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## Human Resource Practices Influencing Employees Productivity in the Department of National Registration Bureau Nairobi County, Kenya

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### **Abstract:**

*The main purpose of this research work was to find out the human resource practices that influence employees' productivity in the department of national registration bureau Nairobi county. National Registration Bureau department (NRB) is one of the key department keys in the Ministry of Interior and Coordination of National Government in the Office of President. It operates under the state department of interior. It is mandated to perform activities relating to the registration of persons in line with the Constitution of Kenya. The study made use descriptive research design to collect primary data from the respondents using closed and opened ended questionnaires. This study had a target population of eight hundred (800) officers comprising of middle level managers, technical officers and support staff. It made use of stratified and systematic random sampling. The data was collected and analyzed by use of descriptive statistics e.g. frequencies and percentages Using Statistical Package for Social Sciences (SPSS) alongside inferential statistics where regression model is applied. The findings were that the Staff Training in National Registration Bureau Department helps in determining of training needs, performance appraisal helps in giving feedback on their work and in justifying pay increases, compensation according to the NRB department is the benefits that employees receive in exchange for the service they provide to the department. The study recommends that Training should be the teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies. Training should have specific goals of improving one's capability, capacity, productivity and performance.*

**Keywords:** Human resource Management practices (HRMP), Employee productivity

### **1. Introduction**

Training refers to the methods used to develop skills in employees required to perform the job (Dessler, 2008). Most organizations considered training and development as an important factor of the human resource activity since it contributes positively towards organizational growth. Therefore, training can be used as an instrument to increase worker's performance by developing knowledge and skills. Training is said to be an activity meant for developing extra competencies required today or in future in order to raise the level of worker's performance (Jackson and Schuler, 2000). It can be used as a tool to increase efficiency and effectiveness of staffs in order to improve organizational productivity (Cook and Hunsaker, 2001). Extensive training programs are conducted on staffs to improve the employee's performance in order to attain strategic position over competitors (Brown, 2005).

Therefore, training can be explained as a formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience' (Armstrong, 2012). Training can be either on the job or off the job depending on the need in question. Appropriate training is required for various needs such as: to solve pertinent problems, to boost performance of employees and as consequence that of an organization, and very important for uninterrupted development of human resource.

### **2. Literature Review**

#### *2.1. Theoretical Review*

The theory that informed this study was human capital theory.

### 2.1.1. Human Capital Theory

According to Becker (1964) human capital corresponds to any stock of knowledge or characteristics the worker has (either innate or acquired) that contributes to his or her productivity'. It postulates that expenditure on training and education is costly and should be considered an investment since it is undertaken with a view to increasing personal productivity. Human capital represents the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinctive character.

Human capital theory rests on the assumption that formal education is highly instrumental and necessary to improve the productivity of a population and or an organization. Human capital theory is concerned with how people in an organization contribute their knowledge, skills and abilities to enhancing organizational capability and the significance of that contribution (Armstrong 2012).

The theory emphasizes on how training increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capability which is a product of innate abilities and human resource development (Johnson and Christensen, 2010). Armstrong, (2009) asserts that the contribution of education to economic growth and development occurs through its ability to increase the productivity of an existing labor force in various ways.

According to Torrington (2008)), the human capital theory conceives training as an investment made by individuals, organizations and/or the state. The training effort can be measured by assessing the quantity of training inputs in terms of number of employees trained, time and expenditure. Human Capital Theory asserts that people are worthy investing in as a form of capital. The people's performance and the results achieved can be considered as a return on investment and is assessed in terms of costs and benefits. The accumulation of human capital takes place in three ways: formal schooling whereby the individual devotes his whole time to learning; on-the-job training which is provided by the current employer; and off-the-job training (Johnson and Christensen, 2010)).

Thus, this theory is relevant because for employees to be productive they must have the necessary knowledge and skills. Hence, performance appraisal one of the HRM practices will be used in identifying the skill gap among the employees so that necessary course of action is undertaken by the organization. This so because for any organization to remain competitive and

### *2.2. Empirical Review*

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This practice is one of the most important aspects of HRM required by the organizations in order to be ahead of competitors (Cook and Hunsaker, 2001). A study conducted by Koch and McGrath (1996) shown that firms that engage in systematic training of their workforce do enjoy the rewards of a more productive workforce.

Training is importance to organizations seeking to gain an advantage among competitors (Armstrong, 2012). It should not be ignored since it improves employees' skills and enhances their personal development and their ability to perform duties better (Dessler, 2008). Training can serve as additional levers for enhancing engagement and commitment. A person-organization fit is fostered through training which is vital for developing productive and dedicated employees

According to Torrington (2008), training is an investment made by individuals, organizations and/or the state. The training effort can be measured by assessing the quantity of training inputs in terms of number of employees trained, time and expenditure, thus therefore people are worthy investing in as a form of capital. The people's performance and the results achieved can be considered as a return on investment and is assessed in terms of costs and benefits. The accumulation of human capital takes place in three ways: formal schooling whereby the individual devotes his whole time to learning; on-the-job training which is provided by the current employer; and off-the-job training (Johnson and Christensen, 2010).

