



**SELECTED HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN THE
DEPARTMENT OF NATIONAL REGISTRATION BUREAU KENYA**

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ABSTRACT

The research was aimed at examining selected HRM practices and performance of employees at the Department of National Registration Bureau. Specific objectives encompassed investigating the effect of recruitment practices, training, compensation lastly, job recognition practices towards performance in Department of National Registration Bureau. This research was grounded in the theoretical frameworks of resource-based view theory, social exchange theory, human capital theory, equity theory and expectancy theory of motivation. The research utilized a descriptive research design. The population of the study consisted of the 406 employees at Department of National Registration Bureau. The individuals comprising the senior, middle, and junior management teams at the Nairobi Office are encompassed within the aforementioned. The sampling technique employed involved the use of a stratified random sampling technique. The sample size consisted of a total of 81 staff. The chosen approach for data collection involved questionnaires. The attainment of content validity for the research instrument was achieved by the implementation of a pilot study. The data underwent a descriptive statistical analysis using the Statistical Package for the Social Sciences (SPSS) to ascertain measures of central tendency and dispersion. to the findings of the study, there was a significant and positive correlation between recruiting practices and employee performance, compensation practices offered to employees and their performance and job recognition and employee performance at the Department of Kenya National Registration Bureau. The study recommends that the management should ensure that they put in place strategies of attracting best candidates with best skills and ensure that same candidates are subjected to proper screening to that the management may confirms the stated skills are actually possessed by the candidate. Management should consider training their staff in skills that are deficient within the organization in order to achieve high goal levels.

Key words: Recruitment Practices, Employee Training, Compensation, Job Recognition, Employee Performance

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INTRODUCTION

Performance constitutes outcomes based on employees' actions, which are contingent upon their knowledge and skills. In organizational contexts, Kinne (2020) posits that employee performance is influenced by the collective talents, efforts, and capacities of all individuals who have made contributions towards enhancing organizational productivity and achieving its objectives. Armstrong (2012) posits that the evaluation of employee performance typically centers on the assessment of outcomes, while also acknowledging the potential inclusion of behavioral aspects. According to Rajesh and Dabhade (2022), employee performance can be defined as the level of proficiency exhibited by an employee in carrying out their assigned work responsibilities and tasks. This pertains to the effectiveness, quality and efficiency of their output. Evaluation performance is a crucial tool in evaluating an employee's worth and contribution to the organization.

The measurement of employee performance is conducted with respect to the established performance standards of the organization. According to Ahmad and Abdurahman (2019), the performance measures include a variety of elements including productivity, efficiency, effectiveness, quality, and profitability. Efficiency is capacity to attain desired outcomes by minimizing the utilization of resources. Effectiveness refers to the ability of a team to successfully accomplish its intended goals or objectives (Shore & Griffeth, 2018). The process of analyzing productivity entails the examination and comparison of output in relation to input. The concept pertains to the assessment of the manner in which individuals, entities and economic sectors convert available resources into finalized products and services (Brannick & Harris, 2020). According to Armstrong (2013), there are five practices that exert influence on performance. This comprehensive framework encompasses various aspects of organizational management, including training and development, performance assessment, wage determination,

recruitment strategies, and employee morale upkeep.

Introduction about employee performance reforms in Malaysia has led to an increase in the efficiency of the bureaucracy and public service delivery systems. Civil service systems have used market-oriented procedures, such as pay-for-performance and outsourcing, to improve operational effectiveness within the public sector (Hope, 2020). According to Hee, Cheng, and Kamaludin (2018), civil servants who are assessed as underperforming will not be eligible for a salary increase, whereas those who are evaluated as exceeding expectations was granted a horizontal pay progression of one increment higher in remuneration. Employees who exhibit exceptional performance on their annual performance evaluation are eligible for a two-tier salary increase referred to as "vertical pay progression." In addition, individuals may potentially qualify for diagonal pay progression, resulting in a salary increase of three tiers. These two groups constitute a small fraction, slightly exceeding a couple of percentage points, of the agency's overall workforce. The employee's final assessments of their quantifiable and observable accomplishments are provided subsequent to the completion of their self-evaluation.

In their study, Gadi and Kee (2018) conducted an analysis on utilization of performance-based management techniques within the Nigerian government. The study's findings revealed the presence of four primary concerns that contribute to the emergence of challenges and impediments. The focal points of concern encompassed the administration of organizational performance, particularly in relation to objectives, accountability, effectiveness, and results. Despite the heightened prevalence of performance evaluations throughout various tiers of government, a significant number of executives and managers continue to grapple with the fundamental query of how to effectively utilize performance assessment data. Nitika and Arora (2020) assert that feedback information holds significant value within the context of employee

performance evaluation. The employee is provided with feedback by the assessor regarding areas in which they can enhance their skills.

According to Aguenza and Som (2018), human resource management practices encompass the legal and procedural frameworks necessary for the execution of activities pertaining to human resources within an organizational context. The aforementioned routines encompass various aspects such as personnel allocation, professional development of staff members, evaluation of employee performance, management of compensation, and promotion of employee engagement in decision-making processes. The principal aim of human resource management is to enhance production by efficiently overseeing workers. The goal of human resource management (HRM) is to gain a competitive edge for an organization through the efficient administration of its staff.

The government ministry in Kenya, which had previously been regarded as one of the most efficient in sub-Saharan Africa and had operated effectively since the country gained independence, experienced a decline in its performance towards the conclusion of the 1970s. Based on the Institutional Development report (2018) on the Implementation Completion of the Republic of Kenya, as published by the World Bank, several issues emerged concurrently with the expansion process. These issues encompassed overstaffing, excessive employment, and a decline in productivity, service levels, compensation, morale, discipline, and ethics. The concept of re-engineering government ministries within the context of public sector change emerged as a product of the literature and practical experiences that influenced the development of the New Public Management (NPM) paradigm, as discussed by Kiruja and Mukuru (2018).

