



**CAREER DEVELOPMENT AND EMPLOYEE PERFORMANCE IN THE MINISTRY OF INTERIOR AND
CO-ORDINATION OF NATIONAL GOVERNMENT IN NAIROBI CITY COUNTY, KENYA**

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ABSTRACT

The link between human resource management techniques and employee performance has been studied in a variety of ways. Still most studies have been done in the manufacturing or health sector, with none having been carried out in the Ministry of Interior and Co-ordination of National Government, in Nairobi City County. Therefore, this study sought to examine the influence of career development on employee performance in the Ministry of the Interior and National government coordination in Nairobi County, City. This study anchored on Resource-Based view, Human Capital and Ability, Motivation, Opportunity Theory (AMO Theory) to support it. Stratified random sampling technique was used to select the subjects for the study. The target population for study was 1022 and the sample was 102 being 10% of the target population comprising of all the three levels of management of ministry of interior and co-ordination of national Government. The study employed a descriptive Research Design. Data was collected via a questionnaire. The test-retest technique was used to assess the validity and reliability of research instrument. They were validated through content, construct, and discussion. Quantitative data was provided by the tables and qualitative data was used for content analysis. The results indicated that career development in the ministry of interior was moderately effective in the period under study. It clearly showed career aspirations, coaching and mentoring of employees in various departments were not effective. The results of the research were statistically significant beneficial especially in areas of staff training, career counseling, employee coaching and skills. Employees were motivated to work harder after training and mostly off the job training was preferred. Internal workshops were found to be the most used training in the ministry. The way an organization trains its employees have an impact on its productivity.

Key Words: Career Development, Employee Performance

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INTRODUCTION

Worldwide, competitive businesses depend upon rareness and inimitability of the human resources in order to gain a competitive edge. As such, HRM practices and their effect on performance, either individual or organizational has been extensively researched. Guest (1997, cited by Sabwami 2015) affirms that Human Resource Management Practices (HRMP) is an extremely central aspect and it is essential to analyze them in diverse situations to authenticate their influence on employee job performance. Many organizations are awakening to the significance of human capital as the next competitive advantage. Research studies over 15 to 20 years ago; confirm that effective Human Resource practices are related to better Employee performance. A Watson & Wyatt study of 51 large companies in America and Europe showed that HRM practices were driving employee performance in firms. According to this study, firms with the greatest HRM procedures produced a total return on shareholders of 64 percent over a five-year period, more than three times the 21 percent return on shareholders provided by companies with the worst HRM practices (Oasis, 2015).

Kenya's civil service plays a crucial part in the country's socioeconomic growth. It is in charge of executing policies and programs aimed at improving Kenyans' well-being. It is a system by which the government converts core policy goals into actionable programs for the benefit of society. As a result, a more efficient civil service is critical to the country's growth and development. The performance of public servants, on the other hand, has been deteriorating, which has had an impact on the private sector's performance. The study therefore aims to determine the impact on the performance of public servants of the Ministry of the Interior and national government (Nairobi City County, Kenya) of human resources management practices (carriage management, compensation and compensation, training and development, and performance evaluation).

The performance of the employee refers to the capacity of a worker to carry out jobs and the achievement of these tasks. Many company personnel managers assess the performance of each staff member on an annual or quarterly basis to find possible development opportunities. Employee performance is described as a worker's ability to do job-related tasks and how successfully those tasks are completed (Nyayu siti, 2017).). Performance, according to Najibemba Muganga (2018), is defined as the achievement of quantifiable goals. Unlike in the past, human resources are now accountable for ensuring that companies are not lost due to unsatisfied employee performance and productivity. Capacity and motivation are two influencing variables. Managers should relate their jobs to the aims, values and objectives of the business to assist employees in their achievements. The acceptable levels of performance need a minimum degree of proficiency for every component, according to Byars and Rue (2015). Organizations evaluate their workforce's performance on an annual or quarterly basis in order to find areas where they may improve. The key to an efficient performance management system, however, is managing employee performance on a daily basis. The performance evaluation is one of the most frequent procedures employed by companies and organizations (Layne, 2017).