Kagucia (2012) argued that training needs analysis is the vital to employee performance improvement and the development of skills and competencies necessary to achieve organizations goals. He argued that training needs assessment (TNA) helps an organization to identify the skill gap existing between present performance and the desired performance. Shitsama (2011) suggested some of the benefits of training. They include: yield higher productivity, improved work quality, increased motivation and commitment, higher morale and teamwork, and fewer errors, culminating in a strong competitive advantage, developing desired skills, preventing accidents through safety training, supplying professional and technical education and supervisory.

A study by Sila (2014) on the relationship between Training and Performance in Kenya Women Finance Trust, Eastern Nyanza Region, Kenya indicated that attitude has a direct influence on employee performance. This is because attitude is what an employee will feel towards work as well as the situations, they find themselves in while at work. Sila further states that attitude may also be as a result of stereotypes an employee has towards somebody or something. A positive attitude at work place builds one's self-esteem, builds loyalty towards the organization and thus an employee is able to deliver services with zeal and total commitment.

### 3. Research Methodology

#### 3.1. Research Design

The researcher adopted the descriptive research design which was used by Chaponda, (2014) in a study on the effect of performance appraisal on employee motivation: a survey of slum based non-governmental organizations in Nairobi. The design was used to collect data from respondents on human resource practices that affect employees' productivity in the department of National Registration Bureau Department.

#### 3.2. Target Population and Sampling Technique

This study targeted population of eight hundred (800) officers, including of the top-level officers and middle level officers and low-level officers drawn from NRB department in Nairobi County. NRB department has its headquarters at Nairobi and still it has high number of its staffs in all levels as well as the surrounding offices within the county. Thus, therefore it was easier to collect data since the offices are not far from the headquarters

This study used stratified and systematic random sampling since this gives everybody a chance to be selected and is mostly used when dealing with a heterogeneous group (Kombo and Tromp (2006). Through stratified sampling, the population was divided into groups, based on some characteristics. Then, within each group, a probability sample was selected. In stratified sampling, the groups are called strata. Then systematic sampling which is an equal-probability method was used in which each element in the frame had equal probability of selection for this case the workers were stratified into three different levels of management within the department (Kothari (2004). Purposive sampling was then used to select individual respondents form the various cadres.

#### 3.3. Data Collection Instrument

The researcher used primary data which were obtained by use of closed ended and open-ended questionnaires. Standardized questionnaires were of help for investigating a widely distributed population. According to Kothari (2004) questionnaires are good to use because the cost involved is low even when the population is large and widely spread geographically. Questionnaires are also free from the bias of the interviewer and answers are in respondents' own words. The university helped me by writing an introductory letter to the director, National Registration Bureau indicating the intention of carrying out the study and also the purpose of the study which is purely academic. The questionnaires were hand delivered and distributed to respondents in the various sections and picked after 5 days by the researcher through a drop and pick later method.

#### 3.4. Data Analysis

The data collected was analyzed by use of descriptive statistics e.g. frequencies and percentages, this made use of correlation and multiple regression analysis since was number of variables involved in the study hence enabling establishment of the relationship between them i.e. relationship between various HRM practices and employee productivity. Using statistical package for social sciences (SPSS) alongside inferential statistics where regression model shown below will be used to establish the significance level of each variable.

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + \epsilon$$

Where

Y = Employee productivity

X1 = Staff Compensation

X2 = Staff training

X3 = Staff promotion

$\epsilon$  = Error term

a, b1, b2 and b3 = Regression Coefficients

### 4. Findings and Discussion

#### 4.1. Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The study sought to determine influence of HRM practices on employee productivity in National Registration Bureau Department, Nairobi County, in Kenya. Data was gathered exclusively from questionnaires as the research instrument designed in line with the objectives of the study.

#### 4.2. Staff Training and Employee Productivity

The respondents were asked to indicate the extent in which Staff Training influence Employee Productivity in National Registration Bureau. Table 4.6 majorities of the respondents agreed that Acquisition of knowledge, skills and abilities is necessary for one to successfully perform a job which enables advancement in work competency as indicated by the mean of 3.38 and standard deviation of 0.78. The respondents stated that Extensive training programs conducted on employees helps improve the employee's performance as well the overall organization which was supported by mean score of 4.12 and standard deviation of 0.81. The findings identified that Training serves as additional levers for enhancing engagement and commitment in employee's work place due to motivation of better results which was supported by the mean of 3.60 and standard deviation of 0.84. Moderately the respondents agreed that Training needs analysis (TNA) is the

vital to employee performance improvement and the development of skills and competencies necessary to improve employee performance with a mean score of 3.56 and standard deviation of 0.77.

