

**EMPLOYEES RELATIONS AND ITS EFFECT ON EMPLOYEE PRODUCTIVITY IN  
KITUI COUNTY GOVERNMENT**

**FAITH KANYAA  
BUS-4-2841-18**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL  
FULLFILMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF  
COMMERCE, HUMAN RESOURCE MANAGEMENT OPTION OF GRETA  
UNIVERSITY.**

**NOVEMBER 2021.**

**DECLARATION**

I declare that this is my original work and has never been submitted for a Degree in any other University.

Name: Faith Kanyaa

BUS-4-2841-18

Signature.....

Date 14/12/2021.....

**SUPERVISOR**

I confirm that this project was carried out by the candidate under my supervision on behalf

Of Gretsia University

Signature.......... Date 14/12/21.....

Lecturer

Gretsia University

## **DEDICATION**

I dedicate project to my loving family who have been supporting me financially and morally through my studies.

## TABLE OF CONTENTS

DECLARATION .....	<b>Error! Bookmark not defined.</b>
DEDICATION .....	iii
<b>ABSTRACT</b> .....	vii
<b>CHAPTER ONE</b> .....	1
<b>INTRODUCTION</b> .....	1
1.1 Background to the Study .....	1
1.1.1 Kitui County Profile .....	1
1.2 Research Problem Statement .....	2
1.3 Purpose of the Study .....	3
1.4 Conceptual Framework .....	3
<b>Employee Relations Strategies</b> .....	3
<b>Other factors</b> .....	3
1.5 Research Questions .....	4
1.6 Objectives of the Research Study .....	4
1.6.2 Specific Objectives .....	4
1.7 Hypothesis of the Study .....	4
1.8 Limitations of the Study .....	4
1.8.1 Kitui County Government .....	4
1.8.2 Administration Policy Makers .....	5
1.8.3 Future Researchers .....	5
1.9 Scope of the Study .....	5
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	6
2.1 Introduction .....	6
2.2 Critical Review of Past Studies .....	6
2.3 Concept of Employee Relations Strategies .....	6

2.4 Training, Development and Employee performance .....	7
2.5 Effects Performance Appraisal and Employee Performance .....	8
2.7 Employee Performance .....	8
2.7 Theoretical Framework .....	9
2.7.1 Human Relation Theory .....	9
<b>CHAPTER THREE: RESERCHMETHODOLOGY</b> .....	10
3.0 Introduction .....	10
3.1 Research design.....	10
3.2 Target population .....	10
3.3 Sampling Technique.....	10
3.4 Measurement of variables .....	11
3.5 Data collection instruments.....	11
3.6 Validity of Research Instrument .....	11
3.8 Data analysis and presentation .....	12
3.9 Logistical and Ethical consideration .....	13
<b>CHAPTER FOUR: RESULTS AND DISCUSSIONS</b> .....	14
4.1 Questionnaire Response Rate.....	14
4.2 Background Information .....	15
4.2.1 Years of the University Existence.....	15
4.3 Major Divisions in Kitui county government ,Kenya .....	16
4.4 Extent of Employee Relations Strategies .....	17
4.4.1 Extent of staffing and promotions in Kitui county government ,Kenya.....	17
4.4.2 Extent of training and development in Kitui county government ,Kenya .....	18
4.5 Extent of Performance Appraisal in Kitui county government,Kenya.....	18
4.6 Extent of Employee Performance in Kitui county government ,Kenya .....	20

4.7 Influence of Employee relations strategies on Employee Performance .....	21
4.7.1 Impact of Staffing and Promotion on Employee performance .....	22
4.7.2 Impact of training and Development on Employee Performance.....	22
4.7.3 Impact of Performance Appraisal on Employee Performance .....	23
<b>CHAPTER FIVE</b> .....	24
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS</b> .....	24
5.1 Summary of Findings.....	24
5.2 Conclusions .....	24
5.3 Recommendations .....	24
5.4 Suggestions for Further Study.....	25
<b>REFERENCES</b> .....	26
<b>APPENDIX I: QUESTIONNAIRE</b> .....	29

## **ABSTRACT**

Employee relations has commonly centered around worker's guilds, aggregate dealing, and aggregate arrangements as foundations for work control and the creation of business rules. For example, in the event that the organization's business objective is to zero in on acquiring an upper hand through development and offering top notch assistance to its customers, the employee relations system can accentuate inclusion and investment processes (Armstrong, 2006).. It is important that administration advances solid employee relations at the work environment to capitalize on every person. These investigations on worker relations systems have been led in different settings, yet they have basically centered on authoritative execution. Therefore, information on the connection between these employee connection techniques and worker execution in Kitui County Government is deficient with regards to, which this review looks to address. It might likewise help the administration in anticipating the turn of events and execution of compelling and effective employee relations systems that might prompt further developed execution of the workers in Kitui County. From the investigation and discoveries with respect to the impact of worker relations methodologies on employee execution in Kitui region government, Kenya, on the main objective which looked to build up the impact of staffing and advancements on employee execution in Kitui region government, Kenya, the review infers that staffing and advancements is a significant forerunner of worker execution in Kitui area government, Kenya. On the second genuine which looked to set up the impact of preparing and advancement on worker execution in Kitui region government, Kenya, the review presumes that preparation and improvement is a significant precursor of employee execution in Kitui area government, Kenya. On the third true which looked to learn the impact of execution examination on employee execution in Kitui area government, Kenya, the review presumes that presentation evaluation is a significant precursor of worker execution in Kitui district government, Kenya. Since a critical positive relationship exist among staffing and advancements and employee execution, the County government the executives should lay more accentuation on the execution of staffing and advancement techniques indeed as it was found to decidedly impact worker execution. At present staffing and advancement systems are being executed to a moderate degree. Since preparing and improvement apply a positive huge effect on employee execution, more exertion and assets ought to be centered on exercises that guarantee fruitful execution of preparing and advancement as these endeavors will upgrade worker execution. Since the review uncovered that exhibition examination has apposite critical effect on employee execution, province government the board should concentrate towards reception and execution of execution evaluation in order to decidedly effect on worker executive.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background to the Study**

Worker relations techniques clarify the association's goals as far as what must be done and adjusted as far as how it deals with its associations with workers and their trade guilds. Representative relations systems, similar to any remaining pieces of HR procedure, will move from and support the organization plan. For example, on the off chance that the organization's business objective is to zero in on acquiring an upper hand through development and offering great support to its buyers, the worker relations system can stress contribution and cooperation processes (Armstrong, 2006).

Work relations stage is worried about how to fabricate steady and helpful associations with representatives while limiting clash; accomplishing responsibility through worker contribution and correspondence cycles; and creating commonality a common interest in accomplishing the association's objectives through the advancement of authoritative societies dependent on divided qualities among the executives and representatives. In the present Kenya, worker relations system is more with regards to association, commitment, cooperation, and organization than aggregate bartering and compromise.