Statement of the Problem

There are empirical studies addressing the subject of employee performance and HR practices. According to the findings of an exploratory research

which was undertaken by Waleed (2018) in the state of New Jersey, United States of America, the most significant elements that influence performance are employee absenteeism, substandard working conditions, and a lack of better facilities. Ahmad and Abdurahman (2019) focused on the relationship between human resource practices and employee performance in public organizations. From their study of performance for management staff in South African local government throughout the maintenance phase of their careers, Munsamy and Venter (2019) discovered that many businesses lack an employment period framework that would help them keep workers. The studies on HRM practices in private commercial banks was reviewed by Kiragu and Marwa (2022) found that career management strategies, when implemented as a strategic HRM practice, had a notable effect on improving performance of financial institutions.

Main focus of Mutinda (2018) was effect of compensation towards performance of healthcare workers working for the Ministry of Health in Kenya. However, author did not critically address the issue of HRM practices among employees in the State Department of National Registration Bureau. Study by Kipyegon, Kiptis and Kwasira (2019) had a conceptual gap since it focused on the large-scale tea farms only while this study addresses government ministry. An investigation into the evaluation of staff turnover and the impact it has on the effectiveness of the organization was carried out by Nyaga (2019). The study focused on the International Livestock Research Institute and aimed to address a conceptual and methodological gap. Specifically, the objectives of the research were to investigate the effects of compensation, working hours, and career opportunities on employee performance. That research employed an exploratory research design. From the reviewed studies, there is contextual gaps where Waleed (2018) based their study in USA, while Abdurahman (2018) was based in South Africa. The empirical gaps are observed where Munsamy and Venter

(2019) focused in banks and lastly, conceptual gaps where Kipyegon, Kiptis and Kwasira (2019) and Nyaga (2019) failed to incorporate all the variables adopted in this study. Thus, there was no particular study covering the HR practices and employee performance in Department of Kenya National Registration Bureau. As a result, the research sought to address the research gaps through evaluating selected human resource management practices and employee performance in the Department of National Registration Bureau.

Objectives of the Study

This research mainly purposed to evaluate selection of human resource management practices and employee performance. The study was guided by the following specific objectives;

- To determine the effect of recruitment practices on employee performance in the Department of National Registration Bureau.
- To establish the effect of training practices on employee performance in the Department of National Registration Bureau.
- To evaluate the effect of compensation practices on employee performance in the Department of National Registration Bureau.
- To establish the effect of job recognition practices on employee performance in the Department of National Registration Bureau.

LITERATURE REVIEW

Theoretical Review

Resource-Based View Theory

Barney's (1991) Resource-Based View (RBV) The resource-based view by Barney was introduced in 1991. according to theoretical perspectives, the sustained competitive advantage of a corporation is contingent upon the possession of internal resources that are highly valued, rare, distinctive, and not easily replaceable. According to Barney (1986), resources encompass all the tangible and intangible assets, capabilities, organizational procedures, knowledge, and expertise possessed by a firm. Wright and McMahan (1992) assert that the

characteristics of an organization's human resources significantly influence the amount of success attained by the company. The company should strive to improve its production methods. Establishing ambitious objectives for oneself is of utmost importance. In order to be deemed eligible for this position, it is imperative that one possess a specific array of skills and competencies. Investments made in the company's human resources should possess a high level of difficulty in terms of replication. The significance of human resources within a business is paramount, as technology alone is insufficient to replace their role.

Social Exchange Theory

Theoretical underpinnings in social exchange theory are based on notion of norms of reciprocity, which were first introduced by Gouldner (1960). Expanding upon this theoretical framework, Blau (1963) additionally proposed that social interdependent relationships are formed through the mutual exchange of sentiments. Social exchange theory is significant they that effectively utilized to elucidate the dynamics of the employer-employee relationship within an organizational context. The idea is predicated upon the supposition that it is influenced by the standards of fairness (Boselie, 2010).

The application of Social Exchange in this study provides further understanding of the objective on staff recruitment practices. Social exchange theory is a useful framework for understanding the dynamics of employee recruitment. The theory proposes their social interactions are founded upon concept of cooperation, wherein people anticipate that acts will be matched with a commensurate reaction from others. In the context of employee recruitment, social exchange theory can help explain the give-and-take between

Human Capital Theory

Torrington's Human Capital Theory, proposed in (1985), posits that human capital encompasses the combined knowledge and skills possessed by an organization's employees, serving as a unique and non-replicable source of competitive advantage in

the market. Gerstner and Day (2020) argue that the allocation of funds towards training initiatives is crucial for human resource development. The motivation to exert effort is enhanced when there exists a distinct correlation between the tasks required to attain a goal and a corresponding incentive, particularly when that incentive can be utilized effectively.

Application of this theory, within the context of the Department of National Registration Bureau, the theory of human capital guides managers who allocate resources towards education and employee training are inclined to improve their skill set, leading to heightened performance in comparison to their less skilled counterparts. Consequently, these individuals possess the ability to justify their augmented income as a direct outcome of their investments in human capital. Therefore, the acquisition of skills and expertise via employee training can be perceived as an investment of strategic importance that yields benefits in terms of improved efficiency and enhanced human capital.

Equity Theory

The equity theory initially introduced in 1963 by Adams, 1963, was primarily intended for implementation within the organizational setting. The Equity Theory is a motivational framework positing that employee motivation in the workplace is primarily influenced by their perception of fairness. Employees engage in a cognitive process wherein they keep track of the inputs and outcomes of their work, enabling them to assess the relative effectiveness of their efforts compared to their colleagues. Potential inputs in a given context may encompass various factors such as exerted effort, demonstrated performance, acquired skill, possessed knowledge, and accumulated experience. Consequences frequently encompass financial compensation, supplementary benefits, and elevated positions. When employees perceive that their contributions are yielding comparatively inferior outcomes in comparison to their colleagues, it can lead to a decline in motivation and job satisfaction.

