public organizational performance and workers management with specific emphasis on job satisfaction as a credible mediating variable between HRM and organizational performance, on the repercussions of a superior's executive elegance on the exercise of human resource (HR) practices. However, their discoveries direct that job contentment is constructively interrelated with the performance of employee.

**Practice of Human Resource Management, Regional Perspectives**

Africa is on an unprecedented development trajectory that is witnessing transformation in many respects. To sustain the process of positive change, each country requires an innovative transformational and development-oriented public service at regional, national, local and community levels. The public servants manning this innovative public service must be very competent and capable human resource managers (Mutahaba, 2010).

The postal service company of Ghana, reminiscent of erstwhile postal companies, derives importance for her role in the fiscal growth of the nation, and therefore, is considered among the prerequisites in civic sector establishments that avail the bulk of the returns to the country. Hitherto, currently, provided the deplorable state of its operations, the country doesn't produce the crucial proceeds from the organization. This is as a result of the company not being able to counter the consequences of the worldwide marketplace competitiveness in the communication and postal industry. The fundamental precept of the quandary nonetheless is that, the limited postal service company of Ghana is troubled by incompetent and poor practices of human capital management, basically because of the unenthusiastic human capital management exercises in the institutes. Latest information on the performance of postal service's company limited of Ghana demonstrates that the corporation is exposed to voluminous setbacks involving; poor control and planning and mismanagement (Opuko & Arthur, 2015).

In a research in Nigeria, regarding the practices of human capital administration, Sola et al (2011) established that the diversity along the cultural and social dimensions of Nigeria has predisposed the practices of HRM in Nigeria. Equally the government of Nigeria and the management of HR ought to go all-out to formulate consistent policies for HR that are

robust and matching the general company stratagem. Discrimination in employment hasn't been sufficiently considered as a result of the share system that is still available in a majority of the civil service institutions. Last but not least, the majority of Nigeria's organizations are exceedingly unionized; particularly the civil segment institutions and employees come together to guard and advance their concern, likewise do the employers. At the same time as in the clandestine businesses, there hasn't been a soaring employees' participation in union activities. It is therefore evident that the practices of HRM in Nigeria hasn't been completely established and there is the imperative need to make use of the services of the professionals of HR, researchers and consultants to assist in developing and shaping novel directional spotlight that would make sure there is an effective and efficient practice of human capital management in Nigeria.

In Uganda over time the human resource practices in small scale businesses has not been very clear and thoroughly documented. However, in terms of human resources, family members constitute the main source of labor in most of small scale businesses. Majority small scale businesses employ their family members in order to avoid the costs that come with formally and fully fledged human resource practice in their business. To avoid legal and tax requirements that are associated with a formal human resource many employed less educated and skilled labor who learn on job and are cheaply paid. This situation is not far from the SMEs in Uganda, where most small scale enterprises are run by family members and less educated work force and such human resource practices may be related to the performance of such enterprises (Rwakakamba, 2011).

### **Human Resource Practices, Local Perspectives**

There is need to look at modern HRM practices in Kenya that ensure maximum utilization of human resources in an organization, and these practices can contribute to the desired transformation in the public sector method. In Kenya the traditional approach is being used to manage people which lay a lot of emphasis on administrative procedures evident in public corporations. This requires a shift in the way of managing employees of the government or state corporations to ensure that they deliver results as required change (Lankeu & Maket, 2012).

On their research regarding influence of the practices of human capital management on public universities performance in Kenya, Mutahi and Busienei (2015) established that the management practices of human capital appreciably affects performance of Kenyan public universities. In consideration of the ever growing aspiration to have high performing organizations of public universities, there require to be huge investment in a variety of strategies. This should be done in a manner in which all the stakeholders are happy. This ensures that they are incorporative hence acceptable, accessible, ethically sound, have a positive perceived impact, relevant, appropriate, innovative, efficient, sustainable and replicable. This therefore calls for establishing strategies that meet employees' needs. The study recommended that the management of public universities should invest in human resources information system so as to increase human resources effectiveness.

