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## Human Resource Development as a Predictor Performance of West Pokot County

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### **Abstract:**

Kenya has a long history, starting with pilgrim standard and finishing freedom, of an absence of independence inside of its governmental issues and economy. In its national development, the country has placed Human resource development (HRD) a key part in enhancing the financial prosperity of the nation and its population. The purpose of the study was to investigate the influence of human resource development on the performance of West Pokot County. Universalistic theory guided the study. A descriptive survey research design adopted. This target population comprised of 50 employees from County Assembly, 20 from governor's office, 200 from county offices, three sub-county administrators and 30 ward administrators. The researcher used purposive sampling to select three employees from sub-County offices 15 employees from County Assembly, seven from governor's office, 60 from county offices and ten ward administrators. Questionnaire and interview schedule data collection instruments were used. Data collected, analyzed using descriptive and inferential statistics. A Multiple linear regression model was used to predict West Pokot County Performance in the study. From the model, ( $R^2 = .936$ ) shows that all the predictors account for 93.6% variation in public service performance. The training and development, employee relation, appraisal and compensation had significant relationship with performance of public service. The compensation of employees influenced highly performance of public service, followed by employee relation, then appraisal and finally training and development. The human resource development is a major predictor of performance of West Pokot. It is therefore prudent for the West Pokot County to enhance compensation, relation, appraisal of employees and training and development in order to effectively perform. The training and development had a low significant effect on performance of public service. The county governments should improve training and development of their employees, in order to enhance their performance. The results also imply that employees require constant training and development programs to keep them updated with their skills as well as the developments, for example, technological and customer related developments so as to improve their performance. The findings may assist organizations to evaluate the strategies enhancing organizational performance.

**Keywords:** Human Resource Development, Performance and West Pokot County

### **1. Introduction**

Human resource development refers to learning at the individual, gathering and authoritative levels to upgrade the viability of HR with the reason for accomplishing the targets of the organization (John, 2005). Human resource development is viewed as the way to higher efficiency, better relations and more noteworthy gainfulness for any organization. Iqbal (2007) says human efficiency is essential for development and survival of organizations. Cheney (2002) upheld the idea that higher efficiency prompts extreme societal advantages. To the extent the measurements/parts/sub-frameworks of Human resource development are concerned, components of human resource development have been planned in distinctive ways and different masterminds and experts have offered dissimilar perspectives. Regardless of the developing number of productions on Human resource Improvements (HRDs) part in organization realizing numerous instabilities remain. On the other hand, numerous fascinating activities are being attempted by HRD specialists in encouraging worker learning and expert improvement (Tjepkema, 2000).

American companies spend approximately \$US134bn annually on employee training and development. Shockingly, this tremendous capital spending does not generally mean enhanced organizational performance (Gubbins *et al.*, 2006). Late meta-expository surveys (Nguyen, Truong, & Buyens, 2010; Tharenou, Saks, & Moore, 2007) show that the experimental confirmation of the commitment of Human resource development (HRD) to execution is blended, especially at the firm level of examination. Given the overall wariness on the advantages of HRD (Bartlett, 2001; Torraco, 1999), closer examination of the connection in the middle of HRD and firm performance is essential. A plausible reason for the mixed results involving the relationship between HRD and firm performance is the lack of consensus on the conceptualization and its operation of the HRD construct. Past studies utilized conflicting conceptualizations

of HRD, bringing about a divided and constrained comprehension of its suggestions on firm performance (Nguyen *et al.*, 2010; Zwick, 2006).

According to Okpara and Pamela (2008) Nigeria uses various HRM practice and the perceived challenges and prospects of these practices. Their discoveries uncover that HRM practices, for example, preparing, enlistment, pay, execution Evaluation and prize frameworks are still set up and those issues of tribalism, Helps, training and development and corruption are a percentage of the difficulties confronting HRM in Nigeria. Both the public and private sectors in South Africa face challenges with regard to the availability of skilled human resources (PSC, 2005; RSA, 2008b). While the government has made advances in numerous territories since the approach of majority rule government after the first national vote based races in South Africa in 1994, much is still to be accomplished as far as social and financial development. One of the obstructions to shared development is an abilities lack, strikingly amongst underestimated individuals (RSA,2009c).

