

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Effects of Human Resource Development Practices on Employee Job Performance in State Corporations in Nairobi, Kenya

Christine Okiro

Student, Department of Business Administration,
University of Nairobi, Kenya

Dr. Margaret M. kariuki

Lecturer, Department of Business Administration
University of Nairobi, Kenya

Abstract:

Human resource development practices are seen as key to improving employee performance at work, which in turn leads to the achievement of individual and organizational goals. This study aimed how human resource development practices affect employee job performance in parastatals in Nairobi. The social exchange theory, human capital theory and the social learning theory were the key theories used for the study. To realize the study objectives a cross sectional descriptive design was adopted. The study was undertaken in various government parastatals in Kenya where a sample of 56 state corporations was selected. Primary data was exclusively used for the study and was obtained via a structured questionnaires which were circulated to the HR Managers of the government parastatals or their equivalents. The collected data was summarized using descriptive statistical tools and the regression model to assess the linkage among the variables. The outcomes revealed a positive and significant linkage between training and development and employee job performance. The study concluded that training and development, organizational development, rewards management and performance appraisal significantly had a positive effect on employee job performance among state corporations in Nairobi. The paper recommended that the management of Kenyan state corporations should invest additional resources on training and development, develop effective organizational development strategies and set attractive monetary and non-monetary compensations to improve employee performance.

Keywords: Human resource development practices, employee's performance, Government parastatals, Kenya

1. Introduction

Human resource development practices are documented as key in enhancing employee's job performance capabilities leading to the attainment of individual and organizational goals (Young & Choi, 2011). HRD practices are thus key in public entities as they improve their human resources proficiency levels and enhance service delivery (Nuredin, 2016). However, regardless of the significant role played by HRD, most public sector entities are yet to embrace effective HRD practice hence they are faced with low levels of employee involvement and commitment (Uraon, 2018). In addition, ineffective HRD practices lead to a variety of human resource difficulties, such as reduced ability of employees to learn and apply new skills, reduced employee productivity, low morale, higher employee turnover and poor organization performance (Simachew, 2014).

On a theoretical perspective, the social exchange theory supports that employee's interaction with social behavior aids in maximizing benefits and minimizing costs, resulting in a positive outcome such as job satisfaction (Tizikara & Mugizi, 2017). The human capital theory explains that training and education is a sort of deliberate investment, which then prepares the labour force and increases the individual and organization's performance at the same time encouraging growth and development at a national level (Piekarski, 2014). The social learning theory indicates that the capacity of man to learn through observation allows him to obtain large and integrated units of behavior and that learning as a dynamic interplay between an individual, the environment and behavior (Rücker, 2017).

In Kenya, state corporations serve significant function in economic development, employment creation and facilitating private sector activity (Cheche, 2018). The Kenyan public service commission thus introduced policy framework dubbed the Human Resources Development (HRD) Policy for the state entities in 2015 aimed at enhancing employee training and development in all parastatals (Ongeti & Machuki, 2018). However, statistics show while some Kenyan state corporations have consistently performed well over the years others have been perennially underperforming which has been attributed to staff absenteeism, inefficiency and poor quality of services (Ogari, 2017). In addition, despite the presence of a clear HRD policy by the Kenyan public service commission and huge budgetary allocations, most state

corporations are characterized by fragile human resources and lack organizational capacity to retain and attract the skills desired to improve performance (Githinji&Gachunga, 2017).

Empirically, Uraon and Gupta (2019) in India, examined how HRD practices affect market performances of software firms and revealed that HRD practices significantly affects the firm's performance though the study focused on software firms. Otoo (2018) assessed HRD practices on staff competencies among banking entities in India and established that HRD practices significantly affected employee competencies but the study dwelled on the banking sector. Young and Choi (2011) also assessed how HRD affected manufacturing firm financial and operational productivity and documented that HRD practices enhances financial and operational productivity though the study context was manufacturing entities. In Kenya, Obong'o (2014) assessed how HRD practices affected performance of employees at Barclays bank and concluded that HRD enhance staff performance but the context of the research was the banking sector. Weru, Iravo and Sakwa (2013) assessed how training as well as development affects performance and found that Kenyan state corporations' performance was significantly affected by training and development though the study did not focus on performance of employees. From the reviewed studies, it is evident that HRD is key towards enhancing both employee and organizational performance.