A study done relating to the usefulness of management practices for strategic human capital in boosting performance through a case study of the bureau of the attorney-general and the justice department in Kenya by Muindi (2017) established that the management of the strategic human capital (SHRM) practice in the form of performance management and competence enlargement in the attorney general's Office and the justice Department in Kenya enhances organizational performance. However, the study concluded that while literature has shown that SHRM practice such as reward contributes to organizational performance, the level of this exercise in the attorney general's Office and the justice Department, Kenya doesn't optimistically influence the performance of an institution. The researcher suggested that the attorney general's office and the justice department, Kenya have to make use of management system of performance to develop employees' capabilities. It was also recommend that the organization develops a policy on recruitment based on personality traits, as these are key in ensuring high competency levels for enhanced organizational performance. The organization also needs to address the weak areas relating to its pay, recognition and benefits aspects through adoption of a performance-based pay arrangement, sensitizing administrators on the significance of appreciation and tailoring benefits to attract and retain talented staff for high productivity.

Decentralization is regarded as the statutory granting of powers (decentralization of power) by the central or national government to a government(s) at sub-national levels such as Counties. Essentially, devolved administrations are espoused with powers to make legislation pertinent to their area of jurisdiction. As exemplified in the Kenya's context, devolved governments have power over almost all the human resources working in the 47 Counties (Constitution of

Kenya, 2010). Management practices for HR encompass the aptitude to optimistically sway the performance of a firm through creation of authoritative acquaintances or to dissuade from performance if combinations of certain practices are unintentionally positioned in the mix (Soomro et al, 2011). In one study of one hundred respondents of Graphic Communications Group, Ghana, Boohene and Asuinura (2011) stressed that practices of HRM, in particular, selection and recruitment, performance evaluation, reparation, and development and training have upbeat effect on the performance of an organizational. The principal importance of management practices of human capital to the performance of the organization has been stressed; nonetheless miniature exploration or not any has been studied in the background of the devolved governments in Kenya. Hitherto it was important to embark on this study on the influence of human resource Management (HRM) practices on performance of employees working in the County governments of Kenya.

## 2. STATEMENT OF THE PROBLEM

Reports by ethics and anti-corruption commission for 2014 and 2015 showed the existence of irregularities in county governments' public service boards. It was established that there are practices of corruption, nepotism, unfair recruitment practices and irregular appointments. The report further noted that the counties lack sufficient capacity in county employees as well the existence of ghost workers. These irregularities have negatively affected the performance of county employees due to the unfair processes employed. The key objective of devolution in Kenya was to bring services closer to the people. According to Ngeno (2014), Kenyan's expectations are so high making a whole constitution chapter to put emphasize on public service boards. For these expectations to be fulfilled, the performances of employees within the counties need to be optimal. According to Eshun and Duah, (2011), human resources turn out to be tactical chattels as soon as an organization generates proprietary information, apparatus, and training capacities that are not easy to duplicate or buy and sell and which support the creation of desired competitive advantage. HRM practices serves as an important gateway into employment relationships and shapes perspectives, expectations and skills of employees. Hence, HR practices are important for enhancing employee organizational outcomes. Most research done in Kenya, Maina and Kwasira (2015), Chebet (2015) and Simiyu and Moronge (2015) paid attention to the responsibility of management practices for Human Resource on performance of an organization. Differing from the abovementioned, this study focused on finding out of the influence of HRM practices on employee performance in the county government of Baringo, Kenya.

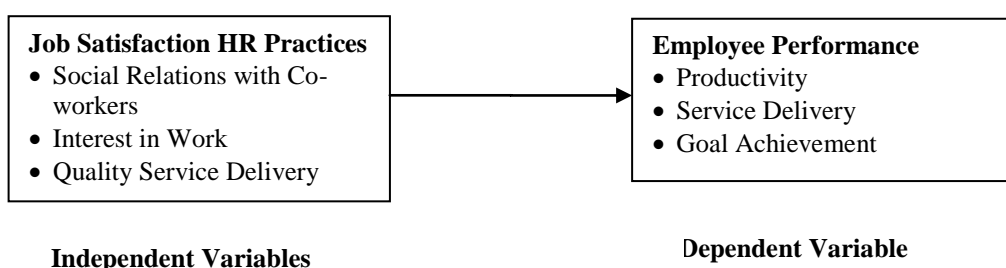
## 3. OBJECTIVES OF THE STUDY

The study sought to examine the influence of human resource HR practices on job satisfaction practices on employee performance in Baringo County, Kenya.

## 4. RESEARCH HYPOTHESES

Human resource practices on job satisfaction HR practices have no significant influence on employee performance in Baringo County, Kenya.