In South African it is critical to note that at no other time in the historical backdrop of this nation has such a lot of enactment been proclaimed, which has had an immediate effect on the field of HR administration. Boninelli (2004) highlighted the need of South African organisations to attract, create, and hold suitable abilities in a work advertise that will keep on suffering deficiencies in numerous divisions. The adjustments in union connections, plans of action, and key needs, would oblige progressing change administration and HR activities that are both proactive and compelling.

According to Kenya Economic Development report (2004), corporate organizations in Kenya the sector are among the biggest head honchos in Kenya notwithstanding the assessment opportunities it exhibits. As per this report, the economies of best nations on the planet started from their fruitful businesses in order to drive the nation's economy. These organizations need to react to more prominent worldwide goals and difficulties to contend adequately in nearby and worldwide markets.

West Pokot County has been established by the government of Kenya to run as a self-established government to cater and provide for its people as well as contributing to the national GDP. In this study the county government of West Pokot is of main focus and more so it intends to implement the devolved units by developing the available Human resource toward the intended success. There was to improve service delivery in the county so as to have an empowered population. The study sought to establish the human resource development factors predicting the performance of West Pokot County.

### *1.1. Statement of the Problem*

Reviews of past studies conducted in Kenya on organizational performance indicate that the researchers examined other contextual issues that influenced performance but not HRD strategies. Dimba and K' Obonyo (2009) investigated the moderating role of employee cultural orientations on the relationship between SHRM practices and firm performance of manufacturing multinational companies in Kenya. It is against this background that this study was undertaken to address the research gap, and also provide a better understanding through empirical evidence of the role of HRD practices on performance link from a Kenyan context.

Kenya has always envisaged being a nation who can ensure that its citizens are well catered for. The wake of the new constitution intended to achieve this by ensuring the devolution of funds to counties is introduced. There was need to investigate the role of human resource development in the performance of West Pokot County. This study was valuable to researchers and academicians in providing more knowledge on contributions of organization's performance.

## **2. Theoretical Framework**

The study will adopt the Universalistic theory, which is in light of the suspicion that there is a situated of predominant/best HRM practices, and that embracing them will definitely prompt unrivaled organizational performance (Luthans & Summer, 2005). The thought of best practice was recognized at first in the early US displays of HRM, a large number of which mooted the thought that the selection of certain "best" human resource practices would bring about upgraded organization performance, showed in enhanced representative mentalities and practices, lower levels of non-attendance and turnover, larger amounts of abilities and in this manner higher efficiency, improved quality and productivity and obviously expanded benefit (Marchington & Wilkinson, 2008). Subsequently, it is contended that all organizations will advantage and see enhancements in organizational performance on the off chance that they can distinguish, pick up responsibility to and actualize an arrangement of best HRM practices. Therefore, universalistic viewpoint keeps up that companies see performance picks up by recognizing and actualizing best practice regardless of the item showcase circumstance, industry or area of the firm (Pfeffer, 2001).

There is growing empirical evidence suggesting that people are the pre-eminent organizational resource and the key to achieving outstanding performance. Progressive HRM practices' including selectivity in staffing, training and incentive compensation are positively related to perceptual measures of organizational performance and has contributed to performance of firm (Scholes & Johnson, 2007). The universalistic researchers consider SHRM to decidedly impact firm performance and expect that SHRM can help firms enhance their HR money saving advantages, advance working effectiveness, expand development and upset capacity, and increment organizational performance advantages (Dyer, 2003). Support for universalistic hypothesis originates from a few different studies. Case in point, Huselid (2005) notes that all else being equivalent, the utilization of superior work practices and great inside fit ought to prompt positive results for a wide range of firms. Delery and Doty (2000) find generally solid backing for the universalistic contention and recommend that some HR practices like profit-sharing, results-oriented appraisals and employment security always have a positive effect on performances.