Career development refers to a set of programmes designed to match an individual's needs, abilities, and career goals with current and future opportunities in the organization. Since career development focuses on future opportunities, it has essentially a long-term orientation. In order to deliver optimum advantages for both the business and the person, career development necessitates actions from both the organization and the individual. All high-performing companies strive to offer their workers with exceptional chances for personal and professional development. Nothing is more

important than hiring the right people and allowing them to grow alongside the firm. This ensures that information is managed in a consistent manner, as well as providing an environment in which to thrive and expand. As a result, it's critical to establish a performance objective for employees so that they may accomplish entire personal and professional progress. Training is a planned and systematic learning process meant to give an individual with the skills, knowledge, and attitudes necessary to do a certain job (Human resource Development policy, 2015).

Executive Order No. 2/2013 established the Ministry of Interior and National Government Coordination. One of the two Ministries located inside the Presidency is the Ministry of Interior and National Government Coordination. It is the successor to the old Interior Security, Immigration, and Home Affairs Ministries. The Ministry's primary responsibility is to keep Kenya safe and secure while also coordinating national government operations. The Ministry of Interior and National Government Coordination is in charge of public administration, internal security, immigration and registration of people, prison services, printing of government documents, betting control probation services, and championing anti-drug and anti-substance abuse campaigns. All government ministries get receiving services from the Ministry, which also organizes state operations. Given these varying responsibilities, the Ministry of Interior and National Government Coordination is divided into five departments: Provincial Administration Services, Administration Police, Kenya Police, Government Press, and the National Agency for the Campaign Against Drug Abuse (NACADA) (Oked 2016). The Ministry's functions have changed throughout time, and its operations have been reorganized to handle new challenges. It is in charge of national government coordination at the county level, internal state functions, national government printer, disaster and operation center, policy on registration of persons services, security

and service training, citizenship-immigration policy, border control, print management, registration of births and deaths services, security affairs, drug and narcotic subsistence, and security affairs, Directorate of Criminal Investigations, Kenya Prisons Services, civil oversight over police, control and regulation of gaming industry and management of correctional services.

Statement of the Problem

Human resources are the most important assets of any organization. Performance that is reflected in effectiveness, efficiency and quality of work experienced human resource in an organization or institution like the Ministry of Interior and Co-ordination is very vital. The maintenance, development, compensation and Motivating of employees is equally very important (Muindi, 2015). Despite the fact that the Ministry established a training and development department to manage staff training and other social welfare in order to boost employee motivation and performance, a review of performance assessments indicates that employees are not performing as expected. Employees cannot be encouraged to advance in their careers since there is no motivation for them to do so. The few staff who sponsor themselves to further their career paths are not compensated, they are not encouraged to study, and even when they complete their studies, they are not compensated, for example with promotion (MOINCOD Report 2017). This is impacting on their performance at the ministry. There are no effective measures in place to guarantee that workers are interested in their work and so decrease complaints, absenteeism, and staff turnover (MOINCOD-Report 2018). According to Arabian (2019), providing employees with excellent training is critical to optimize employment performance and expectations of future success. At the Ministry staff reward and compensation is lacking, performance appraisals carried out are not effective and this has demoralized employees leading to poor performance. Though several studies were carried out on career development practices and

performance of employees, none was done in the Ministry of Interior and Co-ordination in the National Government of Kenya. Besides, the variables used are different from the ones that this study proposed to use. The study therefore sought to investigate the effect of Human Resource Management practices on performance of civil servants in Kenya.

Objective of the Study

The objective of this study was to investigate the influence of Career Development on performance of employees in the Interior Ministry and National Government Coordination in Nairobi City County, Kenya.

The study was guided by the following research question;

- How does Career Development influence of on performance of employees in the Interior Ministry and National Government Coordination in Nairobi City County, Kenya.

Significance of the Study

The research focuses on the impact of human resources management strategies on the performance of employees in the Ministry of the Interior and National Government Coordination in Nairobi County, Kenya. To the Ministry this study will be beneficial as it will help the management and especially the human resource management department in assessing the practices that are affecting employee performance. For organizations and other government ministries, The study will be useful in educating employers and shaping their views on the significance of human resource management techniques in guaranteeing their firms' continued and consistent financial success. The study will benefit other scholars in the field of research, who will be able to use it as a basis for subsequent research. The government may utilize the study to come up with answers to difficulties that employees face at work. Other scholars will find it valuable since it contributes to the growth of knowledge about human resource management techniques and how they affect employee performance.