## 5. CONCEPTUAL FRAMEWORK



## 6. THEORETICAL REVIEW

### Hertzberg's Two Factor Theory

This theory was introduced by Hertzberg in 1966. The theory sought to examine the work itself as the main contributor towards job satisfaction. The research conducted by Hertzberg determined what people actually want from their jobs. The respondents had to describe work situations in which they felt good (satisfied) or bad (dissatisfied) in their jobs. The

feedback received was then categorized into two categories including dissatisfaction and satisfaction. The key elements for job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Herzberg referred to these characteristics as “motivators”. The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as “hygiene” factors (Robbins, 2001).

The motivator-hygiene theory describes the concept of job satisfaction with two dimensions (intrinsic factors and extrinsic factors). Intrinsic factors are also known as motivators. Extrinsic factors are known as hygiene’s (Iqbal, Hameed & Ramzan, 2012). According to Schermerhorn (1993), Herzberg’s two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Schermerhorn asserts that Herzberg’s two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). He suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction Schermerhorn (1993). The theory was significant to this study as it helped understand the importance of job satisfaction among the employees in the county government. The study sought to examine the level of job satisfaction in relation to the HRM practices. Thus, the application of the theory helped to understand how human resource practices contribute to improvement in job satisfaction among employees.

## 7. EMPIRICAL REVIEW

### Job Satisfaction Practices and Employee Performance

The workplace is in a state of metamorphosis with contemporary issues such as job satisfaction, competitive advantage and need for effective workforce with a global mind set penetrating every aspect of the organization. Employer’s ability to comprehend employee’s satisfaction as it relates to schedules and daily responsibilities will impact greatly on employee productivity and performance. Howard (2009) view job satisfaction as a blend of likable and unlikable moods or behavior of an individual worker on their work schedule, implying that when an individual is employed such individual might come along with desires, wants and anticipations which define their meaning for being there. Satisfaction on a job symbolizes the enormity to which optimism are align with real rewards and benefits. According to Mowday, Porter and Steers (2013), most employees of today have a high degree of job dissatisfaction which create attitudes that are undesirable on the job and in turn degenerate their performance ability and their working place as well.

Job satisfaction in an organization is a basic principle for an organization in achieving the goals and objectives of the organization (Colquitt, Lepine & Wesson, 2009). Low job satisfaction will have implications on performance. As a result, measurement of employee’s job satisfaction is one of the notable dynamics when it comes to aptitude and usefulness of personnel. In practicality the first-hand decision-making model which sorts it as indispensable that employees should be preserved and well thought-out fundamentally as human beings that have their own desires, needs, and own cravings are a very good scale for the prominence of job satisfaction in modern-day companies. In the process analyzing job satisfaction, the sagacity that a satisfied employee is a pleased employee and a pleased employee is an active employee (Aziri, 2011).

Employees’ work satisfaction helps to strengthen the stability index of the organization and at the same time helps to reduce employee turnover. Job satisfaction improves employees’ retention level and reduces the cost of hiring new employees. A satisfied employee can support well the objectives of the organization while the unsatisfied employee can tarnish the objectives of the organization (Samwel, 2018). For example, a study by Kazmi (2011) in hospitals in Pakistan found that lack of job satisfaction results in 60% absence of doctors in clinics and hospitals which in turn caused five hundred deaths of patients. Employee satisfaction ensures customer satisfaction and effective succession planning. It is important for employers to know the factors that affect the level of their employees’ job satisfaction because it also affects the performance of the organization (Awang et al., 2010).

Job satisfaction is considered as some of most essential components of work life, and one of the major factors that have influence on the individuals’ performance at the work place. Job satisfaction affects the physical and mental capabilities of employees. An individual needs to maintain a healthy body & mind to be able to perform physical and mental activities in the best possible way in his/her work place. In general, job satisfaction can contribute to the enhancement in the employee performance (Kalpana & Shibu, 2013). Well satisfied employees will influence the productivity of the organization and will lead to achieving the organization’s vision and goals (Hussin, 2011).

### Employee Performance

In every organization there are some expectations from the employees with respect to their performance. Employees are bound to be much more productive when they work in a positive, supportive environment. Managers must strive to maintain an enjoyable, family-oriented atmosphere in which all employees focus on achieving team goals. Employee performance is a core concept within work and organizational psychology. It has to do with all the job activities expected of an employee and how well those activities are carried out, (Kavoo & kiruri 2013). According to Appiah, (2010), an employee's performance is determined during job performance reviews. These could be productivity, efficiency, effectiveness, and quality and profitability measures and customer feedback. Employees' performance is measured against the performance standards set by the organization. Performance is the achievement of specified task measured against predetermined or set standards of accuracy, completeness, cost and speed (Makhamara, 2017).