Human resource activities are much of the time recognized to assume a focal part in connecting representative abilities with the execution prerequisites of a firm. Huselid (2005) in his examination watched that interest in human resource activities, for example,

motivator pay, particular staffing strategies and representative cooperation bring about lower turnover, more noteworthy efficiency and expanded hierarchical execution through their effect on worker ability improvement and inspiration. Pfeffer (2001) from his study has put forth a defense that organizations wishing to succeed in today's worldwide surroundings must make proper HR speculations to gain and manufacture workers who have preferable abilities and capacities over their rivals. Consequently, one key part of the best practice HRM writing is that the methodology is equipped for being utilized as a part of any organization, regardless of item market circumstance, industry and workforce. The thought of best practice may be more proper for recognizing the decisions of practices rather than the practices themselves. The great practices that do well in one effective environment ought not to be overlooked through and through. The firm should choose what may be important by and large terms and what lessons can be learnt that can be received to fit its specific key and operational necessities.

### 3. Literature Review

#### 3.1. Organizational Performance

A causal model utilizing an arrangement of cross-sectional information grew by Selvarajan et al. (2007) demonstrates that human capital improvement clears a route for more prominent inventiveness and this thus offers positive ramifications on firm execution. Meanwhile, firm performance and human capital could likewise be seen in the setting of superior work frameworks (Hsu *et al.*, 2007). It is contended that the development and accentuation on the human capital improvement bring about superior or rather elite work frameworks.

As a matter of fact, human capital development and improvement in organizations have a tendency to make a noteworthy commitment on authoritative capabilities and this thus turns into an extraordinary help for further upgrading creativity and the present writing to a huge degree underpins the way that firm performance is absolutely affected by the vicinity of human capital practices (Noe *et al.*, 2003; Youndt *et al.*, 2004). Some even embraced that human capital development is an essential to great money related execution (Delaney & Huselid, 1996) and furthermore, the significance of authoritative human capital as to firm performance was further upheld by Hsu et al. (2007). What's more, confirmation demonstrates that the pertinence of human money to firm performance has likewise get to be pervasive among the innovation based new pursuits, and it appears that the utilization of human capital device (underlining nature of representatives) per say in little innovation based new pursuits has a tendency to have an extraordinary effect on the companies' prosperity (Shrader & Siegel, 2007). Heterogeneity is decidedly connected to better critical thinking and offering making arrangements (Michel & Hambrick, 1992). A late study in the related region likewise gives some astute data about the heterogeneity impact on firm performance (Maran, 2008).

Without a doubt, heterogeneity (as human capital) can be an altogether imperative information to human capital development and improvement as it makes organizations to be more imaginative and creative for long haul survival in their universal and worldwide markets (Grossman, 2000). In light of this, the competency of TMT is upheld by the info based worldwide human capital, transformational human capital and yield based global human capital (Huang *et al.*, 2002). However, the relationship between creative human resources practices (however human capital practices are not specifically included) and organizational performance could be depicted as 'non-direct' (Chadwick, 2007). Lists of best practices vary intensely in their constitution and in their relationship to organizational performance. This outcomes in perplexity about which specific HR practices constitute high-commitment, and a lack of empirical evidence and theoretical rigour (Guest, 2001) to support their universal application. Capelli and Crocker-Hefter (2000) argue that it is distinctive HR practices that help create unique competencies that differentiate products and in turn drive competencies.

#### 3.2. Human Resource Development

Human resource development has been comprehensively characterized as "a procedure for creating and unleashing human expertise through organization development and training and development with the end goal of enhancing performance" (Swanson & Holton, 2001, p. 4). In the present study, we concentrate on different training endeavors of organizations to add to the assignment related aptitudes and learning of their representatives. Such training has been recognized as the center component of HRD endeavors (Dhamodharan *et al.*, 2010; Gubbins *et al.*, 2006).