However, most of the available studies focus more on the corporate entities including banks and manufacturing firms as opposed to the public sector and they have used different methodologies. Thus, this paper explored, how doHRD practices affect employee job performance in government corporations in Nairobi?

The Research Objectives of the study were to examine the effect of human resource development practices on employee job performance in parastatals in Nairobi.

2. Research Methodology

To realize the study objectives a cross sectional descriptive design was adopted. The approach was adopted since it enabled collection of data from diverse respondents at a point in time and aids comparison across dissimilar respondents (Kothari, 2009).

The study was undertaken in various government parastatals in Kenya. According to the State Corporations Advisory Committee, there are 186 states corporations in Nairobi.

This study conveniently selected a sample of 56 state corporations specifically located in Nairobi County. The sample was 30% of the entire population as recommended by Gay et al. (2006) that for a sample to be suitably representative, the sample size must range between 10% and 30% of the total population to achieve normal distribution. In Kenya, state corporations are distributed all over the country and some operate in specific locations of the country where they carry out different operations. The sample therefore was selected using convenience sampling and covered state corporations within the County of Nairobi.

Primary data was exclusively used and was obtained via a structured questionnaire. The questionnaires were circulated to the HR Managers of the government parastatals or their equivalents. The questionnaire comprised of two sections where the introductory part collected the parastatals profile data and the subsequent section, comprised likert scale questions and collected data on HRD practices and employee performance. Questionnaires were considered for the study since they offered a great degree of data standardization, collected information from respondents in a relatively quickly manner and in a nonthreatening way and their administration was inexpensive.

The collected data was first summarized via descriptive statistical tools such as the average values, proportions and standard deviation. In addition, the study adopted inferential statistical tools, which entailed the regression model and was used to assess the linkage between the HRD practices and employees job performance among Kenyan state corporations. The regression equation was formulated as follows

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where,

Y = Employees job performance

X_1 - Training and development

X_2 - Career development

X_3 - Organizational development

X_4 - Rewards management

X_5 - Performance appraisal

$\beta_1 - \beta_5$ = Coefficients

β_0 = Constant

e = Error term

3. Research Finding's Interpretation

Data analysis, for descriptive statistics, and regression analysis, to examine the association amongst the study variables, were done.

3.1. Descriptive Statistics

3.1.1. Training and Development

This section assessed various statement on training and development among state corporations. Under the section, the study adopted a measure of 1-5 where 1 represented strongly disagree, .2 denoted disagree, .3 indicated neutral, .4 denoted agree and 5 indicated strongly agree respectively. Table 3.2 depicts the findings.

Statement	Mean	Std. Deviation
Does training and development aid in improving employee productivity and the overall firm performance in your organization?	4.57	.500
Does training and development enhance employee skills and talent in your organization?	4.51	.505
Does training and development aid in improving poor employee attitudes in your organization?	4.47	.504
Does training and development enhance employee productivity in your organization?	4.66	.479
Does training and development advance the value and competency of human resources in your organization?	4.32	.556
Overall mean and standard deviation	4.51	.509

Table 1: Training and Development

Source: Study Data (2019)

Table 1 illustrates that the respondents agreed that training and development aids in improving employee productivity (mean = 4.57, SD=0.500) and the overall firm performance and that training aids in enhancing employee skills and talent in organizations (mean = 4.51, SD = 0.505) respectively. The interviewees also sanctioned that training and development aids in improving poor employee attitudes (mean = 4.4, SD = 0.504) and that training and development enhances employee productivity in organizations (mean = 4.66, SD=0.479) respectively. Additionally, the interviewees affirmed that training and development advance the value and competency of human resources (mean=4.32, SD=0.556) respectively. The overall mean of 4.51 indicates that the respondents affirmed that training and development practices were used in their corporation.