Different investigations have been directed in the field of worker relations and, specifically, representative execution. The examination investigated the effect of preparing and improvement evaluation in associations. Their research investigated effect of preparing and improvement on authoritative efficiency, work preparing, preparing plan, conveyance style, and preparing and criticism. They focused on the public authority of Kitui district government, organization workplaces, and the financial area. In any case, no examination has been directed on preparing, advancement, and representative execution in the Kitui County Government.

#### **1.1.1 Kitui County Profile**

Kitui gets its name from the expression "where iron products are made." Kitui was named by the Kamba ironsmiths who got comfortable the province numerous years prior to the pilgrim time frame. Kitui County is 170 kilometers south-east of Nairobi. It has a land space of roughly 30,496 km<sup>2</sup>. Kitui County borders seven provinces: Tharaka-Nithi and Meru toward the north, Embu toward the northwest, Machakos and Makueni toward the west, Tana River toward the east and southeast, and Taita-Taveta toward the south.



## **1.2 Research Problem Statement**

Helpless compensation and relations, as proven by regular strikes, have dispirited both public and district representatives. Many are emigrating to far off nations and exploration establishments, adding to the much-talked about mind channel that is presently besetting numerous Kenyan associations. The huge cerebrum channel in province government is the consequence of better compensation bundles presented by unfamiliar and territorial associations. Moreover, some staff individuals seek after extra examinations outside of the nation and don't return subsequent to finishing their investigations. To fulfill the developing need for work in Kenya, the excess district organizations should be reinforced.

Conventional wellsprings of upper hand are changing, and it is basic to carry out new methodologies to contend effectively in changing outer conditions. Worker connections and adaptability, for instance, are arising as aggressive weapons that empower associations to neutralize current market development and cutthroat levels. Representatives should be alright with each other, have a decent affinity, and work in close coordination to accomplish a shared objective to perform well. It is important that administration advances sound representative relations at the working environment to take advantage of every person.

A few examinations have been led to explore the effect of preparing and improvement on hierarchical efficiency, work preparing, preparing plan, conveyance style, and preparing and criticism. They focused on district government, organization workplaces, and the financial business. These investigations investigated the effect of execution evaluation on hierarchical usefulness, examination frameworks, work execution, and inspiration. The exploration zeroed in on tea manufacturing plants, government representatives, Kenyan auxiliary teachers, the financial area, and World Health Organization workplaces.

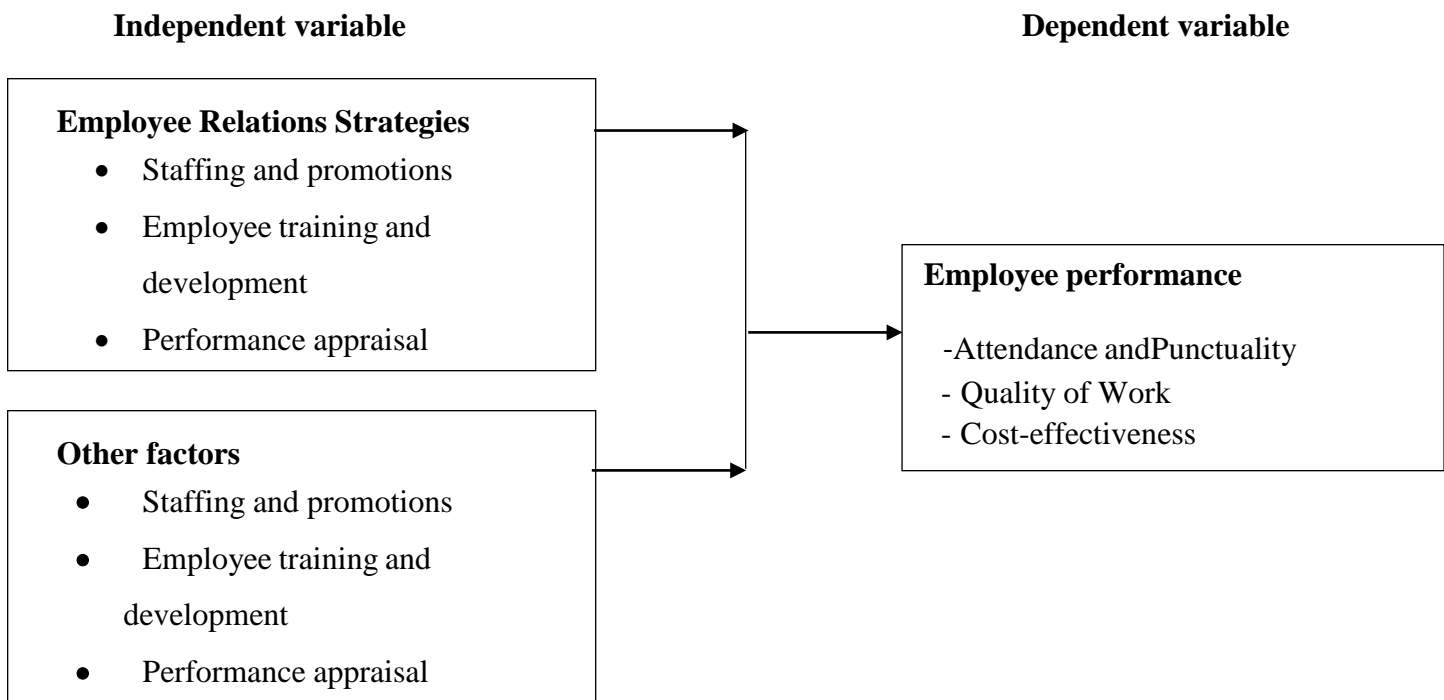
The investigations investigated the impacts of staffing and advancements on hierarchical usefulness, the impact of occupation advancement openings on non-showing staff profession changes, the impacts of advancement procedures on authoritative responsibility, the impacts of staffing and advancements on hierarchical execution, and staffing techniques on auxiliary execution. These investigations on worker relations methodologies have been directed in different settings, however they have essentially centered on authoritative execution. Thus, information on the connection

between these worker connection techniques and representative execution in Kitui County Government is inadequate with regards to, which this review tries to address.

### 1.3 Purpose of the Study

The overall purpose of this study will be to establish employee relations and their impact on employee productivity in Kitui county government.

### 1.4 Conceptual Framework



(Source: Author, 2021)

Young (2009) characterizes theoretical structure as a diagrammatical portrayal of the connection among reliant and autonomous factors. The reasonable structure of this review demonstrated that representative relations methodologies (staffing and advancements, preparing and improvement, and execution examination) were relied upon to impact the degree of worker execution as estimated by participation and timeliness, work quality, and cost-viability. Moreover, financial and political steadiness, business rivalry, and government contests generally assumed a part in the connection between worker relations methodologies and representative execution.

## **1.5 Research Questions**

- i. What is the influence of staffing and promotions on employee performance in Kitui County?
- ii. What influence does employee training and development on employee performance in Kitui County?
- iii. What is the influence of performance appraisal on employee performance in Kitui County?