Work in organizations is getting to be imperative accomplices in this learning society, as they give more chances to persistent figuring out how to their representatives with the target to enhance hierarchical adapting all in all (Karen *et al.*, 2001). Despite the growing number of publications on Human Resource Developments (HRDs) role in organizational learning many uncertainties remain. However, many interesting initiatives are being undertaken by HRD practitioners in facilitating employee learning and professional development (Tjepkema, 2000). Organizational perspective point is that human resource development is a procedure in which the workers of an organization are roused to secure and create specialized, administrative and behavioral information aptitudes and capacities (John 2005).

Human resource development is considered the key to higher productivity, better relations and greater profitability for any organization. Iqbal (2007) says human productivity is crucial for growth and survival of organizations. Cheney (2002) supported the concept that higher productivity leads to ultimate societal benefits. Rao (1988) suggests that Human resource development sub-frameworks embody execution evaluation, potential examination, vocation arranging, preparing, execution guiding, organization development, representative welfare, rewards, characteristics of work life and human resource data framework.

The various studies that have examined the impacts of HRD on profitability and budgetary execution, the outcomes were blended (Indradevi, 2010). Late audits (Nguyen *et al.*, 2010; Tharenou *et al.*, 2007) have shown that current studies conceptualize and test

distinctive measurements of HRD under the same name, bringing about blended experimental discoveries and debate on the estimation of HRD in execution. Case in point, HRD concentrating on quantitative measurements, for example, the vicinity of preparing, hours of preparing, and consumption on HRD activities, has been rejected as a significant predictor of firm performance (Aragon-Sanchez, Barba-Aragon, & Sanz-Valle, 2003; Castellanos & Martin, 2011; Glaveli & Karassavidou, 2011).

In contrast, HRD concentrating on qualitative dimensions, such as social support for developing employees, perceived benefits of training and long term way to deal with HRD, has been decidedly connected with firm performance (Bartlett, 2001; Glaveli & Karassavidou, 2011). Given the opposing discoveries on HRD-execution connections in former studies, a complete examination that deliberately considers the different measurements of HRD is basic. Studies taking into account the administrative point of view concentrate on the qualities of HRD as executed by the business (Aragon-Sanchez *et al.*, 2003; Barrett & O'Connell, 2001), while those taking into account the representative viewpoint concentrate on the individual encounters of workers and their assessment of HRD (Glaveli & Karassavidou, 2011). These HRD measurements with diverse foci or elements have been caved in and treated consistently in earlier studies, bringing about conflicting observational discoveries. Subsequently, the present comprehension of the vital decisions accessible to firms identified with representative improvement stays restricted.

Research by West *et al.* (2002) researching the connections between particular HR business methods and performance found that specific HR procedures had an extremely solid impact on performance. One of the measures of performance in that study included money related results. The investigation uncovered an in number relationship between HRM practices and performance.

Results from an exploration directed on Taiwanese firms by Wan-Jing and Tung (2005) neglected to bolster the universalistic point of view. Just the connection between an inventive drove HR system and SHRM applied a huge impact on firm performance, supporting the contention of the directing impact of aggressive techniques. Wright *et al.* (2005) completed a study and found that organizations displayed higher performance when they enlisted and obtained representatives having skills steady with the organization's present methods. They additionally found that organizations showed higher performance when they searched out a system that coordinated their ebb and flow representatives' capabilities, implying that other than SHRM, different methods must be grasped with it to improve firm performance. A study done by Ernest (2003) using objective and subjective performance measures and cross-sectional and longitudinal data confirmed an association between SHRM and performance. This implies then that unless SHRM works in association with other strategies, then a firm may not register enhanced performance for embracing SHRM.

The reason for HRD and points of vision 2030 are hitched in light of the fact that as Bacchus (1992) states that "a definitive objective of HRD in any nation is or ought to be to enhance the personal satisfaction of its whole individuals". This is the thing that Vision 2030 diagram proposes from its general plan "to make Kenya a prosperous country with a high caliber of life". Ghee (1986) likewise declares that "HRD ought to allude to not just parts of physical prosperity of individuals, for example, future, baby mortality, rates of bleakness and levels of sustenance additionally to socio-social angles, including instruction and livelihood, social union and soundness, political expression, social differing qualities and even environmental concordance". This suggests that HRD is a multifaceted idea including procurement of each one of those conditions fundamental for the man to create himself as well as other people. The nature of individuals fitting to the specific level and complexities of the exercises included during the time spent asset assembly, decides how well or inadequately these undertakings are expert.