Mutsotso and Wanyama (2010) in his study entitled 'the impact of HRMP on employee performance in international non-governmental organization points out that education and training increase employees' job skills, and their perception towards efficiency and effectiveness in carrying their operations. It further causes employees to exhibit higher feelings of satisfaction, motivation and consequently increase in production. This therefore means organizations that have high capacity building are likely to experience increased performance characterized by a motivated workforce. Skills building initiatives are very important to employees. Hameed and Waheed (2011) note that the skills building activities performed by organizations indicates that the organization cares for its employees. While many organizations invest in their employees, the employees on the other hand derive job satisfaction from their work which in turn leads to increased employee performance. However this development depends on the individual employee's willingness to develop, organizational culture, top management attitude and organizational opportunities for growth.

Human resource considered employees as important factors to achieve organizational goals and objectives and to attain a competitive edge over competitors. Although employee performance is considered to be an important factor in organizations, few studies did not find a direct effect of HR practices and employee performance (Qureshi et al., 2010). The empirical evidence regarding the trilateral relationships between HRM, employee wellbeing and employee performance demonstrates that HRM has a positive effect on the different dimensions of employee performance due to the creation of positive employee happiness effects (Devonish, 2013).

Mahapatra (2010) stated that performance management is a tool designed to establish shared understanding about what is to be achieved and an approach to leading and developing people which will ensure it is achieved. In this context, employee performance is based on some understanding between the employer and the employee on what should or should not be done. According to Salemi (2009), once employees have been selected, trained and placed, it becomes essential for management to conduct performance appraisal to see whether the employees are effective on their job or not. An appraisal is therefore a tool used by the organization to measure how well the employees are in conducting their role.

## 8. RESEARCH METHODOLOGY

The study adopted a descriptive research design because of its aim of collecting quantitative data that would describe the nature and characteristics of the findings. Descriptive research design is applied in order to get knowledge pertaining existing situation to define what is there in relation to factors or circumstances of the situation (Sekeran, 2003). The target population for the study was the employees working in the County government headquarters of Baringo. The County government headquarters has a total of 530 employees. The researcher drew a sample from this population to form the respondents in the study. . To determining the number of employee from the county government to participate in the study, sampling technique was applied where 133 respondents were selected to participate in the research study. Structured questionnaires were used to collect data from the sampled respondents. This instrument was picked on the basis that it managed to capture data relevant to the research objectives. The instrument was piloted tested where validity and reliability of the instrument was tested. The reliability of the research instrument for this study was determined through Cronbach alpha coefficient. Statistical Package for Social Sciences (SPSS) tool aided in data processing and analyzing. The findings obtained were presented in form of tables that reflected both descriptive and inferential statistical results.

## 9. FINDINGS AND DISCUSSIONS

Out of 133 questionnaires distributed to the respondents for the purposes of data collection, 102 of them were returned. This constitutes 76.7% which exceed 70% suggested by Mugenda and Mugenda (2003) as very good. According to Babbie and Mouton (2002) a response rate of above 50% is adequate for analysis thus a response rate of 76.7% in this study was considered adequate. This success rate was attributed to the follow up efforts made by the researcher to ensure that as many respondents as possible were able to fill the questionnaires. The researcher made follow up calls and short text messages to remind the respondents to fill the questionnaires in time. This facilitated the high response rate.

### 9.1. Descriptive Statistics Results

#### 9.1.1 Human Resource Practices on Job Satisfaction on Employee Performance

The study established the views of the respondents regarding job satisfaction practices by computing the percentages, means and standard deviations of their responses. The findings from the analysis were as presented in Table 1.