## **1.6 Objectives of the Research Study**

### **1.6.1 General Objective**

The goal of this research is to evaluate establish employee relations and their impact on employee productivity in Kitui county government.

### **1.6.2 Specific Objectives**

- i. To establish the influence of staffing and promotions on employee performance in Kitui County
- ii. To examine influence of employee training and development on employee performance in Kitui County
- iii. To ascertain the influence of performance appraisal on employee performance in Kitui County.

## **1.7 Hypothesis of the Study**

- i. H<sub>01</sub>. Staffing and promotions does not significantly affect employee performance
- ii. H<sub>02</sub>. Training and development does not significantly affect employee performance
- iii. H<sub>03</sub>. Performance appraisal does not significantly affect employee performance

## **1.8 Limitations of the Study**

In this way, a continuum of learning through investigation on this issue could be promoted.

While this examination offers understanding into how different representative connection systems impact worker execution in Kitui district government, Kenya, this work was not without constraints. In particular, all the representative relations systems were not investigated because of time and cost imperatives. To redress, a proposal for future review was given to Advance the constant examination on the issue

### **1.8.1 Kitui County Government**

This review might give a chance to Kitui Region to survey their representative connection techniques. The review results might empower the administration to set up the impacts of worker relations techniques on representative execution, thus distinguish the regions where enhancements

should be possible. It might likewise help the administration in anticipating the turn of events and execution of powerful and proficient representative relations techniques that might prompt further developed execution of the workers in Kitui Region. This may thusly help in guaranteeing monetary development and steadiness of the country. Different researchers who may require reference to data worker relations systems on employees" execution may likewise benefit by having the option to survey past approaches used to settle comparative administration questions.

### **1.8.2 Administration Policy Makers**

Research findings will be relevant to policymakers, as they have served as a reference for the management policy.

### **1.8.3 Future Researchers**

Researchers will incredibly benefit from the findings of this review since they will grow their insight in this subject. This exploration will be utilized as a kind of perspective hotspot for future scholastics and researchers chipping away at significant subjects, laying the foundation for future examination.

### **1.9 Scope of the Study**

This research will be conducted in Kitui Area and all the targeted population will be limited to this area. The Review will be led in Kitui Province Settle workplaces. Kitui County is found 170 kilometers south of Nairobi. It has an all-out space of roughly 30,496 km<sup>2</sup>. Kitui Province is encircled by seven different regions.

### **1.10 Significance of the study**

The study seeks to bring out the various employee relations practices in an organization and the various practices needed to increase its productivity and contribute its quota in the economic development of the community which it operates and the country at large.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The chapter mainly includes a critical assessment of previous studies, an empirical assessment, a theoretical framework, and a summary of research gaps discovered in the literature, as well as a critical evaluation of past studies, the study is built and also explore comparative empirical literature which will to explain the gap which the study seeks to address.

### **2.2 Critical Review of Past Studies**

Rose (2008) characterizes Representatives relations as the investigation of the guideline of the business connection among boss and worker, both on the whole and exclusively, and the assurance of both considerable and procedural issues at modern, authoritative and working environment levels. Having similar feelings. The idea of execution includes what has been refined and how it has been cultivated (Armstrong, 2009). To decide the degree of execution, the board should contrast the put out objectives with the representative result. Representative information is a significant driver of corporate execution. Worker execution has in this way turned into a first concern for the executives. The consolidated endeavors of different workers' exhibition decides an association's degree of creation, and along these lines its turn of events and development. Workers who have mentalities and assumptions that are firmly lined up with the association's vision are bound to add to the company's drawn out progress (Bite, 200).

Afroz (2021) directed a review on the Impacts of Preparing on Representative Execution A Review on the Financial Area in Tangail Bangladesh, wherein Preparing (worker commitment, inspiration, and occupation fulfillment) was viewed as an autonomous variable, while Worker Execution was viewed as a reliant variable. Information for the review were assembled from essential sources, which included polls and studies. The information was examined utilizing the measurable programming SPSS 20 for Clear, T-test, Relationship, and Relapse examination. As far as the job of preparing, the investigation discovered that overall preparing further develops representative commitment, inspiration, and occupation fulfillment.

### **2.3 Concept of Employee Relations Strategies**

Worker relations proposes a more extensive business material being covered with equivalent significance joined to non-association work plans and middle class occupations. It is worried about the social financial relationship that structures and spins around an agreement between the gatherings to perform work as a trade-off for business advantages like compensation (Perkins and

Sortland, 2006). Representative relations shows the presence of mental agreements that is not the same as some other connections, Lewis et al, (2003).

As per Pearce and Robinson (2009) firms effectively look for great representative relations whether or not they are limited by association contacts. Proactive strides fully expecting worker needs and assumptions are along these lines normal for vital chiefs. Associations ought to endeavor to fulfill their representatives with great compensation, great oversight and great animating work. Representative fulfillment is identified with consumer loyalty. Chiefs accept that representative exhibition is connected to reliability and to enthusiasm for supervisor's inclinations in worker government assistance.

#### **2.4 Training, Development and Employee performance**

Kiyana and Bett (2017) found that group building preparing impacts representative execution in their review on Preparing and Advancement Practices and Worker Execution in Turkana Province, where the review embraced an example size of 96 respondents, utilized a Purposive examining procedure, and Polls were controlled.

Oguwa (2011) researched the Effect of Worker Relations Methodologies on Authoritative Execution. The exploration was completed at Kenya Business Bank Ltd's Kisumu Branch, and it was focused on all workers at all levels of the hierarchical construction. The review's example populace incorporated each of the sixty of the branch's staff populace, and the examination configuration was spellbinding with poll instrumentation and inside and out meetings of high level administration. An inspecting configuration was utilized in the exploration study. The gathered information was examined utilizing SPSS rendition 12 and introduced in tables to take into account cross-referring too dependent on the review's targets.

Khan et al. (2011) researched the effect of preparing and advancement on hierarchical execution through preparing and improvement, hands on preparing, and preparing. Four of the main perspectives in authoritative investigations are plan, conveyance style, and content. The review's objective was to dive more deeply into the effect of preparing and improvement, hands on preparing, preparing plan, and conveyance style on authoritative execution. The review depended on auxiliary information got from an exhaustive writing audit. Four speculations are created to evaluate the effect of all autonomous factors on in general authoritative execution.

## **2.5 Effects Performance Appraisal and Employee Performance**

Gathingu et al. (2008) directed a review on the Impact of Advancement Procedures on the Authoritative Responsibility of Kenyan Financial Area Workers. The review meant to evaluate the effect of advancement rehearses on representative responsibility in Kenya's financial industry. Information were assembled from representatives of different business banks utilizing a self-regulated survey. The review partitioned the objective populace into two gatherings: provisional laborers and full-time representatives. The outcomes show that for contract workers, advancement had a critical relationship with responsibility ( $p=0.000$ ), though for super durable representatives, there was no huge relationship ( $p=0.443$ ).