### 1.3.3. Influence of Human resource development on Firm Performance

The human capital centers, two principle parts which is individuals and organizations. This idea have further been depicted by Garavan *et al.*, (2001) that human capitals have four key characteristics as takes after: (1) adaptability and versatility (2) improvement of individual abilities (3) the development of authoritative skills and (4) individual employability. It demonstrates that these traits, thus produce add qualities to individual and authoritative results. Various discoveries join human capital with higher performance and economical upper hand (Noudhaug, 1998); higher organization duty (Iles *et al.*, 1990); and improved authoritative maintenance (Robertson *et al.*, 1991). Consequently, this civil argument in a broad sense concentrates on individual and organization performance.

Collis and Montgomery (1995) established a significance of human capital relies on upon the extent to which it adds to the formation of an upper hand. From a financial perspective, exchange expenses demonstrate that firm picks up an upper hand when they claim firm-particular assets that can not be replicated by opponents. In this way, as the uniqueness of human capital expands, firm have motivating forces to put assets into its management and the expect to lessen hazards and benefit from gainful possibilities. Thus, people need to improve their competency abilities keeping in mind the end goal to be aggressive in their organizations.

From the authoritative level, human capital assumes an imperative part in the key anticipating how to make game changers. Taking after the work of Snell *et al.*, (1999) it expressed that a company's human capital has two measurements which are quality and uniqueness. Firm demonstrates that assets are important when they permit enhancing viability, gaining by circumstances and killing dangers. In the setting of compelling management, quality spotlights on expanding benefits in examination with the related expenses. In this sense, organization's human capital can add esteem on the off chance that it adds to lower expenses, give expanded exhibitions. According to Seleim, Ashour, and Bontis (2007) there is a relationship between human capital and organization performance of programming companies. They found that the human capital markers had a positive relationship on organization exhibitions. These markers, for example, training went to and cooperation practices had a tendency to result in genius entertainers where more profitability could be meant authoritative exhibitions. This was additionally bolstered by Dooley (2000) who discovered a huge positive connection between the nature of engineers and volume of pieces of the overall industry. In light of the above contentions we can presume that human capital markers improved the firm performance specifically or in a roundabout way.

Bontis and Fitzenz (2002) argues that the results of human capital management and they built up the relationship between human capital management and monetary and business results. In this study, a sum of 25 companies in the money related managements

companies were chosen. The study measured human capital viability with four measurements; income variable, cost element, pay element and HC return for capital invested. The principal parts of any organization are to create more income and wage per representative. Human capital has an immediate effect on the scholarly capital resources that will yield higher money related results per worker. The development of human capital is emphatically impacted by the instructive level of workers and their general fulfillment. In this manner, improvement human capital has an immediate effect on return for capital invested of firms.

A great part of the exploration on SHRM and performance puts an accentuation or expect that every organization is seeking after a coordinated situated of business targets and HR practices. This is interestingly with late improvements as firstly; it is apparently inconsistent with the move towards more adaptable interior structures and procedures, for example, key companies together, business systems, joint endeavors and linkages. Furthermore, the methodology does not likewise consider the pattern towards outsourcing and between organization contracting and the impact of multi head honchos and clients in the molding of performance.

Numerous organizations have renamed their preparation divisions to human resource development offices. Shockingly a few organizations renamed their faculty divisions to Human resource development offices. Some instructive companies began honoring degrees and recognitions in human resource development, with the certainty remaining that the idea is not yet clear as can be. It is an idea not all that old that adequate human information could have been conceivable. The analysts' examination about organization performance is led just as organizations are homogeneous substances with unmistakably characterized limits and comparative connections and qualities. The inquiry still left unanswered is the impact of HRD on authoritative performance. To fill this crevice and to further inspect the presence of such a relationship, it is vital to direct research in creating nations particularly in Kenya. This is credited to the usage of the Kenyan constitution which advocate for the devolved system of government. There is additionally a need to scrutinize the veracity of the connection in the middle of HRD and performance. Thus, there was have to expand inquire about in Kenya's counties given the expanding significance of HRD in making performance in understanding of the influence of HRD on performance of West Pokot County.

