



**INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN PUBLIC  
PUBLISHING FIRMS IN KENYA**

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## INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN PUBLIC PUBLISHING FIRMS IN KENYA

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### ABSTRACT

The success and failure of any organization depends on the quality of its human resource management practices. The general objective of this study is to establish the influence of human resource management practices on employee performance in public publishing firms in Kenya. Specifically, the study sought to determine the effect of recruitment on employee performance in public publishing firms in Kenya, to establish the effect of training on employee performance in public publishing firms in Kenya, to establish the effects of compensation on employee performance in public publishing firms in Kenya and to determine the effect of performance appraisal on employee performance in public publishing firms in Kenya. The study used a descriptive research design. The study was conducted in public publishing firms in Kenya. There were only two public publishing firms in Kenya; Kenya Literature Bureau (KLB) and The Jomo Kenyatta Foundation (JKF). The target population was 326 permanent staff of the two public publishing institutions. The study involved the senior management and staff of the public publishing institutions. The study used primary data collected using questionnaires. The data was analyzed by a regression analysis to determine the influence of HRM practices on employee performance. Pearson correlation statistical technique and regression analysis was applied on the data. The study concluded that staff recruitment has a significant effect on employee performance in public publishing firms in Kenya. In addition, the study concluded that staff training has a significant effect on employee performance in public publishing firms in Kenya. Further, the study concluded that employee compensation has a significant effect on employee performance in public publishing firms in Kenya. The study also concluded that performance appraisal has a significant effect on employee performance in public publishing firms in Kenya. From the results, this study recommended that the management of public publishing firms in Kenya should adopt effective staff recruitment practices to enhance employee performance. Further, the management of public publishing firms in Kenya should ensure regular staff training to equip them with the required skills. In addition, the management of public publishing firms in Kenya should ensure competitive salaries to their employees to enhance retention of employees.

**Key Words:** Recruitment, Employee Training, Compensation, Staff Appraisal

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## INTRODUCTION

Human resource management in the 21<sup>st</sup> century impacts an organization at all phases of the business. From the strategic planning phase of knowing the current and available skill capacity of its labour force to knowing the operational effectiveness of each department and abilities to carry out new applications and processes, human resource management impacts every organization.(International Who's who of Professionals, 2017). At every stage of the business cycle, leaders need and want to know: "Do we have the talent to achieve our goals?" Human resource departments have evolved into the linchpin for implementing annual business goals, but before an HR department can do that well, they must first be able to provide daily operations (Personnel Management Abstracts, 2019).

The Japanese economy expanded rapidly after World War II despite the challenges of rebuilding after the devastation. Most industrialized facilities had been destroyed, large financial companies had been dissolved by the occupying forces, and people were in need of food, money, and homes. Consequently, after 1945, the Japanese economy began its revival from a starting point of nothing, without financial, material, or human resources. The stability of life was the basic need of workers(Japanese economic miracle, 2018).

South Africa has a total population of 45.31 million and a GDP per head of R 21,889. Its GDP for the past 3 years has been around 3%, slightly above the global average. Inflation has been 10% for the past 6 years, but moved above this in 2002-2017. Formal sector employment is approximately 15 million. Over 500,000 jobs have, however, been lost in this sector due to retrenchments following organizational restructuring and downsizing since 1994. There is a rapidly growing informal and casual worker sector. Historically, the economy was dependent on the mining industry, including gold, coal, and other minerals. Over the past decade, GDP contribution of these sectors declined to under 35% as industrial and export strategies in the auto

assembly, manufacturing and agriculture sectors were aggressively pursued. Although SA has made a relatively successful transition from a resource based economy to a manufacturing and export oriented model, it has not created significant formal employment, although post-apartheid open economy saw significant growth in the tourism and hospitality industries. Whilst the economic fundamentals of macroeconomic policy appear sound, high unemployment persists, estimated 29%. Crime and HIV AIDS epidemic are pressing social problems for policy choices. Estimated shrinkage from year 2002 to 2017 of real GDP owing to AIDS ranges from 2.8% to 9.6%(Lawler & Hundley, 2018b).

The traditional approach to managing people through an emphasis on administrative procedures continues to play a dominant role in Kenyan organizations. Such procedures cover recruitment and selection, wage and benefits administration, setting up training programmes, employee relations, compliance with employment and labour legislation, and so forth. These are the practices at the heart of personnel management. This tradition serves even more evident in the large public corporations that are currently being privatized, as well as in the majority of small and medium sized locally owned firms. The more progressive approaches generally referred to as human resource management is mainly to be found in professional firms and subsidiaries of foreign multinational firms.

Kamoche (2019) argues that this policy was a precursor to the subsequent stifling of indigenous entrepreneurialism and managerial initiative. In industry, the colonial government supported foreign investors while placing all manner of obstacles in the way of indigenous entrepreneurs. Capital only started to move into local hands after independence in 1963. These efforts received some impetus from the campaign of 'Africanization' in the 1960s and 1970s which was designed to enable local people to acquire the means of production and secure jobs. While this objective was, in the

main, achieved, in spite of the haphazard manner in which the policy was implemented, it is doubtful whether it made any contribution towards the establishment of administrative and managerial approaches which suited the needs of a newly independent state. The main beneficiaries were politically powerful, already propertied elites who were content to maintain the status quo and indeed worked closely with foreign investors to institute western styles of management. The importation and unquestioning use of foreign management practices have continued to be an important question in the management debate in Kenya.(Kamoche, Debrah, Horwitz, & Muuka, 2018)

In the field of human resources, the flavor has very much been an administrative one, as noted above, involving public relations and patronage. This was particularly noteworthy in the foreign multinationals which responded to the call for Africanization by hiring local people who could negotiate the state bureaucracy. The personnel administrators were responsible for maintaining records, securing work permits for expatriates, pacifying union activists and ensuring a harmonious environment. Much of this activity took place without the benefit of the systematic planning now associated with strategic HRM. As such, the personnel function was characterized by reactivity and short termism. As a result, although personnel managers have not traditionally enjoyed the status and financial rewards of their colleagues in finance and marketing, for example, their immense power is evident in their role of hirer/firer. This power has been enhanced in the last decade as unemployment soared to over 40% by the turn of the century.