McCue, Imprint, and Harless (2003) researched the connection between nurture staffing, nature of care, and monetary execution in their review on Medical attendant staffing, Quality Consideration, and Monetary Execution. The review utilized a powerful econometric model to evaluate what changes in nurture staffing and quality consideration meant for emergency clinics' monetary exhibition. The review examined 422 individuals and found a genuinely critical expansion in working costs when enrolled nurture levels expanded, yet no measurably huge diminishing in benefit.

## **2.7 Employee Performance**

While execution alludes to the demonstration of playing out; the doing of an unmistakable activity, accomplishment, or achievement in the exhibition of an obligation, worker execution alludes to the successful release of one's obligation for great outcomes (Excrement and Madness 2012). Representative execution accomplished through preparing alludes to quick enhancements in information, abilities, and capacities to perform work related work, bringing about more noteworthy worker obligation to authoritative objectives (Hustled, 2015). Preparing should prompt a culture of improving getting the hang of, raising representative execution, and at last better yield on venture.

Representative execution is higher in glad and fulfilled workers, and the board thinks that it is not difficult to spur superior workers to accomplish firm targets able to play out their positions, which is accomplished through further developed preparing programs. Perceiving the job of preparing rehearses empowers top leaders to establish a superior work space, which at last works on the labor force's inspiration and execution. Understanding that maintainability is basic to hierarchical endurance is vital for laying the preparation for execution. Considering this, it is simply normal to accept that an association's endurance is reliant upon the presentation of its human resources.

## **2.7 Theoretical Framework**

### **2.7.1 Human Relation Theory**

The review will be directed by Elton Mayo's Human Relations Hypothesis, which he presented in 1933. Elton Mayo is broadly viewed as the dad of Modern Social science and the Human Relations Institute of business. His exploration on gatherings and working environment conduct has had direct ramifications for hierarchical administration and social science. He went to a turning plant in Philadelphia and the Hawthorne Works of the Western Electric Organization in Chicago to study. The discoveries of Educator Elton Mayo's Hawthorne concentrates on showed that the main variables impacting usefulness are connections. The scientists found that usefulness expanded because of connections and being important for a steady gathering.

Because of the scientists' upgraded consideration, the specialists' inspiration and efficiency improved, bringing about the Hawthorne Impact. Human Relations depends on the idea that men have social requirements and need compensating associations at work, and that they react more to peer tension than to predominant power. Its key commitment to the board is authoritative control. The job of region legislatures in executing representative relations drives is clarified by this thought. As per this idea, organizations should put a premium on representative associations as a method for expanding specialist efficiency.



## **CHAPTER THREE: RESERCHMETHODOLOGY**

### **3.0 Introduction**

The section diagrams the numerous methodologies which will be a manual for the examination to accomplish the investigation's exploration destinations. Study configuration, target populace, test and examining procedure, information assortment instruments, and examination of information are completely featured.

### **3.1 Research design**

It is about the organization and sequence of situations of collection and analysis of the collected data to achieve the objectives of the study (Rajendra, 2008). Rajendra also states that research design focuses on organizing a study, which reduces the possibility of making erroneous inferences and conclusions from the research data. Descriptive research design should be used properly because of its ability to allow the researcher to establish the phenomenon under study without any manipulation. As Polit and Beck (2003) argue, the design of descriptive research helps to determine the current state of a phenomenon without manipulation.

### **3.2 Target population**

This aims to seek for the purpose of the population, researchers or researchers (Mugenda & Mugenda, 2003). The researcher is interested in the full spectrum (Johnston & Vander Step, 2009) of the system's process or researcher. This study explored employee relations and their impact on employee productivity in Kitui county government. This study adopted the census method because the population is not large being employees working in Kitui County Government Offices.

### **3.3 Sampling Technique**

The process of selecting a portion of the population to represent the entire population is called sampling. The value of studies varies considerably depending on how respondents are sampled. According to Bougie and Sekaran (2013), sampling is the process of selecting a sufficient number of suitable elements in a population so that a study of the sample and an understanding of its properties

or characteristics helps the researcher to generalize these attributes or characteristics.

### 3.4 Measurement of variables

Variable	Measures/Indicators	Measurement scale
Employee Performance	<ul style="list-style-type: none"> <li>✓ Measure of effect of Training</li> <li>✓ Development on employee performance</li> </ul>	Beta
Employee Training and development (T&D)	<ul style="list-style-type: none"> <li>✓ Measure of effect of Performance</li> <li>✓ Appraisal on employee performance</li> </ul>	Beta
Employee staffing and Promotion (S&P)	<ul style="list-style-type: none"> <li>✓ Measure of effect of Employee staffing</li> <li>✓ Promotion on employee performance</li> </ul>	Ratio Scale

### 3.5 Data collection instruments

The study adopted the use of secondary data. Secondary data is preferred because it is cheaper and available faster than primary data and helps clarify and answer the research question.

### 3.6 Validity of Research Instrument

The researcher double-checked the appraisal forms at the conclusion of to ensure that all the data collected had answered the research questions accurately and consistently. This entailed travelling across the entire field on a set schedule, and if a mistake is discovered, research assistants returned to the departments to verify and fill in the gaps.

### 3.7 Data Collection Techniques.

To enhance corporation from the respondents, the researcher will present a letter of introduction to each commercial bank participating in the study. Secondary data will be obtained from Appraisal on employee performance. The secondary data of the annual appraisal forms are authentic because, by law, each company is required to declare compliance with the operating principles in its annual report. The study will use a checklist to collect secondary data from the county government staff and human resource office.

### 3.8 Data analysis and presentation

Data analysis is the process of reviewing, cleaning, transforming, and visualizing data with the purpose of highlighting useful information, formulating conclusions, and supporting decision-making (Etikan et al., 2016). It is useful to see if the objectives of the investigation have been met. The study used multiple linear regression equations to establish the employee relations and their impact on employee productivity in Kitui county government. This will be done using the multiple regression model shown below.

#### Model Specification

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \dots \dots \dots \text{Equation 3.1}$$

Source: Adapted from Fairchild and MacKinnon (2009)

- Y = Employee Performance
- X<sub>1</sub> = Employee Training and development (T&D)
- X<sub>2</sub> = Employee Performance Appraisal (PA)
- X<sub>3</sub> = Employee staffing and Promotion (S&P)
- β<sub>0</sub> = Y intercept in the equation
- β<sub>1</sub> = measure of effect of Training & development on employee performance
- β<sub>2</sub> = measure of effect of Performance Appraisal on employee performance
- β<sub>3</sub> = measure of effect of e Employee staffing & Promotion on employee performance
- ε = error term

The SPSS 24 version of statistical analysis tools will be used to analyze the data using multiple regression models to test the reliability of the collected data. Inferential statistics are used to test the significance of the relationship between the dependent variable and the independent variable. The technique includes analysis of variance (ANOVA), which tests the significance of the general model at a significance level of 95%. The coefficient (R) will be used to determine the size of the relationship between the dependent variable and the independent variable. The coefficient of determination (R-squared) will be used to show the percentage of change in the dependent variable explained by each independent variable and all independent variable combinations. In addition, the data will be presented in the form of graphs and qualitatively analyzed based on the literature review in Chapter 2.