The application of Equity Theory is useful in expounding the objective on employee compensation and explains how individuals perceive fairness in social exchanges, including their compensation in the workplace. When applied to compensation, Equity Theory assess whether they are being treated fairly. In the context of the Department of National Registration Bureau, this study examines how compensation serves as both the origin and catalyst of equity or inequity. An employee's desire for recognition and fair compensation is crucial for fostering a sense of importance and motivation in their work.

Expectancy Theory of Motivation

The Expectancy Theory of Motivation was formulated by Victor H. Vroom (1964). According to this perspective, an individual's behaviors are influenced by internal forces. The anticipated outcomes individuals envision for the consequences of their actions exert a substantial influence on their decision-making processes regarding said actions. The justification for endorsing a specific course of action is articulated in a highly explicit manner. In accordance with this idea, people take action because they believe it will move them closer to the goal that they have set for themselves (Redmond, 2020).

The Expectancy Theory can provide insights into how recognition programs can effectively motivate employees. This explains how individuals make decisions regarding their actions and efforts based on their beliefs about the relationship between effort, performance, and outcomes.

Thus, the theoretical framework supports the independent variable on job recognition.

Empirical Literature Review

Recruitment Practices and Employee Performance

Research undertaken by Anyango (2018), was aimed at investigating influence in recruiting on organizational performance, specifically within the context of Kisii University in Kenya. The survey included a collective count of 4,967 faculty members from the seven accredited public

institutions. The study utilized a technique known as stratified random sampling in order to guarantee sufficient representation of each group within the obtained results. The data collection process involved the distribution of a questionnaire, which utilized a Likert scale spanning from 1 to 5. Moderation study (Stepwise) employed correlation with multiple regression. Available revealed; recruitment procedures employed by an organization can significantly impact its future prospects. The findings of this study provide empirical evidence in favor of the notion that higher education institutions prioritize inclusive and fair practices in their recruitment efforts.

Training Practices and Employee Performance

Research from Rehman and Khan (2021) in Pakistan examined the effectiveness of education through a case study on public sector project management. The study developed a conceptual framework with the aim of assessing the efficacy of training initiatives and pinpointing the obstacles encountered during different stages of training and development. This framework draws upon Kunder's (1998) observations pertaining to the inefficacy of training programs. A questionnaire was devised utilizing a structured framework, and subsequently administered to a sample of 115 project directors in Pakistan. The objective of this undertaking was to evaluate the success of training programs among the organizations responsible for the project. A significant proportion of participants in the survey expressed consensus regarding the significance of training and development opportunities for both their personal professional advancement and the overall progress of their respective enterprises. Research outcome showed discrepancy within commonly accepted principles of optimal performance and the actual effects of training on employee happiness in public sector organizations. These effects do not align with the expected and defined performance standards that often accompany training.

Compensation Practices and Employee Performance

From their research, Attiogbe and Quartey (2021) sought to examine the correlation between remuneration and the job performance of law enforcement personnel in the country of Ghana. A quantitative and exploratory study design was employed in this investigation. Two hundred officers from the police force of Ghana were chosen using a sampling method with multiple stages. Data were systematically collected by utilizing a questionnaire for the primary tool. The data acquired from all participants was analyzed using various statistical approaches, including multi-linear regression, mean scores, standard deviations, and other descriptive and inferential statistics. The findings of the multi-linear was found to be statistically significant at a confidence level of 95%. Based on the available data, a significant proportion of employees received periodic bonus payments. The findings suggested that a number of the remuneration schemes were well-received by the employees. Enhancing productivity and efficiency within the Ghana Police Service can be achieved through the adoption of a comprehensive and competitive remuneration strategy, aimed at attracting and retaining highly skilled personnel.

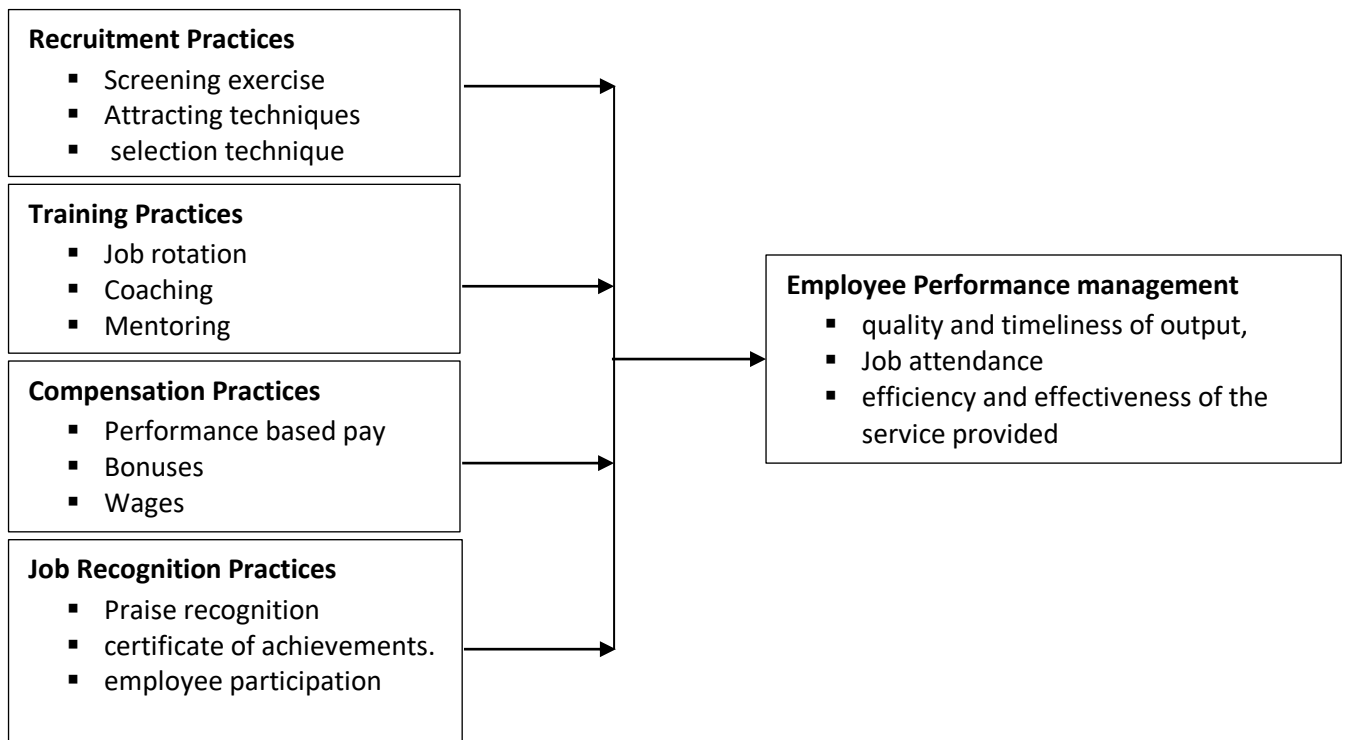
Job Recognition Practices and Employee Performance