LITERATURE REVIEW

Theoretical Review

Human Capital Theory

Adam Smith, who lived in the 18th century, is credited with coining the term "human capital." Gary Becker, an economist and Nobel Laureate, from the University of Chicago, popularized the contemporary idea (Paul Romer, 2018). Accordingly, people have innate abilities, habits and personal energy that they bring into their work to create their human capital (Paul Romer, 2018). Knowledge, skills and capacity of individuals create value according to the concept. The emphasis therefore has to be on how human capital is recruited, maintained and developed. According to Bamed et al., individuals develop, keep, use and build intellectual capital (2014). Individuals' knowledge is then reinforced through their interactions with one another (social capital), resulting in institutionalized knowledge held by organizations. Human capital theory, according to Armstrong, views people as assets, and that businesses that invest in people increase employee performance, which leads to favorable benefits for the company.

Resource Based Theory

The Human Resource for Health (HRH) is a critical resource for the health sector and in hospitals therefore, this theory is relevant to the HRMP and performance of workers in the Ministry of Interior and Co-ordination. Individuals' knowledge, skills, and abilities, according to the notion, generate value. As a result, the focus must be on ways to grow human capital by paying them with incentives, encouraging them with promotions, and training them to acquire the necessary information, skills, and talents in order to improve the Ministry's performance. Employee performance, training, and career growth are therefore supported by the hypothesis in the research. According to Canco et al. (2015), resource-based theory understands that a firm's strategic capability is dependent on its resource capabilities, particularly human resources. Humans, or people, are a highly valued resource.

Ability, Motivation, Opportunity Theory (AMO Theory)

The idea suggests that performance at individual level is dependent on great motivation, ability and an adequate role to comprehend the job (J.y Yong, 2019). The HRM practices, which promote high skills and skills, such as prudent selection and a large investment in training, are to be specified as a short step; high motivation, such as employees' commitment and performance salary; and appropriate role structure and perception, such as design and comprehensive communication and feedback. Various HR practices/policies have a great deal of impact on capacity needs, motivation and to a certain degree on the capacity (Kundu, 2018). The major influence on capacity should be the recruitment and selection, training and development strategies (and related expectancy motivation perceptions). Job design and job analysis essentially define capacities/opportunity needs and (intrinsically) incentives to some extent. Compensation mostly affects rewards offered and perceptions of instrumentality (motivation). The AMO hypothesis argues that improved performance will be achieved if the work environment supports (for example through functioning technology, (Elgar,2019).

Empirical Review

The empirical review involves a review of studies that have been carried on human resource management practices and employee performance.

Career Development and employee performance

Career development policies for all businesses, regardless of their size, industry, market or profile, are essential strategic considerations. The building of the organization's management capabilities has important impacts on the organization's efficiency, efficiency, morality and profitability. The validity of their recruitment techniques and of the growth of their careers are becoming increasingly worried for highly successful firms to ensure that they achieve their best in the future (Brewster, 2015).Mayrhofer (2016) highlights the practice of internal promotions in order to generate the impression

that career development gives strong opportunities for advancement, which, in his opinion, will inspire employees to stay in the public sector.

Napitupulu (2017), as a mediator of perception, organization support, job drive and emotional commitment, studied the influence of promotion on public sector employee performance. The results show that development work in 15 Regional Indonesia Ministries of Finance has a positive influence on the perceived support, motivation and affective commitment of the organization following an analysis of the perceptions of 250 officials and the structural equation analysis of the Smart PLS 2.0 program. Professional development does not directly have a performance influence, according to the results. The indirect study indicates that the mediating elements have considerably affected the strengthening of the connection. The results showed that the capacity of a company to give organizational support and incentives to promote emotional commitment and performance might have an effect on the career development. In reality, the findings emphasized the importance for both national and local governments in Indonesia of implementing performance-based rewards.