### **3.9 Logistical and Ethical consideration**

A letter of recommendation will be obtained from GRETSA UNIVERSITY to obtain the authorization of the administration of the Kitui County Government to carry out research. Site managers will be informed of the intent of the study before data collection. When collecting data, respondents will seek informed consent, and confidentiality of information collected will be ensured.

## **CHAPTER FOUR: RESULTS AND DISCUSSIONS**

### **4.0 Introduction**

The chapter is divided into five areas as per the exploration goals. These are: to inspect the impact of staffing and advancements on worker execution in Kitui region government, Kenya; to decide impact of representative preparing and improvement on worker execution in Kitui area government, Kenya; and to discover the impact of execution examination on representative execution in Kitui region government, Kenya. The clear cut factors were then corresponded with every one of the inquiries on whether the staffing and advancements, preparing and improvement, and execution examination lead to Representative execution. The outcomes were additionally introduced in tables utilizing recurrence counts, means and standard deviations.

### **4.1 Questionnaire Response Rate**

The review designated a sum of 102 Human resource representatives from 6 certify Kitui region government, Kenya. Essential information was gathered through self-directed polls, of which out of the 92 anticipated respondents, 90 of the surveys were finished, and a reaction pace of 97.8% was considered adequate. Response rate was great and worker and adjusts to Mugenda and Mugenda (1999) specification that a reaction pace of half is satisfactory for examination and revealing; a pace of 60% is great and a reaction pace of 70% and over is fantastic. The surveys that were not returned were because of reasons like, the respondents were not accessible to fill them in around then and with industriousness subsequent meet-ups there were no sure reactions from them. The reaction rate shows a readiness of the respondents to take part in the review. Table 4.1 shows the response rate.

**Table 4.1: Population and Response Return Rate of the Respondents**

<b>Category</b>	<b>Percentage (%)</b>
Target population	92
Respondents who agreed to participate	90
Non-Response	2
Percentage response rate	97.8

*Source: Researcher, 2021*

## **4.2 Background Information**

The background information based on Kitui region government, Kenya was acquired. This incorporated the long stretches of presence since the Province government were set up, significant divisions inside the Region government, capacities performed under the workplace the Recorder Organization and the capacities performed under the Directorates of the HR.

### **4.2.1 Years of the University Existence**

Distribution of tested respondents' responses based on the number of years they worked at the college is presented on Table 4.2. From the findings, majority of respondents (56.7 percent) stated that their college had been in existence for 11-15 years, while 22.2 percent stated that their college had been in existence for more than 15 years, 20.0 percent stated that their college had been in existence for 6-10 years, and 1.1 percent stated that their college had been in existence for 0-5 years. This implies that the majority of the Kitui district government's time in Kenya was between 11 and 15 years.

**Table 4.2: Distribution of Respondents based on the Years of Existence of the County government**

Years	Frequency	Percent	Cumulative Percent
0-5 years	1	1.1	1.1
6-10 years	18	20.0	21.1
11-15 Years	51	56.7	77.8
over 15 years	20	22.2	100.0
Total	90	100.0	

*Source: Researcher, 2021*

### 4.3 Major Divisions in Kitui county government, Kenya

Table 4.3 displays the results of the Major Divisions in Kitui County Government, Kenya, in frequency counts and percentages. Majority of respondents indicated that their university had three major divisions, with 61 percent indicating that they had three divisions, 34.4 percent indicating that they had two divisions, 3.3 percent indicating that they had two divisions, and 1.1 percent indicating that they had six major divisions. From the findings it is evident that majority of the county government was divided into three major divisions.

**Table 4.3 Major Divisions in Kitui county government , Kenya**

Divisions	Frequency	Percent	Cumulative Percent
2	31	34.4	34.4
3	55	61.1	95.6
4	3	3.3	98.9
6	1	1.1	100.0
Total	90	100.0	

*Source: Researcher, 2021*

## 4.4 Extent of Employee Relations Strategies

### 4.4.1 Extent of staffing and promotions in Kitui county government, Kenya

Interviewed respondents were requested to indicate the extent of staffing and promotions on their performance in their respective County government. The results were as indicated in Table 4.4.

**Table 4.4: Extent of staffing and promotions Descriptive statistics**

	N	Mean	Std. Deviation	Rank
Staffing and promotions encourage employees to do their best knowing that good performance Will be rewarded.	90	4.60	.776	1
Staffing and promotion opportunities in the Organization affected employee overall commitment and loyalty.	90	3.62	1.118	3
Staffing and Promotion also enables employees to advance themselves educationally and also in The gaining of new skills.	90	3.64	.865	2
Staffing and promotion comes with increase in Responsibilities and increases employee ability.	90	2.89	.827	5
Employee skills increase with job promotion.	90	2.98	.783	4
Seniority in positions is considered during Promotions	90	2.71	1.408	6
Overall	90	3.6846	.57270	

*Source: Researcher, 2021*

From the research findings it is evident that, Employee promotions have been reported to be prevalent to a moderate extent in Kitui county government, Kenya with an overall mean value of 3.6846 and a standard deviation value of .57270. This implies that the Kitui county government in Kenya has implemented staffing and promotion strategies to a moderate extent, despite the fact that much work remains to be done in this regard.



#### 4.4.2 Extent of training and development in Kitui county government , Kenya

**Table 4.5: Extent of training and Development Descriptive statistics**

	N	Mean	Std. Deviation	Rank
Relevance of content of modules of training	90	3.16	1.170	6
Training enhances job focus	90	3.70	.880	1
Employees are more inspired to meet their goals at work due to staff trainings	90	3.60	1.079	3
Trainings empowers staff to achieving degree of independence associated with work roles	90	3.48	1.274	4
Training within the organization gives employees the necessary skills to work intasks from start to the end	90	3.24	1.301	5
Training inclines staff to the organizational Vision	90	3.60	.992	2
Overall	90	3.5596	.45983	

*Source: Researcher, 2021*

Form the research findings it is evident that preparation and improvement have been accounted for to be pervasive to a moderate degree in Kitui region government, Kenya, as demonstrated by a general mean worth of 3.5596 and a standard deviation worth of.45983. As a result, the Kitui area government in Kenya has embraced training and advancement techniques to a moderate extent.