### **Statement of the Problem**

Today's publishing market requires rapid growth, and most publishers require a service provider with new media capabilities, and numerous modes in delivery of content (Dekkers, 2017). New business dynamics like the use of technology in publications and many new entrants in the business pose threat in the publishing business. The Kenya government

recognizes Science, Technology and Innovation (STI) as one of the drivers of socioeconomic transformation in Kenya's development blueprint, the Kenya Vision 2030 (Republic of Kenya, 2007) thus much emphasis is placed on use of technology to better service. Therefore, In order to be successful, organizations ideally have the role of obtaining and utilizing human resources effectively. Organizations have the task of designing their human resources in ways that are fitting into the structure of the organization as this will enable organizations attain their objectives and goals. However, according to Gallup report (2017), it highlighted the decline of engagement of employees in organizations with more than (50%) percent of the employees are not engaged and nearly (20%) percent are disengaged actively. Hence, employee apathy at the organization is leading to low productivity, which is causing main setbacks in an organization. Employees have been facing challenges at work and at home that affect their productivity at work. It could be work overload, poor employee engagement, poor working environments, ineffective communication, poor management, conflicts at home and many other causes. Organizations want productive employees, so many of them are finding ways to improve workers' output (Klatt, Schläfke& Moller, 2016). Poor employee performance has been attributed to poor performance of publishing firms in Kenya and around the world. In Kenya, text book publishers say net profit margins in the sector oscillate between seven per cent (7%) and fifteen per cent (15%). Increased competition in the market, coupled with the change of national curriculum is the twin primary factors forcing out foreign publishing interests.

Several studies have been undertaken in the Kenyan publishing sector. For instance, Rotich (2018) undertook a study titled, "The affordability of school textbooks in Kenya: consumer experiences in the transformation to a liberalizing economy." Oriwo (2018) undertook a survey of the extent to which advertising by textbook publishing firms

influence customer preference of textbooks: The case of public primary school teachers in Nairobi. Iko (2016) undertook a survey of strategic choices made by publishing firms in Kenya, and reported on various strategies adopted by publishing firms in Kenya including but not limited to cost leadership, mergers and acquisitions, focus and outsourcing. However, none of these studies has clearly looked into employee performance within the institution. This study thus sought to fill the gap by establishing the influence of human resource management practices on employee performance in public publishing firms in Kenya.

### **Objectives of the Study**

The general objective of this study was to establish the influence of human resource management practices on employee performance in public publishing firms in Kenya. The study was guided by the following specific objectives:

- To determine the effect of recruitment on employee performance in public publishing firms in Kenya
- To establish the effect of training on employee performance in public publishing firms in Kenya
- To establish the effects of compensation on employee performance in public publishing firms in Kenya

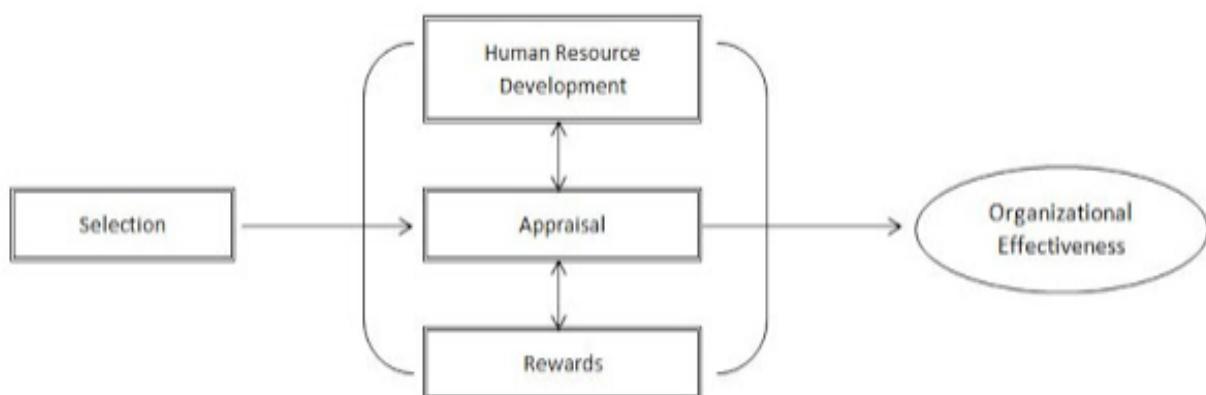
- To determine the effect of performance appraisal on employee performance in public publishing firms in Kenya

## **LITERATURE REVIEW**

### **Theoretical Framework**

#### **The Fombrun, Tichy and Devanna model of HRM**

The early HRM model developed by Fombrun *et al*, (1984) emphasizes the fundamental interrelatedness and coherence of HRM activities. The HRM 'cycle' in their model consists of four key constituent components: selection, appraisal, development, and rewards. In terms of the overarching goals of HRM, these four HR activities are linked to the firm's performance. The weaknesses of Fombrun model are its apparently prescriptive nature and its focus on the four HR practices. It also ignores different stakeholder interests, situational factors and the notion of management's strategic choice. The strength of the model however, is that it expresses coherence of internal HR policies and the importance of matching internal HR policies and practices to the organizations external business strategy. The notion of the HRM cycle is useful as a heuristic framework for explaining the nature and significance of key HR practices that make up the complex field of HRM(Spicer, 2017).