Kakui et al. (2015) performed a study on the influence of career development on staff performance in the public sector with relation to the National Cereals and Produce Board. In this research, a descriptive survey was employed. The population of the research comprised staff from the National Cereals and the Manufacturing Board headquarters in Nairobi. A total of 200 people were employed in Nairobi's National Cereals & Produce Board headquarters. The sampling framework was the list of staff operating at all levels of management. 100 people with stratified random selection were measured in their sample size. The collection of data was based on structured questionnaires. The Table and Analyze of Data collected was utilized with SPSS version 20. The findings show that ongoing training enhances the performance of employees by extending key competency, job requirements, motivating

individuals, minimizing bullying, creating new talents. The results show that career coaching increases employee performance by counseling and

helping students to build their own issue solving techniques.

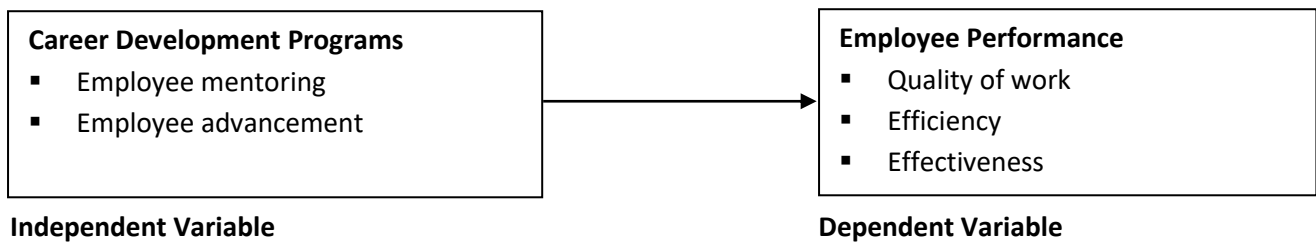


Figure 1: Conceptual Framework

METHODOLOGY

Descriptive research was used for this study. The target population was 1022 employees of the Ministry of Interior and Co-ordination of National Government. This comprised of senior management, middle management and junior management of the ministry of interior and co-ordination of national Government. The research took 102 samples (one hundred and two respondents). The study used semi structured questionnaire that was used to collect data from senior management, middle level management and junior employees in the ministry of interior and co-ordination of national government offices within Nairobi city county of Kenya, in three locations namely: Jomo Kenyatta International Airport, Wilson Airport and Nyayo house. The pilot test was undertaken with the aim to test the validity and reliability of the questionnaires. The study used content, construct, face to face and expert opinion. A reliability test based on Alpha Above 0.7 was used to evaluate how reliable the instruments were (Forum 2015). The obtained data was first quantitatively analyzed with the aid of the SPSS version 20. Descriptive statistics were presented in form of tables, frequencies and rates are used for presentation of the results. The Multiple linear regressions model was used to illustrate the link between career development practice and performance of employees in the Ministry of the Interior, the coordination and the national

Government in Nairobi City County, Kenya: career management, training, reward and compensation

FINDINGS AND DISCUSSIONS

The study targeted 102 employees out of which 87 completely filled the questionnaire. Therefore, the response rate of 85% was an excellent response according to Mugenda and Mugenda (2013). This enabled the researcher to continue with development of demographic data, descriptive and inferential analysis data and interpretation.

A pilot test was conducted with ten responders, or 10% of the total sample size. The respondents that participated in the pilot study were excluded from the main survey. According to Cooper and Schindler (2017), the pre-test sample size ranged from 10 to 100 people, but it didn't have to be determined scientifically. Because measurable conditions were not required for the pre-test, the respondents were chosen on the basis of convenience (Cooper & Schindler, 2017).

The study's reliability was increased by standardizing the conditions under which the measurements were collected to guarantee that extraneous forces were kept to a minimum. The more consistency and stability there is in an instrument, the more reliable it is. The internal consistency reliability test is important because it determines how well all of the items in a measurement/test measure the same thing. Cronbach's alpha is the most often used

measure of a scale's internal consistency (Creswell, 2013). The reliability coefficient (alpha) is a number that runs from 0 to 1, with 0 indicating that the

instrument is full of errors and 1 indicating that the instrument is completely error-free.

Table 1: Reliability Analysis

Variable	Number of Items	Alpha value	Remarks
Career Development	6	0.822	reliable
Employee Performance	6	0.799	reliable
Overall	27	0.807	reliable

Source: Pilot Study Results (2022)

The results indicated that the overall Alpha value was $0.807 > 0.7$. The individual alpha values were also greater than 0.7 indicating that the instruments reliability level was excellent. As a result, it was clear that the questionnaire was effective in achieving the study's goals.