#### 4.5 Extent of Performance Appraisal in Kitui county government, Kenya

**Table 4.6: Extent of Performance Appraisal Descriptive statistics**

	N	Mean	Std. Deviation	Rank
Performance appraisal fosters Integration and Team Work among employees	90	3.87	1.163	1
Performance appraisal lead to increase in inter-personal relationships	90	3.84	1.217	2

Reviewing of employee's performance improves cooperation with people outside their department	90	3.47	1.030	5
Performance appraisal enables the staff to identify their skills and style and improve communications in the organization	90	3.67	1.307	3
Performance appraisal help employees meet performance targets	90	3.38	1.045	6
Performance appraisal help employees on time management through planning and setting of deadlines	90	3.59	1.217	6
Overall	90	3.6383	.66460	

---

*Source: Researcher, 2021*

From the research findings it is evident that overall, performance appraisals have been reported to be prevalent to a moderate extent in Kitui county government, Kenya, as evidenced by an overall mean value of 3.6383 and a standard deviation value of .66460. As a result, Kitui county government in Kenya has adopted performance appraisal strategies to a moderate extent.

#### 4.6 Extent of Employee Performance in Kitui county government ,Kenya

**Table 4.7: Extent of Employee Performance Descriptive Statistics**

	N	Mean	Std. Deviation	Rank
Employee Attendance	90	3.66	.706	13
Employee Punctuality	90	2.86	1.127	7
Reduction of Time Wastage in Activities	90	3.54	.887	16
Number of projects completed	90	3.59	.806	15
Target quotas and goals met easily than before	90	3.97	.661	2
Speed of achieving targets increased	90	3.99	.846	1
Completion rates of tasks	90	3.70	.854	12
Conformity with standards	90	3.78	.700	9
Quality of essential services in the university	90	3.29	.623	17
Reduction in number of complaints about services in the University	90	3.94	.755	4
Delivery of quality services to customers	90	3.80	.640	8
Improved skills to work with others at work	90	3.64	.928	14
Reduction in level of physical resource wastage	90	3.78	.909	10
Numbers of projects completed against numbers scheduled	90	3.77	.619	11
Reduction in numbers of staff in different functions of the University	90	3.23	.925	18
Increased attachment & professional obligation	90	2.89	1.075	5
Understanding of Job responsibilities	90	3.88	.747	6
Increased contribution toward achieving the organizational goals	90	3.97	1.136	3
Overall	90	3.6565	.47395	

*Source: Researcher, 2021*

Results from the research indicate that the level of employee performance in Kitui county government , Kenya stood at a moderate extent as shown by a mean value of 3.6565 and a standard

deviation value of .47395.

#### 4.7 Influence of Employee relations strategies on Employee Performance

**Table 4.8 Model Summary for Employee Relation Strategies**

Change Statistics									
Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. Change	F
1	.805 <sup>a</sup>	.647	.28628	.647	52.646	3	86	.000	

a. Predictors: (Constant), performance appraisal, training and development, staffing and promotion

Results indicate that the overall model accounted for 64.7% change in employee performance (R square=.647, p=.000), this is significant as indicated by a significant value, implying that they were not by chance but as a result of fitting the model  $F(3, 86)=52.646$ .

The regression model was in form of  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$  and by adding the regression coefficients as shown in Table 4.9 the equation transformed into:

$$Y = 0.925 + 0.250 X_1 + 0.208 X_2 + 0.293 X_3 \dots \dots \dots \text{equation 4.1}$$

$$R^2 = 0.647 (64.7\%)$$

#### **4.7.1 Impact of Staffing and Promotion on Employee performance**

The principal objective of the review was to set up the impact of staffing and advancements on worker execution in Kitui area government, Kenya. In such manner, staffing and advancements was found to have a positive impact representative execution ( $\beta=.302$ ,  $p=.000$ ) in this way dismissing the invalid speculation H01, which express that staffing and advancements doesn't essentially influence worker execution in Kitui region government ,Kenya. This implies that a unit change in staffing and advancements methodology causes 0. 302 unit change in representative execution and the change is critical. This suggests that staffing and advancements is a basic determinant of representative execution in Kitui province government, Kenya.

The observing that staffing and advancements fundamentally impact representative execution is in concurrence with the past investigations by Towel et al., (2013), Gathingu et al., (2008), Oguwa (2011) and Balance (2008). This review is in any case, at difference with the past concentrate by Gathingu et al., (2008), whose factors were not quite the same as those of this review and the outcomes demonstrated that advancement had a huge relationship with Representative Execution for contract, while for extremely durable workers, there was no critical relationship. This review didn't order staff into subgroups. This review was an incredible achievement as far as observational testing and building up the connections among staffing and advancements and representative execution that until recently stayed neglected particularly with regards to Area government like the Kitui district government, Kenya.

#### **4.7.2 Impact of training and Development on Employee Performance**

The second unbiased of the review was to decide impact of representative preparing and improvement on worker execution in Kitui area government, Kenya. In such manner, preparing and improvement technique was found to have huge effect on worker execution in Kitui province government ,Kenya ( $\beta=.202$ ,  $p=.000$ ) subsequently dismissing the invalid theory H02, which express that preparation and advancement doesn't fundamentally influence representative execution in Kitui area government ,Kenya. This implies that a unit change in preparing and advancement methodology causes 0. 202 unit change in worker execution and the change is critical. This suggests that preparation and improvement is a basic determinant of worker execution in Kitui province government, Kenya.

The observing that preparation and improvement altogether impact representative execution is in concurrence with the examinations done already by Kiyana and Bett (2017), Afroz (2021) Farooq and Khan, (2011) Khan, et.al. (2011) and A remote place et al. (2015). These examinations zeroed in on Province government, Organization workplaces, and Banking area. Not even one of them centered of preparing and improvement and representative execution in the Kitui region government. Thus, the impact of Preparing and advancement on worker execution in Kitui province government isn't known.

This review has made commitment to new information as far as observational testing and setting up the connections among preparing and improvement and representative execution that until recently stayed neglected particularly with regards to Province government like the Kitui region government, Kenya.

#### **4.7.3 Impact of Performance Appraisal on Employee Performance**

The third evenhanded of the review was to learn the impact of execution examination on worker execution in Kitui area government, Kenya. In such manner, execution evaluation procedure was found to have critical effect on representative execution in Kitui area government, Kenya ( $\beta=.411$ ,  $p=.000$ ). Consequently dismissing the invalid speculation  $H03$ , which expresses that Exhibition examination doesn't essentially influence representative execution in Kitui region government, Kenya. This implies that a unit change in execution evaluation system causes 0. 411 unit change in representative execution and the change is critical. This suggests that exhibition evaluation is a basic determinant of representative execution in Kitui province government, Kenya.

The observing that presentation evaluation is essentially impact worker execution is in compatibility with the examinations done already by Omboi (2011), Image and Gatanga, (2014), Anjali and Kimutait (2015). The review went against Kivas, (2007), who majored uniquely on worker's inborn inspiration to discover representatives resolve execution and tracked down that for workers with a powerless independence direction, the relationship was positive, yet for those with a solid independence direction, the relationship was negative.