#### 4. Research Methodology

The study adopted descriptive survey research design that describes events (Glass & Hopkins, 1984). The design involved gathering of facts or obtaining pertinent and precise information concerning the effects of human resource development on West Pokot County Performance and whenever possible draw possible conclusions from the facts discovered (Orodho 2008). Descriptive methods are widely used to obtain data useful in evaluating present practices and providing for decision. This method was appropriate as it gives a detailed description of human resource development factors predicting Performance West Pokot County which can be generalized to other parts of Kenya.

Descriptive study employed methods of analyzing using inferential analysis. Descriptive studies extraordinarily build our insight about what happens in counties. The design was intended to provide statistical information about aspects of devolution that interested policy makers and educators. The target population of the study was 303 public servants employed in west Pokot County. This population comprised of 50 employees from County assembly, 20 from governor's office, 200 from county offices, 3 sub county administrators and 30 ward administrators. The researcher adopted simple random sampling technique to select 30% of the 303 employees and to take part in the study. From the target population of 303, the researcher used proportionate sampling to select 95 respondents and was in line with Gay's (2003) recommendation.

The research instrument that used in this study is a questionnaire and interview schedule. The researcher constructed closed- ended and open- ended questionnaires, which was administered to employees from County assembly, county offices and ward administrators. This allowed the researcher to draw conclusions based on comparisons made from the responses. A structured interview schedule was used to gather information from the sub County offices employees and governor's office. The interview schedule designed was structured according to research objectives.

The expert judgment was used to determine validity of research instruments. Advice given by these people helped the researcher to determine the validity of the research instruments. The advice included suggestions, clarifications and other inputs. These suggestions were used in making necessary changes. The questionnaire was administered within during the pilot study at Turkana County. Cronbach's Coefficient Alpha was used to determine the reliability of the research instrument. A Cronbach's Coefficient Alpha of 0.756 was assumed to reflect the internal reliability of the instruments (Fraenkel & Wallen, 2000). From the study the Cronbach's Coefficient Alpha obtained was 0.964 and the entire questionnaire deemed as reliable after several typographical errors detected were corrected in the instrument confirming that it is sufficient to be used in the main study.

After all data was collected, the researcher conducted data cleaning, which involved identification of incomplete or inaccurate responses and correct to improve the quality of the responses. The data was coded and entered in the computer for analysis using the Statistical Package for Social Sciences (SPSS V.21). The research yielded both qualitative and quantitative data. Multiple regression was used to determine the human resource development factors predicting performance in West Pokot County. It was appropriate to use the technique for interval and ratio-scaled variables. After analysis, data was presented in tabular form alongside inferential statistics.

The study employed the multiple regression models which are as follows:

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

Where;

Y= Performance of West Pokot County

$\beta_0$ = Constant

$\beta_{1, 2, 3, 4}$  = Coefficients

$X_1$  = Training and development

$X_2$  = Employee Appraisal

$X_3$  = Employee Relation

$X_4$  = Compensation

$B_{1-n}$  = regression coefficient

$\mu$  = error term

## 5. Results

### 5.1. West Pokot County Performance

From the study descriptive statistics was used to establish the county government performance as summarized in Table 1. From the study all the 5 statements used to explain performance of West Pokot County had a mean score of above 3.3, this showed that respondents agreed on the performance. From the study, the respondents rated the county government had achieved its objectives since the mean score was 3.83, however the residence of the county was also satisfied and the mean of 3.56. Also the use of fewest resources was rated to be good with a mean of 3.56, with innovations on products and process having 3.43 and finally high quality services were experienced in the county as shown by a mean of 3.32.