3.1.2. Career Development

This section assessed various statements on career development among state corporations. Under the section, the study adopted a measure of 1-5 where 1 represented strongly disagree, .2 denoted disagree, .3 indicated neutral, .4 denoted agree and .5 indicated strongly agree respectively. Results are depicted under Table 3.3

Statement	Mean	Std. Deviation
Does your organization use career development to promote and cultivate employee's work in life?	4.36	.568
Does career development in your organization make best possible use of the individual's inherent talents, abilities and interests?	4.17	.702
Does career development in your organization strengthen the workforce by taking into account organization and individual needs?	4.40	.742
Does career development enhance effective and efficient work in your organization?	4.43	.617
Does career development enhance individual skills and competitive advantage in your organization?	4.26	.642
Overall mean and standard deviation	4.32	.654

Table 2: Career Development

Source: Study Data (2019)

Table 2 illustrates that the respondents affirmed that the organizations used career development to promote and cultivate employee's work in life (mean = 4.36, SD=0.568) and that career development makes best possible use of the individual's inherent talents, abilities and interests (mean=4.17, SD=0.702) correspondingly. Further, the results indicate that the respondents agreed that career development strengthens workforce by taking into account organization and individual needs (mean = 4.40, SD=0.742) and that career development enhances effective and efficient work in organizations (mean = 4.43, SD = 0.617) respectively. It was further revealed that the responders confirmed that career

development enhances individual skills and competitive advantage in organizations (mean = 4.26, SD=0.642) correspondingly. The overall mean of 4.32 indicates that career development practices were adopted by their corporation.

3.1.3. Organizational Development

This part assessed several organizational development statements on government establishments. Under the section, the study adopted a measure of 1-5 where 1 represented strongly disagree, 2 denoted disagree, 3 indicated neutral, 4 denoted agree and 5 indicated strongly agree respectively. Table 3.4 depicts analysis results.

Statement	Mean	Std. Deviation
Does organizational development link your organization structure, HR processes and culture in your organization?	4.11	.667
Does organizational development ensure that your organization has the capacity to self-renovate?	4.26	.642
Does organizational development in your organization enhance employee competences, attitude and skills?	4.64	.486
Does organizational development allow employees to effectually leverage their ability to conduct various tasks in your organization?	4.43	.617
Does organizational development ensure holistic growth of workers in your organization?	4.40	.648
Overall mean and standard deviation	4.37	.612

Table 3: Organizational Development

Source: Study Data (2019)

Table 3 depicts an agreement by the respondents that organizational development links organization structure, HR processes and culture (mean=4.11, SD = 0.667) and that organizational development ensures that an organization has the capacity to self-renovate (mean = 4.26, SD = 0.642) respectively. The respondents further agreed that organizational development enhances employee competences, attitude and skills (mean = 4.64, SD = 0.486) and that organizational development allows employees to effectually leverage their ability to conduct various tasks in organizations (mean = 4.43, SD = 0.617) correspondingly. The respondents further agreed that organizational development ensures holistic growth of workers in entities (mean=4.40, SD=0.648) correspondingly. The total mean value of 4.37 shows the responders' agreed that their corporation uses organizational development practices.

3.1.4. Rewards Management

This part assessed various statements on rewards management among state corporations. Under the section, the study adopted a measure of 1-5 where 1 represented strongly disagree, 2 denoted disagree, 3 indicated neutral, 4 denoted agree and 5 indicated strongly agree respectively. Table 3.5 shows the results of the analysis.