Along these lines, this review was an extraordinary achievement as far as exact testing and building up the connections between execution evaluations and representative execution that until now stayed neglected particularly with regards to Region government like the Kitui district government, Kenya.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Summary of Findings**

The relating invalid theory was that preparation and improvement doesn't impact representative execution in Kitui area government, Kenya. The review observing uncovered that preparation and advancement affects worker execution in Kitui province government, Kenya.

The third level headed of the review was to discover the impact of execution on worker execution in Kitui region government, Kenya. The comparing invalid speculation was that presentation evaluation doesn't impact representative execution in Kitui province government, Kenya. The review finding uncovered that presentation evaluation affects worker execution in Kitui province government, Kenya.

#### **5.2 Conclusions**

On the third objective which sought to ascertain the influence of performance appraisal on employee performance in Kitui county government , Kenya, the study concludes that performance appraisal is an important antecedent of employee performance in Kitui county government , Kenya.

From the examination and discoveries with respect to the impact of representative relations systems on worker execution in Kitui province government, Kenya, on the principal objective which looked to build up the impact of staffing and advancements on worker execution in Kitui area government, Kenya, the review reasons that staffing and advancements is a significant predecessor of worker execution in Kitui district government, Kenya.

On the second true which tried to set up the impact of preparing and advancement on worker execution in Kitui province government, Kenya, the review presumes that preparation and improvement is a significant predecessor of representative execution in Kitui area government, Kenya.

#### **5.3 Recommendations**

In light of the prior discoveries ends, the concentrate thusly suggests the accompanying:  
Above all else, since a huge positive relationship exist among staffing and advancements and representative execution, the Region government the board should lay more accentuation on the execution of staffing and advancement methodologies undeniably as it was found to emphatically impact worker execution. Right now staffing and advancement procedures are being carried out to a moderate degree.

Also, on the grounds that preparation and improvement apply a positive huge effect on representative execution, more exertion and assets ought to be centered on exercises that guarantee fruitful execution of preparing and advancement as these endeavors will upgrade worker execution. Thirdly, since the review uncovered that presentation examination has apposite critical effect on worker execution, district government the executives should concentrate towards reception and execution of execution evaluation in order to emphatically effect on representative execution.

#### **5.4 Suggestions for Further Study**

The review proposes a replication of this review to different associations in Kenya to determine whether similar outcomes can hold in these different areas of the economy. This will help in improving the information on representative connection procedures in Kenya. The concentrate further proposes that future examinations ought to be coordinated towards exploring different factors that impact representative execution in Kenya since the ones investigated under this review are found to have moderate impact.



## REFERENCES

- Afar, A. M., Agra, M. D., & Bayissa, L. (2015). The impact of training and development on employee performance and effectiveness: A case study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia. *Journal of Human Resource and Sustainability Studies*, 3(04), 188.
- Afroz, N. N. (2021). Effects of training on employee performance; a study on banking sector, Tangail Bangladesh. *Global Journal of Economics and Business*, 4(1), 111-124.
- Armstrong M. (2009). *Human resources management practice*. (11<sup>th</sup> Edition)Kegan page Limited
- Armstrong, M. (2006). *A handbook of human resource management practice*. Kegan Page Publishers.
- Beardwell, J. & Thompson, A. (2014). *Human resource management: a contemporary approach*. 7<sup>th</sup>ed. Harlow: Pearson.
- Chacha,N.,C,(2004).Reforming higher education in Kenya; challenges, Lessons and Opportunities, A Paper Presented during the State University of New York Workshop With the Parliamentary Committee On Education, Science And Technology ,Naivasha, Kenya.
- Chew, Y. T. (2005). Achieving organisational prosperity through employee motivation and retention: A comparative study of strategic HRM practices in Malaysian institutions. *Research and Practice in Human Resource Management*, 13(2), 87-104.
- Cooper. (2010). Making training and development work: A best practice guide,. *Journal of Advanced Nursing*, 105-174.
- Dauda, Y. A. (2010). Technological innovation and organizational performance: employee relations strategies. *Nigerian Journal of Industrial Relations*, 11, 96-110.
- Dessler, G. (2003), *Human resource management*. New Jersey: Pearson Prentice Hall. Dessler, G. (2005). *Human Resource Management*, Upper Saddle River, N.J: Prentice Hall
- Fairchild, A. J., & MacKinnon, D. P. (2009). A general model for testing mediation and moderation effects. *Prevention Science*, 10(2), 87-99.
- Farooq, M., & Khan, M. (2011). Impact of training and feedback on employee productivity. *Far East Journal of Psychology and Business*, 5(1), 1-11.
- Gathungu, E. W., Iravo, M. A., & Namusonge, G. S. (2015). Effect of Promotion Strategies on the organizational commitment of banking sector employees in Kenya. *IOSR Journal of Humanities and Social Science*, 20(10), 36-45.
- Gaur, A. S., Delios, A., & Singh, K. (2007). Institutional environments, staffing strategies, and subsidiary performance. *Journal of Management*, 33(4), 611-636.
- Gupta, B., Dasgupta, S., & Gupta, A. (2008). Adoption of ICT in a government organization in a developing country: An empirical study. *The Journal of Strategic Information Systems*, 17(2), 140-154.
- Ibua, M. P. (2017). Employee empowerment and performance of Kitui county government In Kenya.*Strategic Journal of Business & Change Management*, 4(3).521-526.