**Table 1: Descriptive Statistics on HRM Job Satisfaction Practices**

	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev
Job satisfaction practices enhances social interactions in the work place	40.2	49.0	7.8	2.0	1.0	4.25	.767
Introduction of job satisfaction practices have enabled positive relations which enhances fulfillment with my work	26.5	55.9	10.8	6.9	0	4.02	.808
Job satisfaction practices have helped improve my interest in my work	23.5	53.9	17.6	3.9	1.0	3.95	.813
Job satisfaction practices have enabled the county government create an environment where I can do my best work	21.6	52.9	16.7	6.9	2.0	3.85	.905
Due to job satisfaction practices initiatives, I feel proud to work for the county government	32.4	51.0	11.8	2.9	2.0	4.09	.857
Enhanced professional job satisfaction practices have helped improve the quality of services delivered by the county government	30.4	50.0	14.7	2.9	2.0	4.04	.867
I am happy with the quality of services we are able to deliver as a county as a result of improved job satisfaction	36.3	47.1	6.9	3.9	5.9	4.04	1.062
Valid N (listwise)	102						

Findings indicated that respondents agreed that job satisfaction practices enhance social interactions in the work place. 49.0% of the respondents agreed while 40.2% of them strongly agreed. This corresponds to Abtahi (2010) findings that human resources practices enhances interactions with external and internal features and conditions, and making good relations between them and providing material and spiritual needs and satisfaction of personnel. The item registered a mean of 4.25 and a standard deviation of .767.

Further, 82.4% of the respondents strongly and/or agreed that introduction of job satisfaction practices have enabled positive relations which enhances fulfillment with their work with a mean of 4.02 and a standard deviation of .808. A mean of 3.95 and a standard deviation of .813 were registered where respondents agreed that job satisfaction practices have helped improve their interest in their work. 53.9% and 23.5% of the respondents agreed and strongly agreed respectively. They also agreed that job satisfaction practices have enabled the county government create an environment where they can do their best work. 52.9% of the respondents agreed while 21.6% of them agreed registering mean of 3.85 and a standard deviation of .905.

Majority of the respondents comprising of 83.4% agreed that due to job satisfaction practices initiatives, they feel proud working for the county government. This aspect had a mean of 4.09 and a standard deviation of .857. In line with these findings, Mowday, Porter and Steers (2013) noted that most employees of today have a high degree of job dissatisfaction which create attitudes that are undesirable on the job and in turn degenerate their performance ability and their working place as well.

In addition, a mean of 4.04 and a standard deviation of .867 was observed where 50.0% and 30.4% of the respondents strongly and/or agreed with the statement that enhanced professional job satisfaction practices have helped improve the quality of services delivered by the county government. Samwel 2018 observed that satisfied employees can support well the objectives of the organization while the unsatisfied employee can tarnish the objectives of the organization. Respondents also agreed that they were happy with the quality of services as they are able to deliver as a county as a result of improved job satisfaction. 47.1% of the respondents and 36.3% of them strongly agreed. This aspect had a mean of 4.04 and a standard deviation of 1.062.

### 9.1.2 Employee Performance

In regard to employee performance, the findings from the analysis were as presented in Table 2 below.

**Table 2: Descriptive Statistics on Employee Performance**

	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev
Human resource management practices enhances employees motivation which increases productivity	46.1	48.0	2.0	3.9	0	4.36	.715
The county has registered increased economic growth due to highly motivated employees	15.7	43.1	23.5	9.8	7.8	3.49	1.115
The county government has been able to give top notch services to its citizens due to efficient employees	13.7	45.1	31.4	5.9	3.9	3.59	.937
The residents in the county acknowledges that the county government's services are much better	28.4	34.4	28.4	5.9	2.9	3.79	1.018
Through HR practices, the county government has enhanced its ability to achieve their goals	21.6	45.1	25.5	4.9	2.9	3.77	.943
Through enhanced coordination in county activities, the county is able to finish most of the projects it implements	24.5	43.1	21.6	8.8	2.0	3.79	.978
The county has been able to develop a good working environment that enhances the achievement of performance goals on the county	26.5	45.1	14.7	8.8	4.9	3.79	1.084
Valid N (listwise)	102						

The study established that majority of the respondents agreed that human resource management practices enhances employees motivation which increases productivity. 48.0% of the respondents agreed while 46.1% of them strongly agreed. This aspect had a mean of 4.36 and a standard deviation of .715. The researcher observed that respondents agreed that the county has registered increased economic growth due to highly motivated employees where 43.1% of the respondents agreed while 15.7% of them strongly agreed. This had a mean of 3.49 and a standard deviation of 1.115. In addition, a mean of 3.59 and a standard deviation of .937 were established where 58.8% of the respondents strongly and/or agreed that the county government has been able to give top notch services to its citizens to efficient employees.