Statement	Mean	Standard Deviation
The county government has achieved its objectives	3.8261	.55014
The county government uses the fewest possible resources to meet its objectives	3.5634	.93339
The county government residence are satisfied on the services provided	3.6379	.77958
The county government has made innovation, for products and processes	3.4307	.55792
The county government high quality services	3.3146	1.31940

Table 1: County Government Performance

The organizational performance it is seen that all the variables (effectiveness, efficiency, development, satisfaction, innovation, quality) used to constitute this construct fit properly. This agreed with Kuchinke (2003) that organisations do not operate in a vacuum. It is argued that HRD policies change over time depending on whether the organisation is in a stage of formation, growth, maturity, or decline (Budhwar & Sparrow, 1997).

### 5.2. Factors Predicting West Pokot County Performance

Multiple regressions used to establish the predictors of West Pokot County. Multiple regressions model was based on exploration of the interrelationship between independent variables and dependent variables. The prediction was carried out basing on the influence of the four independent factors; training and development, appraisal, relation and compensation.  $R^2$  represents the values of multiple correlation coefficients between the predictors used in the model and public service performance. All the predictors used in the model represent only a simple correlation between the predictors and factors to be considered for public service performance. The  $R^2$  represented the measure of variability in West Pokot County Performance that is accounted for by the predictors (independent variables which include training and development, appraisal, relation and compensation). From the model, ( $R^2 = .936$ ) shows that all the predictors account for 93.6% variation in West Pokot County Performance (Table 2).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.967 <sup>a</sup>	.936	.933	.32617	.936	305.005	4	84	.000

Table 2: Model Summary on Public Service Performance

a. Predictors: (Constant), Training and development, Appraisal, Relations, Compensation

b. Dependent Variable: Performance

Therefore, the predictors used in the model have captured the variation in the public service performance. The adjusted  $R^2$  gave the idea of how well the model generalizes the prediction of West Pokot County Performance by the independent variables. The value of adjusted  $R^2$  was .933, showing that the prediction of West Pokot County Performance account for approximately 93.3% less variance. The adjusted  $R^2$  change from zero to .936 and gave rise to an F ratio of 305, which is significant at a probability of .05.

The analysis of variance tests if the model significantly fit predicting the outcome (Table 3). The F ratio of 305, was is significant at a probability of .05 ( $P < .05$ ). The model significantly improved the ability to predict the public service performance. Thus the model was significant leading to rejection of the null hypotheses. This represented the effect size of the regression model and was significant with a p-value of 0.000.

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129.798	4	32.449	305.005	.000 <sup>b</sup>
	Residual	8.937	84	.106		
	Total	138.735	88			

Table 3: Analysis of Variance on West Pokot County Performance

a. Dependent Variable: Performance

b. Predictors: (Constant), Training and development, Appraisal, Relations, Compensation

### 5.3. Coefficients of West Pokot County Performance

In addition, the  $\beta$  coefficients for each independent variable generated from the model was subjected to a *t*-test, in order to test each of the hypotheses under study. Table 4 shows the estimates of  $\beta$  values and gives an individual contribution of each predictor to the model. The  $\beta$  value explains about the relationship between public service performance and each predictor. The positive  $\beta$  values indicate the positive relationship that exists between the predictors and the outcome. The *t* test was used as a measure to identify whether the predictors were making a significant contribution to the model. When the *t*-test associated with *b*-values is significant and the predictor is making a significant contribution to the model. The smaller the value of significance (the larger the value of *t*) that is the greater is the contributor of that predictor. The  $\beta$  value for appraisal, relation and compensation had a positive coefficient, thus positive relationship with public service performance, while training and development had negative relationship as summarized in the model as:

Public service performance =  $-1.022 + .334A_p + .688R_e + 1.13C_o + .288T_d + \alpha$ .....Equation 4.1

Where:

Td= Training and development

Ap= Employee Appraisal

Re= Employee Relation

Co=Compensation

$\alpha$ = error term

To test whether there was collinearity tests, tolerance and Variance Inflation Factor (VIF) statistics was used Table 4. For this model, VIF values are all below 10 and tolerance statistics are all well above 0.2 and we can conclude that there is no Collinearity within our data (Bowerman & O'Connell, 1990).