The present study, conducted by Shilaho (2019), aimed to examine the correlation between work recognition and security with regards to employee performance in commercial banks in Nairobi. The investigation employed descriptive study. A discernible clustering of human resources executives was observed among the 42 distinct commercial banks. The investigator opted for a study strategy based on census data. Data was collected through using questionnaires. This investigation utilized descriptive statistics, encompassing measures such as means, standard deviations, medians, and percentages. The job was analyzed using SPSS. The phenomena were investigated using a regression model. The research findings demonstrate a statistically significant and beneficial association between employee

appreciation and productivity levels. Recent research suggests that it is advisable for managers of commercial banks in Kenya to provide their

employees with the necessary resources and education as per the recommendations.

Conceptual Framework



Independent Variables

Source: Researcher (2024)

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

This research used descriptive research design. The research targeted a population comprising of 406 staff who were employed at the Department of National Registration Bureau. The aforementioned

groups consist of senior, middle, and junior management staff in Nairobi Office whom was expected to participate in the study.

Table 1: Target Population

Category	Target Population	Percentage %
Senior Management Staff	24	6
Middle Management Staff	33	8
Lower Management Staff	349	86
Total	406	100

Source: Department of National Registration Bureau (2024)

This study consists of a sampling frame comprising 24 individuals in senior management position, 33 middle level management and 349 lower-level management giving a total of 406 respondents. The

research study incorporated stratified random sampling. A sample size of 81 participants were selected, and the study instrument was administered.

Table 2: Sample Size

Category	Target Population	Sample Size Ratio	Sample Size
Senior Management Staff	24	0.2	6
Middle Management Staff	33	0.2	8
Lower Management Staff	349	0.2	86
Total	406	0.2	81

Source: Researcher (2024).

Questionnaire was used in data collection exercise. Lyon (2013) asserts that the adoption of questionnaires is preferable to direct observation as a means of data collection due to their practicality. The pre-testing portion of the questionnaire was intended to be completed with the participation of the personnel of Thika Civil Registration, which was the purpose of this study. Hence, a group comprising four personnel from state departments of Immigration, representing 10% of the primary target population, was engaged in the study.

The supervisor and research professionals evaluated the questionnaire for construct, face, and content validity. The data that was gathered from the pilot study was entered into a computer system, and the Cronbach's alpha coefficient was estimated with the use of the software known as the Statistical Package for the Social Sciences (SPSS), especially version 26

This study employed descriptive statistics using the software SPSS. The statistical measures employed in

this study encompassed means, percentages, and standard deviations. To assess, statistical approach for correlation analysis was utilized. Through the utilization of a regression model, the purpose of this study was to investigate the human resource management methods that are utilized by public organizations in Kenya and to evaluate the impact that these practices have on the performance of the employees.

The regression model was as follows.;

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon:$$

Y = is the dependent variable, employee performance;

Whereas, X is a set of independent variables against the dependent variable.

X₁ = recruitment practices;

X₂ = training practices;

X₃ = compensation practices,

X₄ = job recognition practices,

FINDINGS AND DISCUSSIONS

Response Rate

Table 3: Response Rate

Response	Frequency	Percentage
Responded	72	89
Non Response	9	11
Distributed	81	100%

Source: Research Data (2024)

From the distributed 81 questionnaires, a total of 72 filled questionnaires were returned and were equivalent to 89% whereas 9 questionnaires not

Descriptive Analysis

Presentations are based on the influence of recruitment practices, training practices,

returned was equivalent to 11%. Majority of questionnaires (89%) was considered adequate for final analysis of data.

compensation practices and job recognition practices and employee performance.