Additionally, respondents agreed that (M=3.79, SD=1.018) the residents in the county acknowledges that the county government's services are much better. 34.4% of the respondents agreed while 28.4% of them strongly agreed. They also agreed that through HR services practices the county government has enhanced its ability to achieve their goals registering a mean of 3.77 and a standard deviation of .943. They still agreed with the statement that through enhanced coordination in county activities, the county is able to finish most of the projects it implements. As such, 67.6% of the respondents strongly and/or agreed with a mean of 3.79 and a standard deviation of .978. With a mean of 3.79 and a standard deviation of 1.084, 45.1% and 26.5% of the respondents agreed and strongly agreed respectively that the county has been able to develop a good working environment that enhances the achievement of performance goals on the county.

### 9.2 Correlation Analysis

The study sought to establish the relationship between HRP on job satisfaction practices and employee performance. The composite mean scores of each variable were computed to enable the inferential analysis. Pearson product moment correlation coefficient was used for the analysis.

#### 9.2.1 Relationship between HRM Job Satisfaction Practices and Employee Performance

The study examined the relationship between job satisfaction practices and employee performance in Baringo County. The findings were presented as shown hereafter.



**Table 3: Correlations between HRM Job Satisfaction practices and Employee Performance**

		Job Satisfaction Practices
Employee Performance	Pearson Correlation	.694**
	Sig. (2-tailed)	.000
	N	102

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

The table 4.9 indicated that there was an average positive significant ( $r=.694$ ,  $p=.000$ ) relationship between job satisfaction practices and employee performance in Baringo County, Kenya. Therefore, job satisfaction practice has a role to play in determining employee performance in Baringo County. As such, job satisfaction survey would consequently lead to improved employee performance. These findings were in line with findings of Colquitt, Lepine and Wesson (2009) who found out that job satisfaction in an organization is a basic principle for an organization in achieving the goals and objectives of the organization. Employees' work satisfaction helps to strengthen the stability index of the organization and at the same time helps to reduce employee turnover. Job satisfaction improves employees' retention level and reduces the cost of hiring new employees. A satisfied employee can support well the objectives of the organization while the unsatisfied employee can tarnish the objectives of the organization (Samwel, 2018).

### 9.3 Hypothesis Testing

The study utilized simple regression analysis to test the first hypothesis  $H_{01}$  that indicated job satisfaction survey practices has no significant influence on employee performance in Baringo County, Kenya. Linear regression analysis gave the following results.

**Table 4: Model Summary on HRM Job Satisfaction Practices and Employee Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 <sup>a</sup>	.481	.476	.53504

a. Predictors: (Constant), JSSO

From the model summary, the R-squared value was .481. This meant that job satisfaction practices could significantly account up to 48.1% of the total variance in employee performance. As such, change satisfaction survey practices contribute immensely in explaining for the total variance in employee performance in the county government. Analysis of variance gave the results shown in Table 5.

**Table 5: ANOVA<sup>a</sup> on HRP Job Satisfaction Practices and Employee Performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.526	1	26.526	92.662	.000 <sup>b</sup>
	Residual	28.627	100	.286		
	Total	55.153	101			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), JSP

The table indicated an F-value of 92.662 with a level of significance of  $p=.000$  which was significant at  $p<.05$ . As such, job satisfaction practices significantly influences employee performance. Therefore, the null hypothesis  $H_{01}$  that, job satisfaction practices has no significant influence on employee performance in Baringo County, Kenya was rejected. The researcher concluded that job satisfaction practices have a significant influence on employee performance in Baringo County, Kenya.

## 10. CONCLUSIONS AND RECOMMENDATIONS

### 10.1 Conclusions of the Study

The study concluded that job satisfaction practices have a significant influence on employee performance in Baringo County, Kenya. Findings indicated that job satisfaction practices and employee performance have a significant relationship with each other. As such, the researcher observed that job satisfaction practices play a significant role in determining the level of employee performance.

## 10.2 Recommendations of the Study

The study recommended that the county governments should come up with policy frameworks that would help in informing the process of HRM practices. As evidenced from this study, HRM practices play a significant role in improving employee performance in the county governments. Hence a good policy framework that informs the process of HR practices will be appropriate to ensure sufficient services are acquired. The study recommends that HR department integrate and co-ordinate activities that align the functions of HR in the departmental units. The office will synchronize the various planning and control process which operate differently. In addition, the office will ensure that all the planning, execution and feedback components are in place and linked together.

Further, the study recommended that the county governments should ensure that there are constant job satisfaction practices and HR development practices. This will help the county government keep up to date track of the level of job satisfaction amongst the employees.