**Figure 1: The Fombrun Model of HRM**

### The Warwick model of HRM

The Warwick model emanated from the center for corporate strategy and change at the University of Warwick, UK, and with two particular researchers (Hendry & Pettigrew, 1990). The Warwick framework extends the Harvard model by drawing on its analytical aspects. The model takes account of business strategy and HR practices, the external and internal context in which these activities take place and the processes by which such changes take place, including interactions between changes in both context and content. The strength of the

model is that it defines and classifies important environmental influences on HRM. It maps the connections between the outer (wider environment) and the inner (organizational) contexts, and explores how HRM adapts to changes in context. The implication is that those organizations achieving an alignment between the external and internal contexts will experience superior performance. A weakness of the model is that the process whereby internal HR practices are linked to business output or performance is not developed.

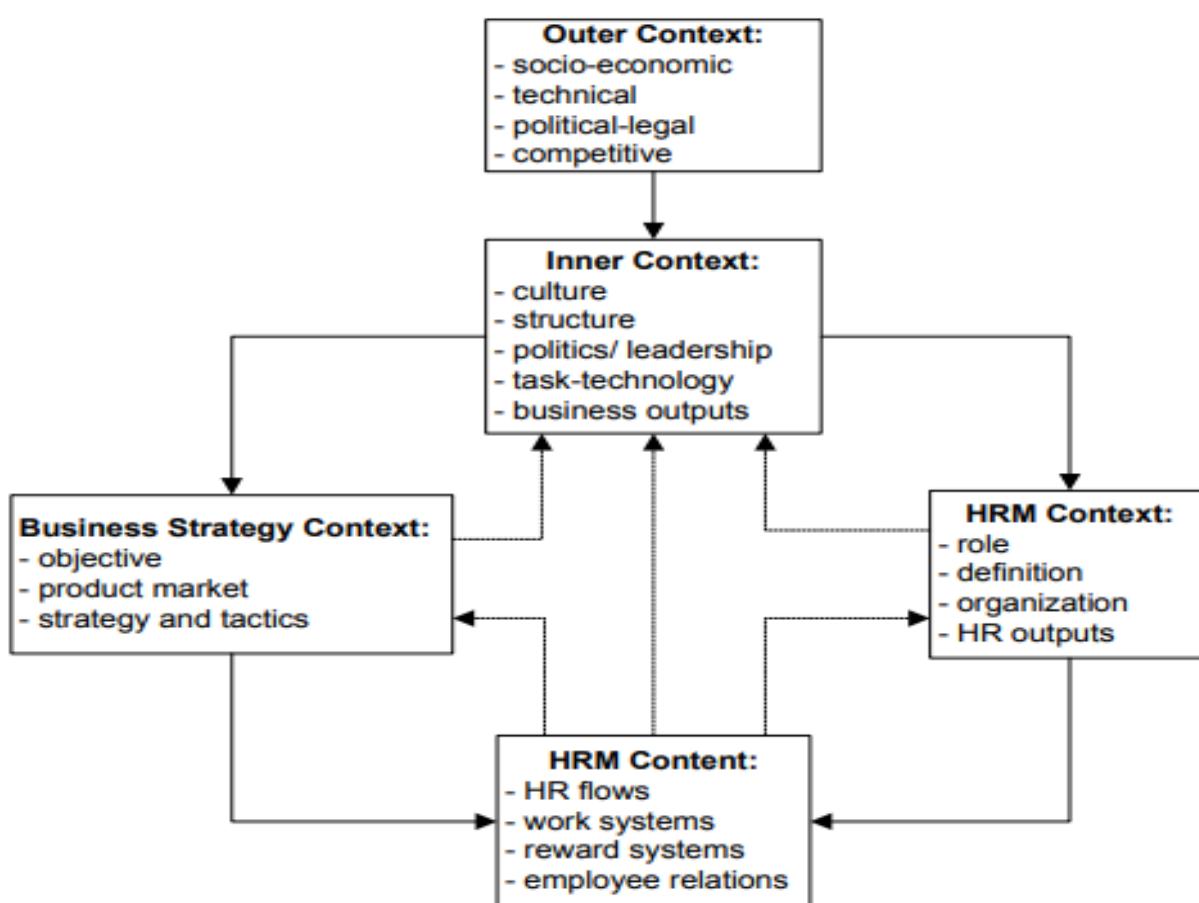


Figure 2: The Warwick Model of HRM

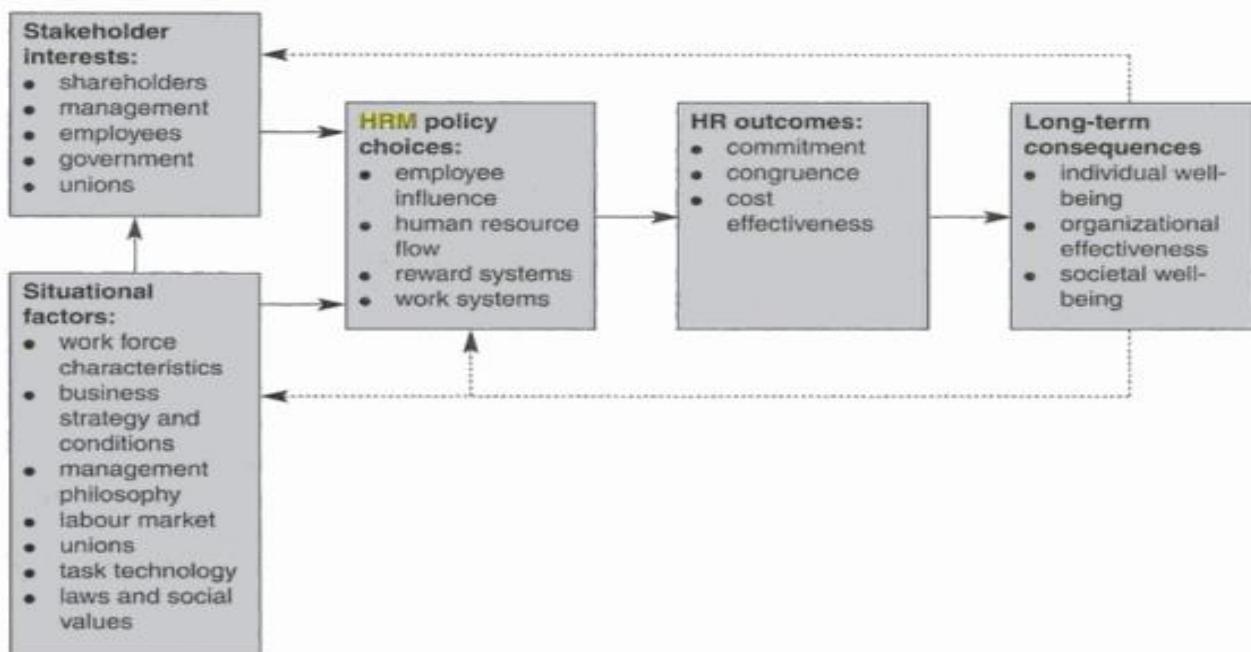
### The Harvard Model of HRM

It was developed by Beer and colleagues at the University of Harvard in the 1980s, this is perhaps the best known model of HRM. This model acknowledges the role of context-specific factors in

the choice of HRM policies. These comprise situational factors (such as workforce characteristics, business strategy and the labor market) and stakeholder interests (such as shareholders, management, unions, employees and government). These influence the way in which

HRM policy choices (e.g. systems of pay) lead to HR outcomes (e.g. commitment) and long term consequences (e.g. organizational effectiveness and individual and societal well-being). An advantage of this model is the degree to which it emphasizes those HR initiatives needs to fit the particular