Statement	Mean	Std. Deviation
Does attractive financial rewards enhance employee productivity at your corporation	4.21	.778
Do nonfinancial rewards play a significant role in enhancing employee productivity at your corporation?	4.41	.538
In your organization, do rewards and recognition ensure employees are appreciated based on their value?	4.11	.840
In your organization, is reward management an essential prerequisite for employee job satisfaction?	4.09	.880
Does effective rewards management make employees feel valued therefore their tendency to stay in your organization?	4.26	.675
Overall mean and standard deviation	4.22	.742

Table 4: Rewards Management

Source: Study Data (2019)

Table 4 illustrates an agreement by the respondents that attractive financial rewards enhance employee performance (mean = 4.21, SD=0.778) and those nonfinancial rewards play a significant role in enhancing employee performance in organizations (mean = 4.41, SD = 0.538) respectively. The respondents further agreed that rewards and recognition ensure employees are appreciated based on their value (mean = 4.11, SD = 0.840) and that reward management was an essential prerequisite for employee job satisfaction (mean = 4.09, SD = 0.880) correspondingly. The interviewees further affirmed that effective rewards management make employees feel valued therefore their tendency to stay in your organization (mean = 4.26, SD=0.675) correspondingly. The overall mean of 4.22 depicts an agreement by respondents that their corporation uses rewards management practices.

3.1.5. Performance Appraisal

This part assessed several performance appraisals statements among state corporations. Under the section, the study adopted a scale of 1-5 where 1 represented strongly disagree, .2 denoted disagree, .3 indicated neutral, .4 denoted agree and .5 indicated strongly agree respectively. Table 4.7 shows the results of the analysis.

Statement	Mean	Std. Deviation
Does performance appraisal help your organization to figure out employees stand and capacity?	4.66	.479
Does performance appraisal help in evaluating employee performance in your organization?	4.43	.500
Does performance appraisal help to identify human resources areas which require improvement in your organization	4.23	.428
Do well-established performance appraisal techniques motivate groups and individuals in your organization?	4.20	.423
Does performance appraisal aid the management to monitor situations and take corrective actions?	4.55	.503
Overall mean and standard deviation	4.41	.467

Table 5: Performance Appraisal

Source: Study Data (2019)

Table 5 indicates an agreement by the respondents that performance appraisal helps organizations to figure out employees stand and capacity (mean = 4.66, SD = 0.479) and that performance appraisal helps in evaluating employee performance in organizations (mean = 4.43, SD=0.500) respectively. The respondents also agreed that performance appraisal help to identify human resources areas which require improvement in organizations (mean = 4.23, SD = 0.428) and that well-established performance appraisal techniques motivate groups and individuals in organizations (mean = 4.23, SD=0.428) correspondingly. There was an agreement by the respondents' that performance appraisal aids the management to monitor situations and take corrective actions (mean = 4.55, SD = 0.503) respectively. The overall mean value of 4.41 indicates an agreement by the respondents that their corporation uses performance appraisal practices.

3.2. Employee Job Performance

The section assessed the extent into which various employee job performance indicators had grown in the last two years among the state corporations. The study used a measure of 1-5 with 1 being not at all, .2 denoted minimal extent, .3 indicated moderate extent, 4 denoted great extent and 5 indicated very great extent. Results are depicted under table 3.7.

Indicator	Statement	Mean	Std. Deviation
Absenteeism	Your organization has recorded reduced employee absenteeism	3.83	.761
	Your organization has recorded increased employee absenteeism	2.70	.657
	Timely reporting to work has been observed in your organization	3.28	.649
	Leaving work at the appropriate time has been observed in your organization	3.11	.699
Employee efficiency	Employees in your organization have been timely in meeting their established goals	3.30	.720
	Enhanced team work has been observed in your organization	3.43	.683
	Application of critical thinking skills has improved in your organization	3.68	.471
	Coordinated communication has improved in your organization	2.51	1.019
Enhanced quality of services	Time management has improved in your organization	3.13	.797
	Reduce client complains have been recorded in your organization	2.89	.787
	Consistency in services has improved in your organization	3.19	.680
	There is quick reaction to customer issues in your organization	3.30	.689
Employees adherence to the rules and regulations	Professionalism in carrying out duties has improved in your organization	3.04	.859
	There is improved ethical values and work place rules adherence in your organization	3.26	.706
	Reduced sanctions and misconduct have been recorded in your organization	3.02	.707
	Work place integrity has improved in your organization	3.68	.471

Table 6: Employee Job Performance

Source: Study Data (2019)

Under this section, the metrics used to assess employee performance included absenteeism, employee efficiency, enhanced quality of services and employee's adherence to the rules and regulations. The results on absenteeism indicated that the corporations had recorded a moderate reduction of employee absenteeism (mean = 3.83, SD=0.761) and that there were minimal cases of increased employee absenteeism (mean = 2.70, SD = 0.657) respectively. The results further indicate that timely reporting to work has been moderately observed (mean = 3.28, SD=0.649) and leaving work at the appropriate time had been moderately observed (mean = 3.11, SD = 0.699) among state corporations.