Recruitment Practices and Employee Performance

Table 4 Recruitment Practices

Narrations	N	Mean	Std. Dev
Thorough screening during recruitment process has effect on employee performance.	72	3.89	1.59
Through screening exercise, the company has recruitment competent staff that influences employee performance.	72	3.59	1.48
Organisations face challenges in attracting and recruiting applicants from different backgrounds, and subconscious prejudices frequently contribute to these difficulties.	72	3.44	1.45
Presence of transparency in the interviewing methods after listing of job candidates expected to promote employee performance level.	72	2.37	1.62
The staff is notified of an available position or positions in order to hire new team members.	72	2.31	1.49
HR data is immediately available for any employee recruited internally with track record of high performance.	72	3.58	1.35
Presence of interviewing system is friendly and this helps in identifying and recruiting people based with required skills and experience	72	2.04	1.05
Overall mean and standard deviation	3.03		1.43

Source: Research Data (2024)

Results on table 4 were aimed at showing effect of recruitment practices on employee performance at the Department of National Registration Bureau. The study established that thorough screening during recruitment process has effect on employee performance as depicted by highest $M=3.89$; $SD=1.59$. However, the least mean showed that the interviewing system is friendly and this helps in identifying and recruiting people based with required skills and experience as depicted in the analysis, $M=2.04$; $SD=1.05$. From the analysis, the aggregate mean was $M=3.03$; $SD=1.43$. It was therefore meant that recruitment practices had significant influence on employee performance at Department of National Registration Bureau. It was therefore an indication that when recruitment processes effectively assess the skills, qualifications, and experience required for a particular position, employees are more likely to possess the necessary competencies to excel in their roles. Thus, poorly designed recruitment processes that do not adequately evaluate skills and qualifications may lead to mismatches between job requirements and

employee capabilities, negatively impacting performance. This was in line with Omolo and Oginda (2021) who conducted a study in Kisumu Municipality, Kenya to examine the influence of employee recruitment on the productivity of small and medium-sized firms and found that the recruitment of new employees emerged as a significant determinant of success for small and medium-sized enterprises.

It was further learnt that a transparent and fair recruitment process that communicates organizational values and goals can motivate new hires, leading to increased job satisfaction, commitment, and engagement. Although, if the recruitment process is perceived as biased, unfair, or lacking transparency, it can lead to dissatisfaction and demotivation among employees, affecting their performance. This finding was considered similar to Ashutosh and Jeegnessh (2020) how found that organizations do encounter challenges in the recruitment and selection process of individuals from diverse backgrounds due to the presence of unconscious biases.

Table 5: Training Practices

Narrations	N	Mean	Std. Dev
Moving employees from one department to the other has improved their employee performance level.	72	3.56	1.42
Movement of employees from one section to the other has exposed them to new ideas and increased team cohesiveness needed in employee performance	72	3.90	1.34
Coaching has improved employee skills that promote their employee performance.	72	4.00	1.24
Supervisors involved in the coaching process are knowledgeable in their areas and are able to identify talent for improved employee performance.	72	4.19	1.08
Employee Mentoring has contributed to staff competency needed to change level of employee performance.	72	4.04	1.14
Employee growth and acquisition of a highly skilled workforce depicts high employee performance	72	1.75	1.12
Overall mean and standard deviation		3.57	1.22

Source: Research Data (2024)

Table 5 comprises of analysis showing effect of training practices on employee performance at the Department of National Registration Bureau. From the findings, it was established that supervisors involved in the coaching process are knowledgeable in their areas and are able to identify talent for improved employee performance as evidenced by highest M=4.19; SD=1.08. However, for the lowest mean, the analysis showed that employee growth and acquisition of a highly skilled workforce with depicts high employee performance. From an overall mean and standard deviation M=3.57; SD=1.22, the results of the findings meant that training practices had also substantial influence on employee performance. Based on the findings, it was determined that providing opportunities for continual training is a demonstration of an organization's dedication to the growth of its employees. This may promote retention by creating a positive work culture and encouraging employees to stay and grow within the institution as provided

by Githinji (2020) who demonstrated that training programs have a positive impact on workers' levels of enthusiasm and productivity. However, inadequate or outdated training may leave employees with insufficient skills to meet job demands, hindering their performance and potentially leading to errors or inefficiencies. Employees who have the chance to undergo training may feel more appreciated and supported by their company, which can boost their motivation and job satisfaction, according to the respondents. A more optimistic outlook can lead to better results. The findings were corroborated by Onyango (2018), who also discovered a direct correlation between employees being trained and higher output. The results also brought the idea that insufficient training on compliance matters may lead to unintentional violations, legal consequences, and reputational damage, negatively impacting performance.

Table 6: Compensation Practices

Narrations	N	Mean	Std. Dev
The organizations pay depends on the value an employee brings to the organization.	72	2.66	1.41
The ability to meet set targets is highly considered in the pay structure that motivates employee performance	72	3.23	1.31
Employees are given extra bonus as a reward for good employee performance.	72	3.55	1.27
There is fairness in bonus distribution in the organization to stimulate employee performance	72	3.79	1.42
Administration of bonuses for employees promotes satisfaction that encourage high employee performance	72	3.77	1.34
Wage administrators always seek to achieve internal equity on salary scale to motivate employee performance from employees	72	3.55	1.45
The wages are regularly reviewed to meet minimum requirements by employees to stimulate their employee performance	72	3.15	1.25
Overall mean and standard deviation	3.38		1.35

Source: Research Data (2024)