industry context, thus allowing for flexibility in terms of the choice of an HR strategy. This sets it apart from other less flexible models, which may have a more unitarist conception of HRM, ignoring the role of different interest groups(Redman & Wilkinson, 2019).



**Figure 3: The Harvard Model of HRM**

### The Guest model of HRM

David Guest's model of HRM has 6 dimensions of analysis, namely, HRM strategy, HRM practices, HRM outcomes, behavior outcomes, performance outcomes and financial outcomes. The model is prescriptive in the sense that it is based on the assumption that HRM is distinctively different from traditional personnel management. He has outlined a framework for assessing the effectiveness of organizations based on the testing of propositions such as strategic integration, quality, flexibility, and commitment. Although the extent to which these propositions are amenable to testing remains a matter of debate, there is no doubt that his extension of the Harvard model is useful in so far as it gives an example of how fairly abstract notions of commitment and organizational effectiveness might be operationalized and seen to interrelate. It is idealistic, implicitly embodying the belief that

fundamental elements of the HRM approach such as commitment have a direct relationship with valued business consequences. However, Guest has acknowledged that the concept of commitment is messy and that the relationship between commitment and high performance is difficult to establish. It also employs a flow approach, seeing strategy underpinning practice, leading to a variety of desired outcomes(Sharma, 2019). Like its American predecessors, this UK model is unitarist and lukewarm on the value of trade unions. The employee relationship is viewed as one between the individual and the organization.