The results of employee efficiency indicates that employees in state corporations were timely in meeting their established goals to a moderate extent (mean=3.30, SD=0.720) and that enhanced teamwork had been moderately observed in the organizations (mean = 3.43, SD = 0.683) respectively. The results also indicate that state corporations had recorded a moderate improvement in the application of critical thinking skills (mean = 3.28, SD=0.649) and moderate improvement in coordinated communication (mean = 3.11, SD = 0.699) respectively.

The results of enhanced quality of services revealed that there was a moderate improvement in time management in state corporation (mean = 3.13, SD = 0.797) but there was a minimal reduction in client complaints (mean=2.89, SD=0.787) correspondingly. The outcomes further indicate that there was a moderate improvement and consistency in services (mean = 3.19, SD = 0.680) and there was moderate reaction to customer issues in the organizations (mean = 3.30, SD = 0.689) respectively.

Lastly, the results of employee's adherence to the rules and regulations indicates that there was moderate improvement in professionalism in carrying out duties (mean = 3.04, SD = 0.859) as well as a moderate improvement and adherence of ethical values and work place rules (mean = 3.26, SD = 0.706) respectively. The results further indicate that there was a moderate reduction of sanctions and misconduct in the organizations (mean = 3.02, SD = 0.707) as well as a moderate improvement in work place integrity (mean = 3.68, SD=0.471) correspondingly.

3.3. Regression Analysis

Regression aided in assessing the link of HRD practices and employees job performance. The outcomes are discussed under the model summary, ANOVA and the coefficients.

3.3.1. Model Summary

The model summary results are depicted by table 7

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 ^a	.411	.339	.30564

Table 7: Model Summary

a. Predictors: (Constant), Performance Appraisal, Rewards Management, Training and Development, Career Development, Organizational Development

b. Dependent Variable: Employee Job Performance

Source: Study Data (2019)

Table 7 depicts that the R squared statistic (coefficient of determination) was 0.411 which points that the explanatory variables (performance appraisal, rewards management, training and development, career development, organizational development) explain 41.1% of variability in the response variable (employee job performance). Thus, 58.9% of the variability is accounted for by other determinants not considered in the study as well as the error term. The R-value of 64.1% (correlation coefficient) indicates existence of a strong correlation amongst the research variables.

3.3.2. Analysis of Variance

The ANOVA results are illustrated under table 8

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2.669	5	.534	5.714	.000 ^b
Residual	3.830	41	.093		
Total	6.499	46			

Table 8: Analysis of Variance

a. Dependent Variable: Employee Job Performance

b. Predictors: (Constant), Performance Appraisal, Rewards Management, Training and Development, Career Development, Organizational Development

Source: Study Data (2019)

Table 8 depicts that the F statistics value of 5.714 is statically significant as specified by a P value of 0.000<0.05 respectively. The finding therefore supports that the regression model is fit and can be employed to assess the link amongst the variables.

3.3.3. Coefficients

Table 9 illustrates the regression coefficient results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.039	.240		4.324	.000
	Training and development	.009	.003	.339	2.768	.008
	Career development	.007	.066	.013	.106	.916
	Organizational development	.048	.013	.464	3.670	.001
	Rewards management	.054	.015	.440	3.518	.001
	Performance appraisal	.031	.015	.254	2.059	.046
a. Dependent Variable: Employee performance						

Table 9: Coefficients
Source: Study Data (2019)

Table 9 shows existence of a positive ($B=0.009$) and significant ($P \text{ value}=0.008<0.05$) linkage between training and development on employee job performance while the relation linking career development and employee job performance was positive ($B=0.007$) but insignificant ($P \text{ value}=0.916>0.05$) respectively. Further, a significant ($P \text{ value}=0.001<0.05$) and positive ($B=0.048$) link between organizational development and employee job performance was found while rewards management has a positive ($B = 0.054$) and significant ($P \text{ value} = 0.001<0.05$) impact on employee job performance respectively. The results further found a significant ($P \text{ value}=0.046<0.05$) and positive ($B=0.031$) relation linking performance appraisal and employee job performance.