A demonstration of the ways in which the remuneration techniques utilized by the Department of National Registration Bureau have an effect on employee performance was the objective of the presentation shown in table 6. From the analysis, the study adopted highest mean among the responses and the results showed that there is fairness in bonus distribution in the organization to stimulate employee performance as depicted by $M=3.79$; $SD=1.42$. However, for the lowest mean in the responses, it was shown based on the statement; the organizations pay depends on the value an employee brings to the organization. Therefore, this was represented by $M=2.66$; $SD=1.41$. According to the responses received, the overall $M= 3.38$; $SD=1.35$. This indicates that the remuneration policies at the Department of National Registration Bureau had a significant impact on employee performance. The results meant that adequate and fair compensation can motivate employees by recognizing their contributions and providing a sense of financial security. However, this was not agreeable with Wekesa and Nyaroo (2018) who found that the current remuneration framework is found to have a

detrimental effect on teacher morale, motivation, and classroom productivity. This motivation, in turn, positively impacts job satisfaction and overall performance. From the findings, it brought out the understanding that competitive compensation packages make government institutions more attractive to qualified and skilled professionals. It helps in recruiting and retaining top talent, ensuring a high-performing workforce. While insufficient or non-competitive compensation may result in difficulties attracting and retaining talented individuals, leading to skill gaps and decreased overall performance. The findings revealed that unfair or inconsistent compensation practices may lead to resentment, demotivation, and a decline in performance as employees feel undervalued and unfairly treated. Still, linking compensation to performance through merit-based pay or performance bonuses can serve as a powerful recognition tool. However, Mutinda (2018) argued that remuneration levels exert a substantial influence on various crucial indicators of organizational success, such as employee attrition rates, job satisfaction, and the attainment of corporate objectives

Job Recognition Practices and Employee Performance

Table 7: Job Recognition Practices

Narrations	N	Mean	Std. Dev
Managers often praise employees for good performance	72	3.38	1.25
Employees are happy to work in this organization due to the recognition given when one achieves set targets	72	3.33	1.24
Use of certificate of achievements is highly embraced by employees	72	3.62	1.24
Employees have highly been involved in selected decision-making session which has stimulated their employee performance level	72	2.01	1.14
Management do provide certificate of achievements for well performing employees that served many years	72	3.04	1.43
As a result of their contentment at their place of employment, workers are inspired to do their utmost effort in their task.	72	3.48	1.21
Overall mean and standard deviation	3.14		1.25

Source: Research Data (2024)

The analysis summarized on table 7 was aimed at establishing whether job recognition has effect on employee performance at Department of National Registration Bureau. There were responses obtained depicting the influence. It was therefore established from the response with highest mean and STD dev' that use of certificate of achievements is highly embraced by employees as shown by M=3.62; SD=1.24. For the lowest mean response, it was noted that employees have highly been involved in selected decision-making session which has stimulated their employee performance level with M=2.01; SD=1.14.

The study established from an overall mean and standard deviation M=3.14; SD=1.25 that adoption of job recognition had notable influence on employee performance. Therefore, the responses provided led to establishing that job recognition fosters a positive work environment. When employees are acknowledged and appreciated, it creates a culture of positivity, teamwork, and mutual support, which can contribute to higher performance. This was agreeable with Shilaho

(2019), who did correlation between work recognition and security with regards to employee performance in commercial banks in Kenya. Results revealed a statistically significant and beneficial association between employee appreciation and productivity levels.

Employees who feel appreciated are more likely to be satisfied with their roles and the organization, leading to increased engagement and improved performance. Since, without job recognition, employees may experience lower job satisfaction, which can result in decreased enthusiasm, commitment, and overall performance. It was also confirmed that absence of recognition may result to increased turnover as employees seek appreciation and acknowledgment elsewhere, resulting in challenges in maintaining a stable, high-performing workforce. The findings by Karandish (2020) as well as Kanengoni (2019) who affirmed that people who work in circumstances where their contributions are recognized and valued are more likely to attain better outcomes. Hence, related to the current study.

Table 8: Performance of Employees

Narrations	N	Mean	Std. Dev
The level of productivity in the organization has enhanced quality and timeliness of output	72	2.70	1.13
Day to day job attendance among employees signifies good HRM efforts by the management	72	3.38	0.98
There has been a decrease on the employee absenteeism owing to the improved HRM practices	72	3.59	1.38
The organization always meets its set goals on timely basis	72	2.08	1.36
Employees delivers the services to the public efficiently	72	2.65	1.49
Overall mean and standard deviation	3.88		1.26

Source: Research Data (2024)

Findings shown in table 8 were based determining the state of employee performance at Department of National Registration Bureau. The study responses were drawn from statements with highest and lowest mea. It was established that there has been a decrease on the employee absenteeism owing to the improved HRM practices as depicted by highest M=3.59; SD=1.38. However, statements with lowest M=2.08; SD=1.36, this showed that the organization always meets its set goals on timely basis. From an overall M=2.88; SD=1.26, the study established that human resource practices at the Department of National Registration Bureau significantly influenced employee performance. For instance, Onyango (2018) found that for the case of training as HR practice, it was a causal relationship between employee training and an increase in performance. Study established that productivity was not evidently determined by timeliness and output. It was however noted that day to day job attendance among employees signified good HRM efforts by the management such as reviewed compensation and efforts to organize training programs. However, it was also established that for the status of employee performance, the employees were not delivering the services to the public efficiently occasioned by customer complaints. This implied that a review of HR practices were required.

Comparison Summary

The findings drawn from the study shows the manner in which HRM practices significantly

impacts performance of employees in organizations where in order for employees to thrive in their jobs, human resources professionals foster an atmosphere that is inspiring, interactive, and provides them with all the tools they need. Therefore, from this study, the various HR practices had different level of significance to employee performance. In the order of rating from highest aggregate mean/std. deviation to lowest aggregate mean/std. deviation, the analysis showed that training practices had an average M=3.57; SD=1.22. Implying that training practices was the most significant factor this organization was required to adopt to enhance performance. This was followed by compensation practices with M=3.38; SD=1.35, while job recognition practices M=3.14; SD=1.25. Lastly, recruitment practices had M=3.03; SD=1.43. The recruitment had the least rating based on aggregate mean and standard deviation as shown in the study. An indication that recruitments is less significant to training practices, compensation practices and job recognition practices

Qualitative Analysis

The analysis drawn from the study provides various responses based on open ended questions. The opinion provided by respondents was summarized by adopting content analysis and summarization of responses.