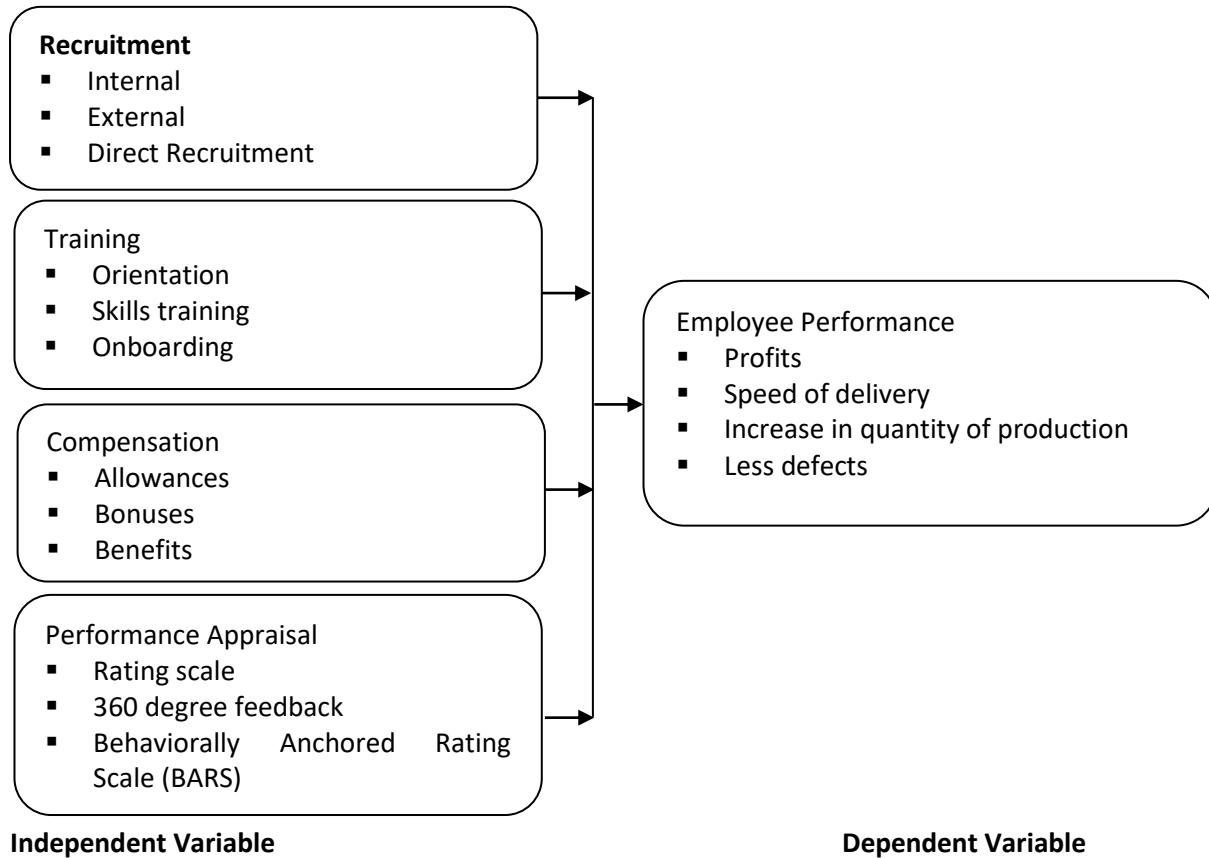
### McGregor's Theory X and Theory Y

Douglas McGregor in 1960 stressed the importance of understanding the relationships between motivation and behaviour. He believed that managers motivate employees by one of two basic approaches, which he termed as Theory X and

Theory Y. The traditional views, Theory X, suggest that managers must coerce, control, or threaten employees in order to motivate them. The alternative philosophy of human nature is Theory Y, which believes people are capable of being responsible. They do not need to be coerced or controlled by the manager in order to perform well(Montana & Charnov, 2018).

### Conceptual Framework

This study established the influence of human resource management practices on employee performance in public publishing firms in Kenya. The independent variables were recruitment, training, compensation and performance appraisal. The dependent variable was the employee performance. The study therefore used the following conceptual framework.



**Figure 4: Conceptual Framework**

### Empirical Review

Blau, (2019)conducted a research on exploring the mediating mechanisms affecting the relationship of recruitment source to employee performance, in Temple University USA. He had a sample size of 152 hired bank tellers and his findings were that a clear pattern between employee recruitment source and turnover existed than between recruitment sources and employee performance. His study partially tested the individual differences versus realistic information explanations for differential recruitment source impact on performance. The

study results showed that self-initiated walk in applicants generally had higher performance 1 year after hire than newspaper advertisement or employee referrals recruits, and that this was at least partially due to ability differences. A relationship between race and recruiting source was also found.

A study on the impact of recruitment and selection criteria on organizational performance was carried out by Ekwaoba, Ikeije and Ufoma in Lagos Nigeria in 2017. The study investigated the impact of

recruitment and selection criteria on performance using Fidelity Bank PLC, Lagos Nigeria as the focal point. The analyses of 130 valid responses obtained through a questionnaire that was administered to randomly selected respondents revealed that the recruitment and selection criteria have significant effect on an organizations performance(Ekwoaba, Ikeije, & Ufoma, 2017).

A study by Hansson (2017) titled company based determinants of training and the impact of training on company performance, was carried out in Sweden in 2017. The purpose of the study was to use an international dataset to examine what determines employee training from an organizational perspective and to what extent training investments enhances company performance. The data from 5824 private sector organizations was used to examine determinants of training and the connection between training and profitability. OLS regression and prohibit estimates were used in the statistical analyses. The results indicated that the provision of company training was largely determined by firm specific factors, such as HRM practices. The results further showed that two widely used measures of training – incidence and intensity – were largely determined by different factors. Staff turnover (mobility) did not appear to be a decisive factor in explaining the provision of training on a national or company level, although it was associated with lower profitability to some extent. However, the single most important factor associated with profitability was how much was invested in training (intensity), suggesting that the economic benefits of training outweighed the cost of staff turnover. The study contributed to the existing training literature by offering extensive access to internal measures of training, profitability, HRM practices, workforce characteristics, and staff turnover for companies in 26 countries worldwide(Hansson, 2017).

Fisher, Maines, Peffer, and Sprinkle, (2017) conducted a study on an experimental investigation of employer discretion in employee performance

evaluation and compensation in Indiana university and the university of Kentucky. They found that employment relationships provided fertile grounds for both employee and employer opportunism. Employers were worried about whether employees devoted sufficient effort to work, and employees were worried about whether employers would compensate them appropriately. In this paper, they examined whether employer discretion over the size of the total employee compensation pool and the allocation of this pool among employees influenced employee and employer opportunism. The results of the experiment indicated that firm output and employee compensation were greater when the employer did not have discretion over total employee compensation but did have discretion over the allocation of total compensation. They found that the employer's residual profit increased with discretion over the allocation of compensation among employees; however, they found no effect on residual profit over the employer's discretion over the total amount of employee compensation. The results suggested that the firms benefit from a compensation contract that established total employee compensation as a predetermined function of public, aggregated measures such as accounting income, but provides the employer some discretion to allocate this compensation using private information. However, the results cautioned that employees and employers may not have similar preferences for the degree of employer discretion over the determination of total employee compensation.

Steers and Lee, (2017) conducted a research on facilitating effective performance appraisals: the role of employee commitment and organizational climate. They cited three conditions that had been found to facilitate performance evaluation systems. They included: communication, legitimacy, and validity, instrumentality, job standards, and expectations, participation, and managerial support. The effect of employee commitment and organizational climate on effective appraisal

systems is discussed in relation to each of the six facilitator factors mentioned above. Steers and lee argue that both employee commitment and organizational climate have an impact on the effectiveness of a performance appraisal system.