## REFERENCES

- [1] Abtahi, H. (2010). *Human Resource Management*. Tehran: Payame Noor University (In Persian).
- [2] Appiah, B. (2010). *The Impact of Training on Employee Performance: A Case Study of HFC Bank (Ghana) Limited*. Thesis Submitted to the Department Of Business Administration, Ashesi University College.
- [3] Awang, Z., Ahmad, J. & Zin, N. (2010). Modelling Job Satisfaction and Work Commitment among Lecturers: A Case of UiTM Kelantan. *Journal of Statistical Modeling and Analytics*, 1(2), 45-59.
- [4] Aziri, B. (2011). Job satisfaction: A literature review. *Management research and practice*, 3(4), 77-86.
- [5] Babbie, E., & Mouton, J. (2002). *The practice of Social Research*. Cape Town: Oxford University Press.
- [6] Batt, R., & Colvin, A. (2011). An employment systems approach to turnover: HR practices, quits, dismissals, and performance. *Academy of Management Journal*, 54, 695-717.
- [7] Boohene, R. & Asuinura, E. (2011). The Effect of Human Resource Management Practices on Corporate Performance: A Study of Graphic Communications Group Limited. *International Business Research Journal*, 4(1), 266-272.
- [8] Chebet, J. (2015). *Determinants of Employees' Performance in the County Governments of Kenya: A Case of Bungoma County*. Masters Thesis Presented in University of Nairobi Kenya.
- [9] Colquitt, A., LePine, A. & Wesson, J. (2009). *Organizational Behavior. Improving Performance and Commitment in the Workplace*, New York, McGraw-Hill Education.
- [10] Devonish, D. (2013). "Workplace bullying, employee performance and behaviors: The mediating role of psychological well-being", *Employee Relations*, 35(6); 630-647.
- [11] Eshun, C. & Duah, F. (2011). *Rewards as a Motivation Tool for Employee Performance*. Retrieved from BTH2011Eshun.pdf
- [12] Hameed, A., & Waheed, A. (2011). Employee Development and its Effect on Employee Performance; A Conceptual Framework, *International Journal of Business and Social Science*, 2(13).
- [13] Herzberg, F. (1966). *Work and the nature of man*. Cleveland, OH: World.
- [14] Hossain, M. K., & Hossain, A. (2012). Factors affecting employee's motivation in the fast food industry: The case of KFC UK Ltd. *Research Journal of Economics, business and ICT*, 5.
- [15] Howard, S. (2009). Implications of HR Outsourcing for HR Practitioners Work Behaviours: Evidence from the Mobile Telecommunication Industry in Ghana. *International Business Research*, 6(11). 178-191.
- [16] Hussin A. (2011). *The relationship between job satisfaction and job satisfaction and job performance*. Centre for graduate studies; Open university Malaysia.