Training Needs Assessment (TNA) helps an organization to identify the skill gap existing between present performance and the desired performance by establishing areas under performed based on targets and set objectives which had a mean of 3.75 and standard deviation 0.94. The study established that there is a positive relationship between training and employee performance since the inputs are directly related to output in performance with a score of 3.72 mean and standard deviation of 0.84. This implied that training as part of succession planning to help an employee be eligible for a planned change in role in the organization. The findings are in line with those of Jan & Jahangir, (2014), that in human relations the increased stresses of today's workplace can include misunderstandings and conflict training help people to get along in the workplace by meeting the organization goals and objectives.

Statement	Mean	Std
Acquisition of knowledge, skills and abilities is necessary for one to successfully perform a job.	3.38	0.78
Extensive training programs conducted on employees helps improve the employee's performance.	4.12	0.81
Training can serve as additional levers for enhancing engagement and commitment.	3.60	0.84
Training needs analysis (TNA) is the vital to employee performance improvement and the development of skills and competencies necessary to improve employee performance.	3.56	0.77
Training needs assessment (TNA) helps an organization to identify the skill gap existing between present performance and the desired performance.	3.75	0.94
There is a positive relationship between training and employee performance.	3.72	0.84

Table 1: Staff Training and Employee Productivity

#### 4.3. Inferential Statistics

##### 4.3.1. Staff Training and Employee Productivity

The study found in the table below the R Square, which is the coefficient of determination, was used to measure the dependent variable variations and their effect on the dependent variables. As observed, the R Square value is 0.447; this value is between 0 and 1. Analytically, this shows that 44.7 % of variations in the dependent variable can be explained by the independent variables. Analytically, 44.7 % of variation in employee productivity in National Registration Bureau Department, Nairobi County, Kenya that is explained by Staff Training

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669a	.447	.444	.467

Table 2: Staff Training and Employee Productivity Predictors: (Constant), Staff Training

#### 4.4. Regression Analysis

Regression model summary result in Table 4.12 indicated that there existed a significant variation  $R^2 = 0.887$ ,  $P = 0.000 < 0.05$  in dependent variable which would be attributed to changes in independent variable. The R square 0.887 indicated that 88.7 % change in employee productivity in National Registration Bureau Department, Nairobi County, Kenya attributed to change Staff Training. This implied that change in Staff Training would result into significant change in employee productivity in National Registration Bureau Department, Nairobi County, Kenya

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887a	.787	.784	.291

Table 3: Model Summary Predictors: (Constant), Staff Training

#### 4.5. Coefficient Analysis

The established regression equation was:

$$Y = 1.186 + 0.872X_1 + 0.332X_2 + 0.454X_3 + e$$

Where:

Y = Employee productivity

X<sub>1</sub> = Staff Compensation

X<sub>2</sub> = Staff training

X3 = Staff promotion

$\epsilon$  = Error term

a, b1, b2 and b3 = Regression Coefficients

From regression results in Table 4.14, the 1.186 represented the constant, which predicted value of Employee productivity in National Registration Bureau Department, Nairobi County, Kenya, when all influences of HRM practices were constant at zero (0). The implication is that when, Performance Appraisal, Compensation, Staff Training Are constant, Employee productivity would be at 1.186.

From the regression coefficient findings, the study revealed that Staff Training would have a significant positive influence on Employee productivity in National Registration Bureau Department, Nairobi County, Kenya in states corporations as indicated by  $\beta_3 = 0.454$ ,  $p = 0.000 < 0.05$ ,  $t = 7.511$ . The implication is that an increase in Staff Training would lead to an increase in Employee productivity in National Registration Bureau Department, Nairobi County. The findings concurred with those of Owens (2006) that to support, develop, and ultimately evaluate the performance of employees through a process of inquiry that encourages their understanding and articulation of the rationale for their own practices.

## 5. Conclusions and Recommendations

The study concludes that Staff Training in National Registration Bureau Department is a crucial component in the helping it achieve its strategic initiatives. It has been argued that for PAs to truly be effective, post-appraisal opportunities for training and development in problem areas, as determined by the appraisal, must be offered. PAs especially is instrumental for identifying training needs of new employees in National Registration Bureau Department. Finally, training need analyses in National Registration Bureau Department help in the establishment and supervision of employees' career goals

The study recommends the training should have specific goals of improving one's capability, capacity, productivity and performance. A training needs assessment identifies individuals' current level of competency, skill or knowledge in one or more areas and compares that competency level to the required competency standard established for their positions or other positions within the organization. Performing a gap analysis enables assessing the current state of a department's or employee's performance or skills and comparing this to the desired level. The difference between the existing state and the desired state is the gap which necessitates training

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