3.4. Discussion of the Findings

The results showed that training and development had a positive and significant impact on the work performance of employees. This illustrates that a unit increase in training and development enhance the job performance of employees, hence training and development significantly affects job performance of employees of state-owned enterprises in Nairobi. A study by Muturi (2018) revealed that training as well as staff development, performance management, career growth and managing rewards were the mostly used HRD practices at the organization. Nuredin (2016) also documented a significant link between HRD practices and staff performance as well as employee's motivation.

The findings revealed that career development had an insignificant but positive influence on work performance by employees. This indicates that a unit increase in career development does not significantly affect job performance by employees hence career development has an insignificant impact on employee job performance among parastatals Nairobi. However, a study by Mwendapole (2013) documented that career development by prioritizing internal appointments and promotions affects job performance by employees.

The outcomes also established a significant and positive relation linking organizational development and job performance by employees. This depicts that a unit increase in organizational development enhances employee job performance thus organizational development significantly affects employee job performance among state corporations in Nairobi. A study by Kareem (2019) revealed that HRD approaches like talent improvement, organizational development, career development and training positively and significantly affected universities effectiveness.

The study found that rewards management positively and significantly affected employee job performance. The finding therefore means that a unit increase in rewards management enhances employee job performance thus rewards management significantly affects employee job performance among state corporations in Nairobi. A study by Mutahi and Busienei (2015) documented that managing rewards and resourcing approaches significantly affected performance.

Lastly, the study found that performance appraisal significantly and positively affected employee job performance. This means that a unit increase in performance appraisal positively enhances employee job performance thus performance appraisal significantly affects employee job performance among state corporations in Nairobi. A study by Tizikara and Mugizi (2017) made the conclusion that performance appraisal and promotions were essential prerequisites for employee job satisfaction. However, a study by Otoo and Mishra (2018) documented that some HRD practices significantly affected employee performance though performance appraisal had an insignificant effect on performance SMEs staff.

3.5. Summary of the Findings

The descriptive results on training and development revealed that training as well as development helps to enhance employee performance, enhances employee skills and talent in organizations and helps in improving poor employee attitudes respectively. The results also revealed that training enhances employee performance, advances the value and competency of human resources. Descriptive results on career development revealed that career development promotes and cultivate employee's work in life, makes best possible use of the individual's inherent talents, abilities and interests and strengthens workforce. The study also found that career development enhances effective work and individual skills as well as competitive advantage in organizations respectively.

The descriptive results on organizational development revealed that organizational development links organization structure, HR processes and culture, ensures that organizations have the capacity to self-renovate and enhances employee competences, attitude and skills respectively. In addition, the study found that organizational development allows employees to effectually leverage their ability to conduct various tasks and ensures holistic growth of workers respectively. Descriptive results on rewards management revealed that attractive financial and nonfinancial rewards enhance employee performance, and rewards ensure employees are appreciated. The results further revealed

that rewards management are an essential prerequisite for employee job satisfaction and effective rewards management make employees feel valued respectively.

The descriptive results on performance appraisal revealed that performance appraisal helps organizations to figure out employees stand and capacity, helps in evaluating employee performance in organizations and help to identify human resources areas, which require improvement in organizations respectively. The results also revealed that performance appraisal techniques motivate groups and individuals in organizations and aids the management to monitor situations and take corrective actions respectively.