The summary on possible recruitment approach that employees would find more appealing to help promote employee performance goals were highlighted as follows; Response obtained showed

that employees would prefer the employer to emphasize opportunities for professional development, skill enhancement, and career advancement within the organization. Communicate to employees the performance expectations and goals during the recruitment process and lastly, emphasize the organization's values, mission, and culture during the recruitment process.

Discussion on various ways the organization identifies training needs among employees that support employee performance goals revealed that regular performance appraisals provide an opportunity to assess employees' strengths and weaknesses. The majority of studies found that when managers compare the abilities needed for different positions in the company with those of their current staff, they find a skills gap. Another method is to conduct formal training needs assessments, which include surveys, focus groups, and interviews.

Evaluation of potential pay scales that would motivate workers to meet organizational performance targets. Thus, conducting regular salary surveys to benchmark compensation rates

against industry standards and competitors or still, implement a merit-based pay system where employees receive salary increases based on their performance evaluations and contributions to the organization. Lastly, opinion drawn from the study established that employees would prefer management to offer performance-based bonuses or incentives tied to individual, team, or organizational performance goals.

The analysis aimed to establish the some of the job recognition practices employees would wish to adopt in order to meet employee performance goals. Some of the practices constituted providing timely and specific feedback on employees' performance is crucial for recognition. Other respondents preferred recognizing employees' achievements publicly, such as during team meetings, organization's-wide emails, or on social media platforms. Lastly, it was established that others preferred offering performance-based awards or incentives to employees who consistently exceed performance goals or demonstrate exceptional results.

Inferential Statistics

Correlation Analysis

Table 9: Correlation Analysis

		Employee performance	Recruitment practice	Training Practices	Compensation practice	Job-recognition practices
Employee performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	72				
Recruitment practice	Pearson Correlation	.882**	1			
	Sig. (2-tailed)	.000				
	N	72	72			
Training practices	Pearson Correlation	.875**	.974**	1		
	Sig. (2-tailed)	.000	.000			
	N	72	72	72		
Compensation practice	Pearson Correlation	.880**	.863**	.852**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	72	72	72	72	
Job recognition practices	Pearson Correlation	.927**	.938**	.950**	.854**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	72	72	72	72	72

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

The data indicate a significant correlation between Recruitment practice and employee performance at Department of National Registration Bureau ($r=0.882$; $p\text{-value}=0.000$). The significance of the association was established based on the fact that the $p\text{-value}$ of 0.000 was lower than the predetermined significance level of 0.05. There is similarity of findings as shown by Anyango (2018) who found that recruitment procedures employed by an organization can significantly impact its future prospects. Still, however, differed with Ukeje, Ndukwe, and Ogbulu (2022) who claimed that Irrespective of the manner in which an employer treats a candidate throughout the recruitment process, it is imperative that the same level of treatment is extended to the individual upon being hired

The results show that the educational methods of the Department of National Registration Bureau have a substantial impact on worker productivity ($r=0.875$; $p\text{-value}=0.00$). The relationship was statistically significant considering that the $p\text{-value}$ of 0.000 was lower against the predetermined level of significance of 0.05. These findings were considered similar to Mang'unyi, Okumu, and Kimemia (2021) whose findings demonstrated that the allocation of resources towards training materials has a noticeable effect on workplace efficiency.

The research findings indicate significant correlation between the combination of compensation practice and employee performance at Department of

National Registration Bureau where ($r=0.888$; $p\text{-value}=0.000$). The observed association was deemed statistically significant, as the $p\text{-value}$ of 0.000 was found to be lower than the predetermined significance level of 0.05 in this particular investigation. It has been found that the findings of this study are consistent with those of Mutinda (2018) who revealed that remuneration levels exert a substantial influence on various crucial indicators of organizational success, such as employee attrition rates, job satisfaction, and the attainment of corporate objectives. However, it was not agreeable with Ndede (2020) who found that the outcomes of the study suggest that the utilization of present pay and reward systems is not optimal.

The study's results show that the Department of National Registration Bureau's job recognition policies have a significant impact on employee performance ($r=0.927$; $p\text{-value}=0.000$.) Results showed that the relationship observed was statistically significant with a $p\text{-value}$ of 0.000 being lower than the predefined significance level of 0.05. Shilaho (2019) suggests the findings demonstrated a statistically significant and beneficial association between employee appreciation and productivity levels. This is also consistent with the findings of the study that was carried out by Karandish (2020) revealed that employees who work in circumstances where their contributions are recognized and valued are more likely to attain better outcomes.

Table 10: Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.945 ^a	.894	.887	.37978	.894	140.768	4	67	.000

a. Predictors: (Constant), Job recognition practices, Compensation practice, Recruitment practice, Training practices

According to the findings of the model summary, the variance on performance of employees at the Department of Kenya National Registration Bureau

may be confirmed by recruitment practices, training practices, compensation practices and job recognition practices. The R square was found to be

0.894, which is equivalent to 89.4%. As a result, the remainder of the percentage, represented by 10.6%, contributes to the revelation that there were some more factors that were not captured by the model but still affected performance of employees at the Department of Kenya National Registration Bureau.

Analysis of Variance

Table 11: Multiple Regression Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	81.212	4	20.303	140.768	.000 ^b
	Residual	9.663	67	.144		
	Total	90.875	71			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Job Recognition Practices, Compensation Practice, Recruitment Practice, Training Practices

According to the data presented in table 11, the aspects of recruitment practices, training practices, compensation practices and job recognition practices each showed a significant impact on the level of employee performance at Department of Kenya National Registration Bureau. After undertaking the analysis, it was found that the regression model had a significance level of 0.000%. This finding demonstrates that the data utilized in this study were sufficient for drawing conclusions on the parameters; since the degree of significance

In order to establish the extent to which the model is suitable for application, this inquiry makes use of the analysis of variance, which is abbreviated as ANOVA. A listing of the outcomes is found in table 11.

was lower than 0.005. The significance value of 0.000 is lower than the approximated value of 0.005, which suggests the data proved significant for making inferences. Specifically, the data indicated that the predictor variables of recruitment practices, training practices, compensation practices and job recognition practices all had a substantial influence showing variation in the dependent variable, which was employee performance at the Department of Kenya National Registration Bureau.