- Ivancevich, J. M. (2003). *Human resource and personal management*. Tata Mcgraw HiII publishing company limited, New Delhi.
- Kalai, J.M. (2009).Expansion of university education in Kenya: The challenges and issues in balancing access and quality, *Management Digest*. 1, 25-35
- Khan, R. A. G., Khan, F. A., & Khan, M. A. (2011). Impact of training and development on organizational performance. *Global Journal of Management and Business Research*, 11(7).
- Khan, U. R., Haleem, R., & Kanwal, S. (2017). Effect of training and development on employee attitude: A study on Karachi. *Center for Promoting Education and Research (CPER)- USA*, 3(4), 43-50.
- Kiriri, P. and Gathuthi, E. (2009).Managing performance in Kenyan higher education institutions. *Application of the Balanced Scorecard, Management Digest*. 1, 514-526
- Kiyana, L. C., & Bett, S. (2017). Training and Development Practices and Employee Performance of Turkana County. *Training and Development*, 153-165.
- Kothari, C.R. (2004). *Research methodology, methods and techniques* (2<sup>nd</sup> edition). New Age International Publishers.
- Kum, F. D., Cowden, R., & Karodia, A. M. (2014). The impact of training and development on employee performance: A case study of ESCON Consulting. *Singaporean Journal of Business Economics and Management Studies*, 3(3), 72-105.
- Kumar, S., & Phrommathed, P. (2005). *Research methodology* (pp. 43-50). Springer US.
- Kuvaas, (2007) Different relationships between perceptions of developmental performance appraisal and work performance, *Personnel Review*, 36 3,.378-397,
- Lawler, E. (2013). Creating the high-involvement organization”, in Galbraith, J.R. and Lawler, E.E. III (Eds), *Organizing for the Future: The New Logic for Managing Complex Organizations*, Jossey-Bass,.San Francisco: Jossey-Bass.
- Lillian, G. O., Mathooko, P., & Sitati, N. (2011). The effects of performance appraisal system on civil servants job performance and motivation in Kenya: A Case study Of Ministry of State for Public Service. In *Proceedings of 2011 Kabarak University 1 St Annual International Research Conference 1 (1) 370-379*.
- Manyasi, J. N., Kibas, P. B., & Chepkilot, R. (2012). *Effects of organizational support for career development on employee performance: A case of Kenyan Kitui county government 1 (1) 339- 370*.
- McCue, M., Mark, B. A., & Harless, D. W. (2003). Nurse staffing, quality, and financial performance. *Journal of Health Care Finance*, 29(4), 54-76.
- Mugenda A. and Mugenda O. (1999). *Research Methods: Quantitative and Qualitative Approaches*. Africa Center of Technology Studies, Nairobi
- Mugenda, O. & Mugenda, A. (2003). *Research methods: Qualitative and quantitative approaches*. Nairobi: Africa Centre for Technology Studies.
- Munjuri, M. G., & Maina, R. M. (2012). Workforce Diversity Management and Employee Performance in the banking sector in Kenya. *DBA Africa Management Review*, 3(1), 1- 21.

- Mwema, N. W., & Gachunga, H. G. (2014). The influence of performance appraisal on employee productivity in organizations: A case study of selected WHO offices in East Africa. *International Journal of Social Sciences and Entrepreneurship*, 1(11), 324-337.
- Nassazi, A. (2013). Effects of training on employee performance: Evidence from Uganda. (Master's thesis). Vaasn Ammattikorkeleakoulu University of Applied Science, India
- Odhiambo, G. O. (2005). Teacher appraisal: the experiences of Kenyan secondary school teachers. *Journal of Educational Administration*, 43(4), 402-416.
- Oguwa, B. A. (2011). *Influence of employee relations strategies on organisational performance: A case of Kenya commercial bank Kisumu branch*. (Master's thesis). University of Nairobi, Kenya.
- Omboi, B. M. (2011). The effect of performance appraisal systems on employees in Kenya Tea Development Agency: A survey of selected tea factories in Meru County-Kenya. *Journal of Finance and Accounting*, 2(3), 201116.
- Opisa, P. K. (2008). *Response of Kenya state owned enterprises to declining opportunities for employee promotion* (Doctoral dissertation, School of Business, University of Nairobi).
- Paauwe, J. (2004), *HRM and Performance: Unique Approaches for Achieving Long - Term Viability*, Oxford University Press, and Oxford.
- Pearce, J. A., Robinson, R. B., & Subramanian, R. (2000). Strategic management: Formulation, implementation, and control. Columbus, OH: Irwin/McGraw-Hill.

**APPENDIX I: QUESTIONNAIRE**

**EMPLOYEE QUESTIONNAIRE**

The purpose of this study is to find out the “**Influence of Employee Relations Strategies on Employee Performance in Kitui County Government**”

Kindly fill in the spaces provided with appropriate information or tick (✓) where applicable. The information provided will be treated with utmost confidentiality and used for the purpose of the study only.

**a).BACKGROUND INFORMATION**

1. How many years since your County government office was established:

0-5 year ( ) 6-10 years ( ) 11-15years ( ) over 15 years ( )

2. (i) How many major Divisions exist within your County government office

2 ( ) 3 ( ) 4 ( ) 5 ( ) 6 ( )

(ii) Name the Major Divisions

---

---

---

---

3. What are the Human Resource Functions performed under:

(i) Office of the Registrar Administration

---

---

(ii) Directorate of Human Resources

---

**b) Employee Relations Strategies**

Rate the following employee relation strategies carried out in the County government office?

Employee Relation Strategies	Rate				
	Very High 5	High 4	Moderate 3	Low 2	Very low 1
<b>Training and Development</b>					
• Relevance of content of modules of Training					
• Training enhances job focus					
• Employees are more inspired to meet their goals at work due to staff trainings					
• Training inclines staff to the organizational vision					
<b>Performance Appraisal</b>					
• performance appraisal fosters Integration and Team Work among					

Employee Relation Strategies	Rate				
	Very High	High	Moderate	Low	Very low
	5	4	3	2	1
Employees					
<ul style="list-style-type: none"> <li>performance appraisal lead to increase in inter-personal relationships</li> </ul>					
<ul style="list-style-type: none"> <li>Reviewing of employee's performance improves cooperation with people outside their Departments</li> </ul>					
<ul style="list-style-type: none"> <li>performance appraisal help employees meet performance targets</li> </ul>					
<ul style="list-style-type: none"> <li>performance appraisal help employees on time management through planning and setting of deadlines</li> </ul>					
<b>Staffing and Promotions</b>					

Employee Relation Strategies	Rate				
	Very High 5	High 4	Moderate 3	Low 2	Very low 1
Loyalty					
<ul style="list-style-type: none"> <li>staffing and Promotion also enables employees to advance themselves educationally and also in the gaining of new skills</li> </ul>					
<ul style="list-style-type: none"> <li>Staffing and promotion comes with increase in responsibilities and increases employee ability.</li> </ul>					
<ul style="list-style-type: none"> <li>Employee skills increase with job promotion.</li> </ul>					
<ul style="list-style-type: none"> <li>seniority in positions is considered during promotions</li> </ul>					

**c) Employee Performance**

To what extent are the following Employee Performance experienced?

<b>Employee Performance</b>	<b>EXTENT</b>				
	<b>Very High</b>  <b>5</b>	<b>High</b>  <b>4</b>	<b>Moderate</b>  <b>3</b>	<b>Low</b>  <b>2</b>	<b>Very low</b>  <b>1</b>
<b>Attendance and Punctuality</b>					
• Employee attendance					
• Employee punctuality					
• Reduction of time wastage in activities					
• Numbers of projects completed					
• Target quotas and goals met easily than before					
• Speed of achieving targets increased					
<b>Quality Of Work</b>					
• Completion rates of tasks					
• Conformity with standards					
• Quality of essential services in the county government office					
• Reduction in number of complaints about services in the County government					



office					
<ul style="list-style-type: none"> <li>• Delivery of quality services to Customers</li> </ul>					
<ul style="list-style-type: none"> <li>• improved skills to work with others at work</li> </ul>					
<b>Cost –effectiveness</b>					
<ul style="list-style-type: none"> <li>• Reduction in level of physical resource Wastage</li> </ul>					
<ul style="list-style-type: none"> <li>• Numbers of projects completed against</li> </ul>					