The descriptive results on employee performance revealed that absenteeism had reduced at moderate extent while timely reporting to work and coordinated communication had improved at a moderate extent. The findings on employee efficiency revealed that there was a moderate teamwork, moderate timely in meeting their established goals, moderate the application of critical thinking skills and moderate improvement in coordinated communication. The result on enhanced quality of services revealed a moderate improvement in time management, minimal reduction in client complaints, moderate improvement and consistency in services and moderate reaction to customer issues. The findings on employees' adherence to the rules and regulations revealed moderate improvement in professionalism, moderate improvement and adherence of ethical values and work place rules and moderate improvement in work place integrity respectively.

The regression results found a positive and significant relation linking training and development and job performance by employees while the coefficient linking career development and employee job performance was positive but insignificant correspondingly. Further, a significant and positive relationship between organizational development and employee job performance was revealed while rewards management positively and significantly influenced employee job performance respectively. The results further found a significant and positive link on performance appraisal on employee job performance in Kenyan state corporations.

3.6. Conclusions and Recommendations

The results revealed that training and development positively and significantly affects employee job performance. The research based on this finding concludes that training and development positively and significantly enhances employee job performance among Kenyan state corporations. The results also revealed that career development had an insignificant but positive effect on employee job performance. The study thus concludes that career development insignificantly affects employee job performance among parastatals in Nairobi. According to the findings, organizational development significantly and positively affects employee job performance. Based on the finding the study concluded that organizational development significantly affects employee job performance among state corporations in Nairobi.

The study outcomes documented that rewards management positively and significantly affected employee job performance. The paper based on this finding concluded that rewards management significantly affects employee job performance among parastatals in Nairobi. Finally, it was documented that performance appraisal significantly and positively affected employee job performance. The outcome led to the conclusion that performance appraisal significantly affects employee job performance among parastatals in Nairobi.

The findings led to the conclusion that training and development considerably and certainly enhances employee job performance among state entities in Nairobi. The study thus recommends that the Kenyan state corporations' management should invest additional resources on training and development to advance the ability of personnel as well as employees' job performance.

Secondly, the outcomes led to the conclusion that career development insignificantly impacts employee job performance among parastatals in Nairobi. However, the study recommends that the Kenyan state entities management should ensure they have effective career development strategies to promote and cultivate the individual's work in life, making the best possible use of the individual's inherent talents, abilities and knowledge and interests.

Third, study concluded that organizational development significantly affects employee job performance among parastatals in Nairobi. Therefore, the paper recommends that the Kenyan state corporations' management should make sure there is effective organizational development strategies to enhance and highlight policies, structures, and administrative processes to improve organizational efficiency.

Further, the research documented that rewards management significantly impacts employee's job performance among parastatals in Nairobi. The study based on this observation recommends that state corporations management in Kenya should set attractive financial and non-financial rewards since attractive rewards support the realization an entity's strategic goals by ensuring that it possesses experienced, skilled, motivated as well as committed staff.

Finally, the researcher concluded that performance appraisal significantly affects employee job performance among parastatals in Nairobi. The researcher thus recommends that the Kenyan state corporations' management should put in place effective appraisals techniques since performance appraisal is key in identifying good performance, identifying areas that need to be improved, and justifying managerial decisions.

3.7. Limitations of the Study

This study purely used primary data which was collected through questionnaires which were issued to HR managers in the various state corporations in Nairobi County. Thus, the study only collected data from one person per State Corporation thus the views of the various employees in the sampled corporation were not incorporated. Secondly, the study focused on state corporations in Nairobi and did not cover state corporations in other parts of the country.

The study further used a cross sectional approach which supports the collection of data from diverse respondents at a point in time. Thus, the study did not assess the HRD practices over time a period of years to assess how they have

impacted employee job performance. The study sample was 56 state corporations however, complete data was only obtained from 47 state entities thus a 100% response rate was not achieved.

The researcher also faced a number of logistical challenges among them absenteeism of the key respondents at the scheduled research time. However, such challenge was addressed by choosing an equivalent to respond to the study instrument. Additionally, there was some resistance in some of the state corporations as some of the respondents thought the research was an audit. However, the study's aims were expounded to the respondents additionally to attaching an authorization letter from the university. Finally, the study was carried out in Kenya hence the results may not be generalized to other state corporations in other countries.