Table 12: Regression Coefficient Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.084	.151			.557	.580
	Recruitment practice	.115	.130	.162		.885	.379
	Training practices	-.271	.157	-.341		-1.726	.089
	Compensation practice	.272	.065	.340		4.172	.000
	Job recognition practices	.731	.121	.808		6.032	.000

The following equations were used to specify the regression analysis model that was produced using the methodology;

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon:$$

$$Y = 0.084 + 0.115X_1 + -0.271X_2 + 0.272X_3 + 0.731X_4$$

According to the regression equation, if Recruitment practice, Training practices, Compensation practice and Job recognition are held constant at zero, employee performance input is at 0.084. The analysis implied that increase in units of the independent variables would have a corresponding increase on employee performance. According to the findings of the study, there was a

significant and positive correlation between recruiting practices and employee performance at the Department of Kenya National Registration Bureau, with a coefficient of 0.115, a t-value of 0.885, and a p-value of less than 0.05. Based on the findings of the investigation, it was determined that a change of one unit in recruiting practices results in a 0.115 unit gain in employee performance, provided that all other factors remain same. In a study that was conducted by Ombui, Mukulu, and Gichuhi (2018), the focus was on investigating the work efficiency of staff working in research institutions. The researchers discovered that the Pearson correlation analysis revealed highly significant correlations in the variables that were independent and the dependent variable of concern. The following are the specific relationships that were found: recruitment and selection - (0.071), reward system - (0.791), training and development and staff wellbeing - (0.000), and human resource planning - (0.049).

The findings of the research suggested that there was a negative correlation that was statistically significant between the training practices that were implemented at the Department of Kenya National Registration Bureau and the employee performance in this organization where (β) is -0.271, t is -1.726, and the $p < 0.05$. After undertaking the analysis, it was determined that a change of one unit in training practices results in a decrease of 0.271 units in employee performance, provided that all other factors remain unchanged. However, the study by Mang'unyi, Okumu, and Kimemia (2021) had findings which differed in the manner that a one-unit rise in strategic assets is associated with a substantial rise in employee performance, with a coefficient of -0.337. The p-value of 0.000, that was lower than the confidence threshold of 0.05, further supports this finding. With a significance threshold of 5% and a confidence level of 95%

The findings of the study further demonstrated that there exists a significant and positive correlation between the compensation practices offered to employees and their performance at the

Department of Kenya National Registration Bureau (β) 0.272, $t=4.172$, and a $p < 0.05$. According to the findings of the study, a change of one unit in compensation practices results in an increase of 0.272 units in employee performance when all other parameters remain unchanged at the Department of Kenya National Registration Bureau. The study was however, not similar to Ndede (2020) who found that the outcomes of the study suggest that the utilization of present pay and reward systems is not optimal, hence insignificantly related to employee performance.

A positive and statistically significant relationship exists between job recognition and employee performance at the Department of Kenya National Registration Bureau, as indicated by the coefficient (β) of 0.731, the t-value of 6.032, and the p-value < 0.05 . Based on the findings of the investigation, it was determined that a change of one unit in job recognitions results in a 0.731 unit gain in staff performance while all other influences remain unchanged at the Department of Kenya National Registration Bureau. The results showed a similar association, as Kanengoni (2019) discovered that when personnel have the perception that their contributions are recognized and appreciated, they demonstrate an increased willingness to go above and beyond what is expected of them. Given the strong F-value (F-value=34.698, $p < 0.01$), the regression model appeared to be an appropriate fit to the information provided.

CONCLUSION

The conclusion drawn from the research reveal that effective recruitment practices are essential for selecting individuals who align with the organization's goals, values, and requirements. From the conclusion, effective training practices at Department of National Registration Bureau are essential for improving employee performance, ensuring compliance, and fostering a positive organizational culture. The study concluded that compensation practices at the Department of National Registration Bureau significantly influence employee performance. In conclusion, job

recognition is a powerful tool in influencing the performance of employees.

RECOMMENDATIONS

Senior management concerned with recruitment at the Department of National Registration Bureau should undertake proper practice of HR such as recruitment with a lot of keenness. The management should ensure that they put in place strategies of attracting best candidates with best skills and ensure that same candidates are subjected to proper screening to that the management may confirm the stated skills are actually possessed by the candidate. The policy makers should understand the importance of training and development and ensure that the employees get the right training to achieve expected organizational goals. The cost-effective approaches may include coaching, mentoring or even job rotation to elevate skills in various job positions. The management should guarantee that employees are compensated according with their degree of effort, and should also provide enhanced incentives to encourage a shift in their behavioral

approach to their work. The compensation should be fair enough to help improve their productivity. The study recommends that the policy makers at the Department of National Registration Bureau have a responsibility to discuss and confirm the appropriate motivational approaches that employees find useful to promote their performance. The management can also consider giving fringe benefits which helps to simplify the work challenges among the employees.

Suggestion for Further Studies

Based on the research carried out, there is need to direct research effort in examining effects of staff training on employee performance. This study used staff training as a variable however; one single study may not exhaust the subject of HR practices considering that organizations are still reluctant to sponsoring employees to fully paid training programs with fear of loss of funds if employees move to other organizations. Therefore, by fully undertaking such a study better chance of knowing effects of training on employee performance will help in appreciating or declining trainings in organizations.

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