- [17] Iqbal, A., Hameed, I., & Qadeer, M. (2012). Impact Of Diversification On Firms' Performance. *American Journal of Scientific Research*, 80, 42-53.
- [18] Kalpana, R., & Shibu, N.S., (2013). Relationship between Organisational Commitment and Organisational Support with special reference to Women Faculties of Engineering Colleges, *Sankhya International Journal of Management and Technology*, III {II(A) Special Issue}; 253-256.
- [19] Kavoo-Linge, T., & Kiruri, J. (2013). The Effect of Placement Practices on Employee Performance in Small Service Firms in the Information Technology Sector in Kenya. *International Journal of Business and Social Science*, 4(15): 213-219.
- [20] Lankeu, M. & Maket, J. (2012). Towards a Results-Oriented Public Service in Kenya: The Modern Human Resource Management Perspective. *International Journal of Business and Social Science* 3(21); 265-271
- [21] Makhamara, H. (2017). Influence of Strategic Human Resource Management Practices on Employee Performance in Level Five Public Hospitals in Kenya. Unpublished Master Thesis, Jomo Kenyatta University of Agriculture and Technology.
- [22] Maina, D. & Kwasira, J. (2015). Role of Human Resource Planning Practices on Employee Performnace in County Governments in Kenya: A case of Nakuru County
- [23] Mowday, T., Porter, W. & Steers, M. (2013). *Employee—organization linkages: The psychology of commitment, absenteeism, and turnover*. Academic Press.
- [24] Mugenda, O., & Mugenda A., (2003). *Research Methods: Quantitative and qualitative approaches*. (2nd Ed.) Nairobi: ACTS Press.
- [25] Muindi, M. (2017). Effectiveness of Strategic Human Resource Management Practices in Enhancing Performance: A Case of the Office of the Attorney-General and Department of Justice in Kenya. Unpublished Master Thesis United States International University
- [26] Mutahaba, G. (2010). *Human Resource Management in African Public Sector: Current State and Future Direction*. A Tool for Developing Capacities for Managing the Human Resource in Africa's Public Sector Institutions.
- [27] Mutahi, N & Busienei, R. (2015). Effect of Human Resource Management Practices on Performance of Public Universities in Kenya. *International Journal of Economics, Commerce and Management*, 3(10), 696-736.
- [28] Mutsostso, S., & Wanyama, K. (2010). Relationship Between Capacity Building and Employee Productivity on Performance of Commercial Banks in Kenya, *African Journal of History and Culture*, 2(5), 73-78.
- [29] Ngenoh, T. (2014). Challenges of Implementing Devolution and Planning Objectives by the Ministry of Devolution and Planning in Kenya. *Journal of Humanities and Social Sciences*, 2(1), 45-64.
- [30] Opuko, K., & Arthur, D. (2015). Human Resource Management Practices and its Influence on Organizational Performance: An Analysis of the Situation in the Ghana Postal Services Company Limited. *International Journal of Scientific and Research Publications*, Volume 5(6), 1-6.
- [31] Qureshi, T., Ayisha, A., Mohammad, K., Rauf, S. & Syed, H. (2010). Do human resource management practices have an impact on financial performance of banks? *African Journal of Business Management*, 4(7), 1281-1288.
- [32] Raza, M., Rafique, T., Hussain, M., Ali, H., Mohsin, M. & Shah, T. (2015). The Impact of Working Relationship Quality on Job Satisfaction and Sales Person Performance: An Adaptive Selling Behaviour. *Asia-Pacific Journal of Management Research and Innovation*, 11(1), 1-8.
- [33] Rose, C., Kumar, N. & Pak, G. (2011). The effect of organizational learning on organizational commitment, job satisfaction and work performance. *Journal of Applied Business Research (JABR)*, 25(6).
- [34] Rwakakamba, M. (2011). *Budget Priorities and Job Creation in a Competitive Regional Market*. Twaweza, The African Executive
- [35] Salemi, A. (2009). *Personnel Management Simplified*, Salemi Publications, Nairobi, Pg. 190.

- [36] Samwel, O. (2018) Effect of Job Satisfaction on Employee Commitment and Organizational Performance; Study of Solar Energy Companies in Lakezone Regions in Tanzania. *International Journal of Economics, Commerce and Management*, vi(4); 823-835
- [37] Saxena, K., & Tiwari, P. (2012). "A Study of HRM Practices in Selected IT Companies of India". *AIMS Journal of Management*, 1(3), 29-44
- [38] Schermerhorn, J. (1993), *management for productivity* (4<sup>th</sup> Ed.), Canada: John Wiley & Sons, Inc.
- [39] Sekeran, U. (2003). *Research Methods for Business: A Skill Building Approach*, (4<sup>th</sup> Ed.). New York: John Willy & Sons Inc.
- [40] Simiyu, A. & Moronge, M. (2015). Influence of Human Resource Functions on Employee Performance in the Devolved Health Sector in Kenya; A case of Mbagathi District Hospital. *The Strategic Journal of Business and Change Management*, 2(2); 2099-2136
- [41] Sola, F., Owoyemi, O., Tunde, E., & Mariam, G. (2011). Human Resource Management Practices in Nigeria. *Journal of Management and Strategy*, 2(2), 57-62.
- [42] Soomro, B., Gilal, R., & Jatoi, M. (2011). "Examining the impact of human resources management (hrm) practices on employees performance a case study of Pakistani commercial banking sector". *Interdisciplinary Journal Of Contemporary Research In Business*, 3(1), 865-878.
- [43] Tiwari & Saxena 2012 Tiwari, P., & Saxena, K. (2012) Human resource management practices: A comprehensive review. *Pakistan Business Review*, 669–705.
- [44] Vermeeren, B., Kuipers, B. & Steijn, B. (2014). Does leadership style make a difference? Linking HRM, job satisfaction, and organizational performance. *Review of Public Personnel Administration*, 34(2), 174-195.