This section covers demographic information on the respondents, such as their gender, age, educational level, and work experience.

The respondent's gender was sought and results presented in the figure below. Males made up 60 percent of the employees sampled for this study, while females made up 40 percent. It was deduced that employees in the ministry of interior were fairly represented by both men and women. This could be due to the Kenyan government's implementation of a third gender norm to promote equal employment and opportunity.

The age of the respondents was determined based on the returned surveys. 63.2% of respondents were between the ages of 41 and 50, 18.4% were between the ages of 31 and 40, 11.5 percent were over 50, and 6.9% were between the ages of 18 and 30. These plainly showed that the workforce was made up of a mix of old, young, and experienced people.

The study found out the respondents' highest level of schooling. It was established that the bulk of the employees (38%) had a postgraduate degree, 33% had an undergraduate degree, 29% had a tertiary certificate, and no one had a KCPE certificate as

their highest level of education, according to the findings. This implies that the majority of the employees had completed necessary schooling to be familiar with their department's responsibilities, which aided in the collection of data for this study.

The response to the respondents' work experience was required. The results showed that 90.8 percent of those surveyed had worked for more than 15 years, 2.3 percent for 11 to 15 years, and 4.6 percent for more than four years. It showed that staff was in a good position to assess prospects and comprehend the information needed. The findings support Nguyen and Gizaw's (2014) assertion that work experience is critical in judging career options. Munthiu (2009) emphasized the importance of work experience in affecting workers' abilities to innovate and multitask.

Descriptive Analysis Results

To produce summary metrics for the data gathering sample, the researcher used the mean and standard deviation. The data acquired from the study's variables served as the basis for the descriptive statistics analysis. In this case, the quantitative data analysis of the study was based on the critical feature of the entire sample.

Descriptive Statistics Results on Career Development

The study results on career development were presented in Table 2.

Table 2: Descriptive Statistics Results on Career Development

	Mean	Std. Deviation
My ministry supports my development and career aspirations	3.3793	.7191
Employees in the ministry are employed in their rightful jobs that correspond to their careers	3.1736	.4775
My ministry coaches and mentors me to raise my level of competence	3.2472	.5328
Employees are mentored on their career paths for advancement	3.0004	.5177
Employees are encouraged to advance in their respective career paths	2.9091	.4830
Career programs for employees are implemented and monitored in the institution	2.9790	.5549
Aggregate Score	3.1148	0.5475

Source: Field Data (2022)

The results in table 2 presented that aggregate mean score from the descriptive analysis was 3.1148 corresponding to “Moderate Agree”, on the five-point Likert Scale used in the survey. Furthermore, the aggregated standard deviation of the variation score was 0.5475, indicating a low level of variability and that individual question responses were close to the sample mean. Individual mean responses ranged from 3.0004 to 3.3793 on a scale of one to five. The sample mean was a good predictor of the population mean due to its low variability. This clearly indicates that career development in the ministry of interior was moderately effective in the period under study. It clearly shows career aspirations, coaching and mentoring of employees in various departments were not effective. Mayrhofer (2016) supported that the practice of internal promotions in order to generate the impression that career development gives strong opportunities for advancement, which, in his opinion, inspires employees to stay in the public sector.

The study results agreed with Napitupulu (2017) that the results showed that the capacity of a company to give organizational support and incentives to promote emotional commitment and performance might have an effect on the career development. Mark *et al.*, (2018) found a positive correlation between career development programs and employee performance. The results of the research are statistically significant benefits to staff training, career counseling, employee coaching and skills. Further, Kakui *et al.*, (2015) found that training enhances the performance of employees by extending key competency, job requirements, motivating individuals, minimizing bullying, creating new talents. The results show that career coaching increases employee performance by counseling and helping students to build their own issue solving techniques.

Descriptive Results on Employee Performance

The independent variable results (employee performance) were examined in the ministry of interior and national coordination in Kenya. The results were summarized in the Table 3.