Mostafa, Gould-Williams, and Bottomley (2017) conducted a research on high performance human resource practices and employee outcomes: the mediating role of public service motivation in 2017 in America. The report responded to recent calls for research examining the mechanisms through which high performance human resource practices affected employee outcomes. Using the theoretical lens of social exchange and process theories, the authors examined one such mechanism, public service motivation through which HRHRPs influence employee's affective commitment and organizational citizenship behaviours in public sector organizations. A sample of professors in the Egyptian health and higher education sectors was used to test a partial mediation model using structural equation modelling. Findings showed that public service motivation partially mediated the relationship between HRHRPs and employees effective commitment and organizational citizenship behaviours. Similar results were achieved when the system or HPHRPs was disaggregated to consider the individual effects of five human resource practices.

## METHODOLOGY

This study used a descriptive research design. This study targeted a population of 326 permanent staff employed by the two public publishing institutions in Kenya. The 326 was a total of 124 from Jomo Kenyatta Foundation and 202 from Kenya Literature Bureau. The sample size of 180 respondents was determined using Yamane (1967) Formula. This study mainly used primary data. Primary data according to Kothari (2018)is the data collected a fresh for the first time while secondary data is that data that has already been collected and passed through statistical process. Semi-structured

questionnaires were used in this study to collect data.

Content analysis was used to analyze qualitative data and the findings were presented in a prose form. On the other hand, Statistical Package for Social Sciences (SPSS version 25) was used to analyze quantitative data. Using this program quantitative data was analyzed using inferential and descriptive statistics. Descriptive statistics such as mean, standard deviation, frequency and percentages were used in this study. Multiple regression analysis was done to analyze the influence of human resource practices on employee performance public publishing institutions in Kenya. Data was presented using tables, and pie charts to make them reader friendly. In addition, a multiple regression was used to measure the quantitative data and was analyzed using SPSS too.

The regression equation is:

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

Where:

$Y$ = Employee performance

$\beta_0$  = Constant term

$X_1$ = Recruitment and selection

$X_2$ = Training

$X_3$ =Compensation

$X_4$ = performance appraisal

$\epsilon$ =error term,  $\beta_1$ ,  $\beta_2$ , $\beta_3$  and  $\beta_4$  are coefficients of determination and  $\epsilon$  is the error term.

## RESULTS

### Descriptive Statistics Analysis

Descriptive statistics entails measures of central tendency (mean), measures of dispersion (standard deviation), frequencies and percentage (Stokes & Wall, 2017). This study used descriptive statistics with the help of Statistical Package for Social Sciences to analyze the study variables.

### Staff Recruitment and Employee Performance

The first specific objective of the study was to determine the effect of recruitment on employee performance in public publishing firms in Kenya. The respondents were requested to indicate their

level of agreement on various statements relating to staff recruitment and employee performance in public publishing firms in Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1.

From the results, the respondents agreed that the recruitment process in their organization produces good candidates who have the required qualifications. This is supported by a mean of 3.897 (std. dv = 0.977). In addition, as shown by a mean of 3.826 (std. dv = 0.840), the respondents agreed that recruitment in their organization is done in a free

and fair manner. Further, the respondents agreed that the human resource department in their organization provides an adequate pool of quality applicants. This is shown by a mean of 3.631 (std. dv = 0.904). The respondents also agreed that the interviewing process in their organization is very effective. This is shown by a mean of 3.596 (std. dv = 0.937). From the results, the respondents agreed that the human resource managers in their organization have adequate skills to ensure effective recruitment process. This is supported by a mean of 3.589 (std. dv = 0.876). In addition, as shown by a mean of 3.565 (std. dv = 0.897), the respondents agreed that they are satisfied with the effectiveness of the recruitment process in our organization.

**Table 1: Staff Recruitment and Employee Performance**

	Mean	Std. Dev.
Recruitment in our organization is done in a free and fair manner	3.826	0.840
The human resource department in our organization provides an adequate pool of quality applicants	3.631	0.904
the interviewing process in our organization is very effective	3.596	0.937
The human resource managers in our organization have adequate skills to ensure effective recruitment process	3.589	0.876
The recruitment process in our organization produces good candidates who have the required qualifications	3.897	0.977
Am satisfied with the effectiveness of the recruitment process in our organization	3.565	0.897
<b>Overall Means</b>	<b>3.684</b>	<b>0.905</b>

### **Staff Training and Employee Performance**

The second specific objective of the study was to establish the effect of training on employee performance in public publishing firms in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to training and employee performance in the firms. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that they have the skills they need to do their job. This is

supported by a mean of 3.908 (std. dv = 0.786). In addition, as shown by a mean of 3.897 (std. dv = 0.675), the respondents agreed that their manager assists them to identify their training and development needs. Further, the respondents agreed that they are allowed to take initiative to assess their skills and seek appropriate training. This is shown by a mean of 3.782 (std. dv = 0.832). The respondents also agreed that their supervisor supports their efforts to seek relevant job training. This is shown by a mean of 3.765 (std. dv = 0.876). The respondents further agreed that their publishing firm provides a variety of training

opportunities for employees. This is supported by a mean of 3.719 (std. dv = 0.945).

From the results, the respondents agreed that their publishing firm supports efforts by employees to obtain training on new skills. This is supported by a mean of 3.701 (std. dv = 0.908). In addition, as shown by a mean of 3.596 (std. dv = 0.865), the

respondents agreed that their publishing firm offers them the training they need to help on their job. Further, the respondents agreed that the training they receive is relevant for their job. This is shown by a mean of 3.561 (std. dv = 0.776). The respondents also agreed that their publishing firm invests in employees through training. This is shown by a mean of 3.508 (std. dv = 0.611).