3.8. Suggestions for further Research

The study results established that the explanatory variables (performance appraisal, rewards management, training and development, career development, organizational development) accounted for 41.1% of employee job performance. This indicates that there are other factors which affect employee job performance in Kenyan state corporations. The study thus recommends an additional research on other factors that may influence employee job performance in state corporations.

Secondly, the study focused on all state corporation within Nairobi County. However, different corporations carry out different tasks which require different skills as well as different HRD practices. The study therefore recommends a similar study on the various categories of Kenyan state corporations. In addition, the study focused on performance appraisal, rewards management, training and development, career development, organizational development as the only HRD practices. A similar study can be carried on how other HRD practice affect employees' job performance.

4. References

- i. Cheche, S. G. (2018). Employee engagement and performance of research and training state corporations in Kenya. *Unpublished PHD Thesis*, Kenyatta University, Kenya
- ii. Githinji, N. W., & Gachunga, D. H. (2017). Influence of organizational climate on employee performance in state corporations in Kenya. *Strategic Journal of Business & Change Management*, 4(2), 376-395
- iii. Kareem, M. A. (2019). The impact of human resource development on organizational effectiveness. *Management Dynamics in the Knowledge Economy*, 7(1), 29-50.
- iv. Mutahi, N., & Busienei, J. R. (2015). Effect of human resource management practices on performance of public universities in Kenya. *International Journal of Economics, Commerce and Management*, 3(10), 696-735.
- v. Muturi, W. F. (2018). Human resource development practices adopted by l'oreal Kenya. *Unpublished MBA Project*, University of Nairobi.
- vi. Mwendapole, D. K. (2013). Human resource development practices adopted by private secondary schools in Kisumu. *Unpublished MBA Project*, University of Nairobi.
- vii. Nuredin, Z. (2016). Impact of human resource development practice on employees' performance and motivation in the case of EFDRE Ministry of Agriculture and Natural Resource. *Unpublished Doctoral dissertation*, Addis Ababa University
- viii. Obong'o, S. O. (2014). Relationship between HRD practices and employee performance at Barclays Bank (K) Limited. *Unpublished MBA Project*, University of Nairobi.
- ix. Ogari, T. C. (2017). Role of corporate culture on the performance of commercial state corporations in Kenya. *Unpublished PHD Thesis*, Jomo Kenyatta University of Agriculture and Technology, Kenya.
- x. Ongeti, W. J. & Machuki, V. (2018). Organizational resources and performance of Kenyan State Corporations. *European Scientific Journal*, 14(34), 91-117
- xi. Otoo, F. N. K. (2018). Impact of human resource development practices on employee competencies. *International Journal of Management Studies*, 3(2), 116-128
- xii. Piekarski, L. (2014). *Analysis of human resource development literature*. University of Wisconsin-Milwaukee
- xiii. Rücker, M. S. (2017). How can an understanding of learning theories be used in the design of training? *Journal of Human Resource Management*, 20(2), 63-70.
- xiv. Simachew, A. (2014). Human resource development practices and challenges in public sector: evidence from selected regional public bureaus in Tigray Regional State, Ethiopia. *Unpublished Doctoral dissertation*, Mekelle University.
- xv. Tizikara, M. K., & Mugizi, W. (2017). Human resource development and employee job satisfaction in a public university in Uganda. *American Journal of Academic Research*, 2(2), 69-84.
- xvi. Uraon, R. S. (2018). Examining the impact of HRD practices on organizational commitment and intention to stay within selected software companies in India. *Advances in Developing Human Resources*, 20(1), 11-43.
- xvii. Weru, J. W., Iravo, M. A., & Sakwa, M. (2013). The relationship between training and development on performance of state-owned corporations. *International Journal of Academic Research in Business and Social Sciences*, 3(9), 57-75
- xviii. Young, S., & Choi, J. N. (2011). The effects of human resource development on operational and financial performance of manufacturing companies: A large-scale, longitudinal analysis. *UCLA Working Papers*, University of California