Table 3: Descriptive Results on Employee Performance

	Mean	Std. Deviation
My individual performance is linked with that of the Ministry	3.8736	.4775
Feedback on my work as a ministry employee is always available	3.1724	.5321
Progress evaluations are carried out to compare employee standards	3.9494	.5179
I am reviewing my work plan to ensure efficiency	3.4488	.5002
Ministry workers are effective in their areas of jurisdiction	3.1598	.5014
The quality of work at the ministry is very impressive	3.0368	.4986
Aggregate Score	3.6111	.5069

Source: Field Data (2022)

The results in the Table 3 presents that employee performance aggregate mean of 3.611 corresponds to the score “Moderate agree” in the five likert scale provided in the questionnaire. The standard deviation score of 0.5069 indicates that there was a small variation in the responses of the in the questionnaire, a clear indication of dependability of mean score as a measure of results distribution in the table 4.8 presented. The highest mean was 3.9494 and the lowest mean was 3.0368 indicating that the employee performance level was moderate in the ministry of interior and national coordination. There was evident need to improve the quality of work, efficiency and number and times at which employee performance is given. The results by Decke (2018) supported that high-commitment strategy may be adopted by the business, encompassing job practices, evaluation, competition, equitable remuneration, and full training and development for workers relates to

motivation and commitment. The building of the organization's management capabilities has important impacts on the organization's efficiency, efficiency, morality and profitability (Brewster, 2015). Mayrhofer (2016) highlights the practice of efficiency and quality is paramount in the public sector. Napitupulu (2017) results showed that the capacity of a company to give organizational support and incentives to promote emotional commitment and performance might have an effect on the employee performance.

Regression analysis Results

The regression results presente the linear relationship between the independent and dependent variables. The results showed the magnitude and directional change of dependent variable as a result of changes in the independent variables. The results on correlation coefficient and coefficient of determination, overall model fitness and beta coefficients were present in tables below.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870 ^a	.757	.745	1.47785

a. Predictors: (Constant), CD, TR, PA, CR

Source: Field Data(2022)

The results in the Table 4 presented that 74.5 % (Adjusted R² = 0.745) variation in employee performance was explained by the variation in

Career Development (CD). There was a strong correlation between the independent variables and dependent variable (R=0.870).

Table 5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	558.725	4	139.681	63.956	.000 ^b
	Residual	179.091	82	2.184		
	Total	737.816	86			

a. Dependent Variable: EP

b. Predictors: (Constant), CD, TR, PA, CR

Source: Field Data (2022)

The results in the ANOVA table 5 indicated that the overall model was significant (sig=0.000) at 95% confidence interval. This is evidenced in that the F calculated of 63.956 is greater than F critical (F_{4,82}) =

2.986. These explains that the beta coefficient could be used to show the linear relationship between variables.

Table 6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.594	2.973		6.254	.000
	CD	.672	.119	.327	5.637	.000

a. Dependent Variable: EP

Source: Field Data (2022)

The study results indicated that Career Development(CD), was significant in explaining the changes in the dependent variable; Employee Performance (EP) (Sig<0.05). Three independent variables were included in the adopted model below;

$$EP=18.594+0.672CD+\epsilon$$

Career Development and Employee Performance

The model interpretation was as follows. The model indicates that holding other factors constant the value of employee performance would be 18.594 units. The changes of employees performance was influenced significantly by the changes in career development (sig=0.000<0.05). The unit variation in career development would results to 0.672 unit variation in employee performance. The study results agrees with Napitupulu (2017) that career development positively affects employee performance. Mark *et al.*, (2018) found a positive correlation between career development programs and employee performance.

Summary of Findings: The objective was to determine the effect of career development on employee performance in the ministry of interior and national coordination. The practice of internal

promotions in order to generate the impression that career development gives strong opportunities for advancement, which, in his opinion, inspires employees to stay in the public sector. The results indicated that career development in the ministry of interior was moderately effective in the period under study. It clearly shows career aspirations, coaching and mentoring of employees in various departments were not effective. The results of the research were statistically significant benefits to staff training, career counseling, employee coaching and skills.

CONCLUSIONS AND RECOMMENDATION

Conclusions were made based on the inferential results from the correlation and regression analysis. The conclusions from the correlation were; the correlation between career development and employee performance was strong and significant.

Career development as a practice is very important in any given organization and should be included in the policies. Policies in all organizations, regardless of their size, industry, market or profile, are essential strategic considerations; this includes the ministry of interior and national coordination.

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