**Table 2: Staff Training and Employee Performance**

	Mean	Std. Deviation
Our publishing firm offers me the training I need to help me on my job	3.596	0.865
Our publishing firm provides a variety of training opportunities for employees	3.719	0.945
Our publishing firm invests in employees through training	3.508	0.611
Our publishing firm supports efforts by employees to obtain training on new skills	3.701	0.908
The training I receive is relevant for my job	3.561	0.776
My supervisor supports my efforts to seek relevant job training	3.765	0.876
My manager assists me to identify my training and development needs	3.897	0.675
I have the skills I need to do my job	3.908	0.786
I am allowed to take initiative to assess my skills and seek appropriate training	3.782	0.832
<b>Aggregate</b>	<b>3.722</b>	<b>0.841</b>

### **Employee Compensation and Employee Performance**

The third specific objective of the study was to establish the effects of compensation on employee performance in public publishing firms in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to compensation and employee performance in public publishing firms in Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that their pay matches their job performance. This is supported by a mean of 4.210 (std. dv = 0.981). In addition, as shown by a mean of 3.938 (std. dv = 0.809), the respondents agreed that the pay offered

by publishing firm is very competitive. Further, the respondents agreed that the benefits offered by publishing firm meet their needs. This is shown by a mean of 3.938 (std. dv = 0.809).

The respondents also agreed that their publishing firm pay policy helps attract and retain high performing employees. This is shown by a mean of 3.842 (std. dv = 0.821). The respondents further agreed that they are contented that their compensation is satisfactorily reviewed from time to time. This is supported by a mean of 3.867 (std. dv = 0.785). The respondents also agreed that their publishing firm maintains a competitive pay and benefit package. This is supported by a mean of 3.736 (std. dv = 0.708). However, the respondents were neutral on the statement indicating that they are adequately paid compared to their colleagues at other companies. This is supported by a mean of 2.787 (std. dv = 0.897).

**Table 3: Employee Compensation and Employee Performance**

	<b>Mean</b>	<b>Std. Deviation</b>
Our publishing firm maintains a competitive pay and benefit package	3.736	0.708
The pay offered by publishing firm is very competitive	3.928	0.925
Our publishing firm pay policy helps attract and retain high performing employees	3.842	0.821
The benefits offered by publishing firm meet my needs	3.938	0.809
My pay matches my job performance	4.210	0.981
I feel I am adequately paid compared to my colleagues at other companies	2.787	0.897
I am contented that my compensation is satisfactorily reviewed from time to time.	3.867	0.785
<b>Aggregate</b>	<b>3.842</b>	<b>0.865</b>

**Performance Appraisal and Employee Performance**

The fourth specific objective of the study was to determine the effect of performance appraisal on employee performance in public publishing firms in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to performance appraisal and employee performance in public publishing firms in Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 3.

From the results, the respondents agreed that they trust the feedback they receive from their supervisor. This is supported by a mean of 4.105 (std. dv = 0.981). In addition, as shown by a mean of 3.859 (std. dv = 0.885), the respondents agreed that they understand the link between their

performance and their pay. Further, the respondents agreed that their supervisor is honest and fair in their performance review. This is shown by a mean of 3.838 (std. dv 0.809).

The respondents also agreed that the performance appraisals are fair and unbiased. This is shown by a mean of 3.865 (std. dv = 0.923). The respondents agreed that the performance appraisal system is effective in promoting quality work. This is supported by a mean of 3.786 (std. dv = 0.875). In addition, as shown by a mean of 3.768 (std. dv = 0.905), the respondents agreed that they understand how their performance is evaluated.

The respondents also agreed that the evaluation process should be more than once a year. This is shown by a mean of 3.710 (std. dv = 0.981). The respondents agreed that they receive regular performance reviews. This is supported by a mean of 3.700 (std. dv = 0.605).

**Table 4: Performance Appraisal and Employee Performance**

	<b>Mean</b>	<b>Std. Deviation</b>
I understand how my performance is evaluated	3.768	0.905
I understand the link between my performance and my pay	3.859	0.885
I receive regular performance reviews	3.700	0.605
I trust the feedback I receive from my supervisor	4.105	0.981
My supervisor is honest and fair in my performance review	3.838	0.809
The evaluation process should be more than once a year	3.710	0.981
The performance appraisal system is effective in promoting quality work	3.786	0.875
Performance appraisals are fair and unbiased	3.865	0.923
<b>Aggregate</b>	<b>3.899</b>	<b>0.867</b>

### **Employee Performance in Public Publishing Firms in Kenya**

The respondents were requested to indicate their level of agreement on various statements relating to employee performance in public publishing firms in Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 5.

From the results, the respondents agreed that teams are rewarded for high performance. This is supported by a mean of 3.901 (std. dv = 0.681). In addition, as shown by a mean of 3.900 (std. dv = 0.611), the respondents agreed that their job enables them to make use of their skills and abilities. Further, the respondents agreed that they are held accountable for achieving specific results. This is shown by a mean of 3.892 (std. dv 0.897).

The respondents also agreed that performance measures are evaluated on a daily basis. This is shown by a mean of 3.891 (std. dv = 0.876). The respondents agreed that their publishing firm encourages employees to work to the best of their abilities. This is supported by a mean of 3.876 (std. dv = 0.805).

From the results, the respondents agreed that non performing employees are held accountable. This is supported by a mean of 3.862 (std. dv = 0.867). In addition, as shown by a mean of 3.765 (std. dv = 0.943), the respondents agreed that their department has specific performance measures. Further, the respondents agreed that their department is able to meet its deadlines. This is shown by a mean of 3.761 (std. dv 0.909). The respondents also agreed that their publishing firm is able to maximize employee potential. This is shown by a mean of 3.659 (std. dv = 0.785).