The regression results showed that the performance of west pokot County by the predictors was significant. The findings also showed that  $\beta_1 = 0.288$  ( $p < 0.05$ ) which implies that null hypothesis that there is no significant effect of training and development on performance of public service was rejected. For a unit increase in training and development, there is 0.288 units increase in performance of public service in West Pokot. Furthermore, the training and development was stated by the *t*-test value = 2.26 which implies that the effect of training and development surpasses that of the error by over 2 times.

The findings also showed that  $\beta_2 = 0.688$  ( $p$ -value  $< 0.05$ ) which indicates that the null hypothesis that there is no significant influence of employee relation on performance of public service was rejected. For a unit increase in employee relation, there is up to 0.688 unit increase in performance of public service. Also the effect of employee relation is shown by the *t*-test value of 9.4 which implies that the effect of employee relation surpasses that of the error by over 9 times. The value of  $\beta_3 = 0.334$  ( $p < 0.05$ ) implies that we reject the null hypothesis stating that there is no significant relationship between employee appraisal on performance of public service. This indicates that for each unit increase in appraisal, there is up to 0.334 units increase in performance of public service. The effect of appraisal is stated by the *t*-test value = 4.6 which indicates that the effect of appraisal is over 5 times that of the error associated with it.

The findings also showed that  $\beta_4$  was 1.13 ( $p < 0.05$ ) implies that we reject the null hypothesis that states that there is no significant relationship between employee compensation on performance of public service. This implies that there is up to 1.13 unit increase compensation in for each unit increase in performance of public service. The effect of compensation is stated by the *t*-test value = 7.51 which indicates that the effect of compensation is over 8 times that of the error associated with it. The findings showed that training and development, relations, appraisal and compensation had significant relationship with performance of public service.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.022	.269		-3.803	.000		
	Employee Appraisal	.334	.072	.248	4.616	.000	.265	3.778
	Employee Relations	.688	.074	.427	9.357	.000	.368	2.717
	Compensation	1.131	.151	.503	7.508	.000	.171	5.844
	Training and development	.288	.127	.126	2.262	.026	.247	4.046

Table 4: Coefficients of Public Service Performance

a. Dependent Variable: Performance

Undoubtedly, heterogeneity may be a significantly important input to human capital development and requires organizations to be more innovative to survive in the global market arena (Grossman, 2000). In light of this, the competency of employees is supported by the input-based international human capital, transformational human capital (Huang *et al.*, 2002). The findings agree with Chadwick, (2007) that there is a relationship between innovative human resources practices and firm performance. It concurs with Maran, (2008), that there is heterogeneity effect on firm performance.

The findings agree with Selvarajan *et al.* (2007) that human development paves a way for more innovativeness that has a positive effect on firm performance. Also Hsu *et al.*, (2007) supported that a firm performance is attributed to human capital. The human development enhances County performance. The fundamental aspects of any organization are to generate more revenue and income per employee. The human resource development is positively influenced by the educational level of employees and their overall satisfaction. Therefore, developing human resource has a direct impact on firm performance.

## 6. Conclusion

A Multiple linear regression model was used to predict West Pokot County Performance in the study. From the model, ( $R^2 = .936$ ) shows that all the predictors account for 93.6% variation in public service performance. The training and development, employee relation, appraisal and compensation had significant relationship with performance of public service. The compensation of employees influenced highly performance of public service, followed by employee relation, then appraisal and finally training and development. The human resource development is a major predictor of performance of West Pokot. It is therefore prudent for the West Pokot County to enhance compensation, relation, appraisal of employees and training and development in order to effectively perform.

## 7. Recommendations

From the study findings, it was deduced that training and development had a low significant effect on performance of public service. The county governments should improve training and development of their employees, in order to enhance their performance. The results also imply that employees require constant training and development programs to keep them updated with their skills as well as the developments, for example, technological and customer related developments so as to improve their performance.

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