**Table 5: Employee Performance in Public Publishing Firms in Kenya**

	<b>Mean</b>	<b>Std. Deviation</b>
Our publishing firm encourages employees to work to the best of their abilities	3.876	0.805
Our publishing firm is able to maximize employee potential	3.659	0.785
My job enables me to make use of my skills and abilities	3.900	0.611
Teams are rewarded for high performance	3.901	0.681
My department is able to meet its deadlines	3.761	0.909
My department has specific performance measures	3.765	0.943
I am held accountable for achieving specific results	3.892	0.897
Non performing employees are held accountable	3.862	0.867
Performance measures are evaluated on a daily basis	3.891	0.876
<b>Aggregate</b>	<b>3.897</b>	<b>0.747</b>

### **CONCLUSIONS AND RECOMMENDATIONS**

The study found that staff recruitment has a significant effect on employee performance in public publishing firms in Kenya. From the results, the respondents agreed that the recruitment process in their organization produces good candidates who have the required qualifications. The respondents also agreed that recruitment in their organization is done in a free and fair manner. The respondents agreed that the human resource department in their organization provides adequate pool of quality applicants. The respondents further

agreed that the interviewing process in their organization is very effective.

From the results, the respondents agreed that the human resource managers in their organization have adequate skills to ensure effective recruitment process and also agreed that they are satisfied with the effectiveness of the recruitment process in our organization.

The study also revealed that staff training has significant effect on employee performance in public publishing firms in Kenya. From the results, the respondents agreed that they have the skills

they need to do their job. In addition, the respondents agreed that their manager assists them to identify their training and development needs. Further, the respondents agreed that they are allowed to take initiative to assess their skills and seek appropriate training.

The respondents also agreed that their supervisor supports their efforts to seek relevant job training and that their publishing firm provides a variety of training opportunities for employees.

From the results, the respondents agreed that their publishing firm supports efforts by employees to obtain training on new skills. In addition, the respondents agreed that their publishing firm offers them the training they need to help on their job. Further, the respondents agreed that the training they receive is relevant for their job. The respondents also agreed that their publishing firm invests in employees through training.

The study revealed that employee compensation has significant effect on employee performance in public publishing firms in Kenya. From the results, the respondents agreed that their pay matches their job performance. In addition, the respondents agreed that the pay offered by publishing firm is very competitive. Further, the respondents agreed that the benefits offered by publishing firm meet their needs.

The respondents also agreed that their publishing firm pay policy helps attract and retain high performing employees and that they are contented that their compensation is satisfactorily reviewed from time to time. The respondents also agreed that their publishing firm maintains a competitive pay and benefit package. However, the respondents were neutral on the statement indicating that they are adequately paid compared to their colleagues at other companies.

The study found that performance appraisal has significant effect on employee performance in public publishing firms in Kenya. From the results, the respondents agreed that they trust the feedback they receive from their supervisor. In

addition, the respondents agreed that they understand the link between their performance and their pay. Further, the respondents agreed that their supervisor is honest and fair in their performance review.

The respondents also agreed that the performance appraisals are fair and unbiased. The respondents agreed that the performance appraisal system is effective in promoting quality work. In addition, the respondents agreed that they understand how their performance is evaluated. The respondents also agreed that the evaluation process should be more than once a year. The respondents agreed that they receive regular performance reviews.

The study concluded that staff recruitment has a significant effect on employee performance in public publishing firms in Kenya. Findings revealed that both internal recruitment and external recruitment influences employee performance. This implies that effectiveness in recruitment practices leads to improvement in employee performance.

In addition, the study concluded that staff training has a significant effect on employee performance in public publishing firms in Kenya. Findings revealed that both orientation training and skills training influences employee performance. This implies that regular training leads to improvement in employee performance.

Further, the study concluded that employee compensation has a significant effect on employee performance in public publishing firms in Kenya. Findings revealed that employee allowance and benefits influences employee performance. This implies that competitive employee compensation leads to improvement in employee performance.

The study also concluded that performance appraisal has a significant effect on employee performance in public publishing firms in Kenya. Findings revealed that rating scale and 360 degree feedback influences employee performance. This implies that effective performance appraisal leads to improvement in employee performance.

The study found that staff recruitment has a significant effect on employee performance in public publishing firms in Kenya. This study therefore recommends that the management of public publishing firms in Kenya should adopt effective staff recruitment practices to enhance employee performance.

In addition, the study found that staff training has a significant effect on employee performance in public publishing firms in Kenya. This study therefore recommends that the management of public publishing firms in Kenya should ensure regular staff training to equip them with the required skills.

Further, the study found that employee compensation has a significant effect on employee performance in public publishing firms in Kenya. This study therefore recommends that the management of public publishing firms in Kenya should ensure competitive salaries to their employees to enhance retention of employees

The study also found that performance appraisal has a significant effect on employee performance in

public publishing firms in Kenya. This study therefore recommends that the management of public publishing firms in Kenya should adopt rating scale and 360 degree feedback to enhance employee performance.

### Suggestions for Further Studies

This study focused on establishing the influence of human resource management practices on employee performance in public publishing firms in Kenya. Having been limited to public publishing firms in Kenya, the findings of this study cannot be generalized to other firms in Kenya. The study therefore suggests further studies on the influence of human resource management practices on employee performance in other firms in Kenya.

Further, the study found that the independent variables (Staff recruitment, Staff training, Staff compensation and performance appraisal) could only explain 86.1% of the employee performance in public publishing firms in Kenya. This study therefore suggests research on other factors affecting the employee performance in public publishing firms in Kenya.

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