

Full Length Research

# Employees Learning and Performance of Metropolitan Governments in Kenya

Rahab Gichuhi Wairimu and Dr. Anthony Osoro

Jomo Kenyatta University of University Agriculture and Technology

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This study endeavoured to establish the relationship between Employees learning and performance of Metropolitan governments in Kenya. The specific objectives were; Employee training management, Employee talent management, Employee autonomy management Employee education management on performance of Metropolitan governments in Kenya. This study used descriptive research design. The targeted population was 521 respondents, who comprised the heads of the Human resource Management from sub County within metropolitan governments. The results was over 0.7 for reliability and over 0.5 for construct content validity test. The study concludes and recommends that management should give better understanding of metropolitan governments an optimization as they endeavor to grow in future.

**Keywords:** Employee training management, Employee talent management, Employee autonomy management, Employee education management and performance of Metropolitan governments

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## INTRODUCTION

The notion of human resource management (HRM) has attracted considerable attention over the last two decades from scholars and practitioners alike (Collings & Isichei, 2018). While part of the debate has centered on its application and theoretical underpinnings, the other has been on its prescriptive value for the survival of officialdoms in a turbulent and volatile business environment. More freshly, the issue of whether to situate the HRM debate in the organizational or the worldwide context has arisen. This is because structural responses such as delayering, empowerment, work intensification, flexibility and redundancy appear to have gained as much weight as the macro-environmental drivers of HRM such as competition, technology, economic recession and political change. According to Bastas and Liyanage (2019), change in the external environment triggers structural responses which may take the form of restructuring, mergers, acquisitions, splits and cost cutting, which in turn trigger human resource management responses reflected in adoption of new employment patterns and new employer employee relationships.

## Human Capital Theory

Human capital theories have developed rapidly since Mincer, Becker (1962), laid their foundations. Since training is regarded as an investment, it encompasses costs and benefits, which can be assessed by using financial criteria such as present value and the internal rate of return. Initially, scholars like Bandura (1989) studied the impact on wage levels of two types of human capital functioning in a perfectly modest labor market that had no imperfections or distortions. One type of human capital can be transferred to other officialdoms, which encourages employees to cover the costs and

to obtain all the benefits of training (Gagné & Deci, 2005). The second type of human capital is viewed as specific to a company and cannot be transferred to other companies, which incentivizes employers and employees to share the costs and benefits of training (Becker, 1962). Human capital theory is based on neo-classical theories of labor markets, education and economic growth. It takes for established that employees are productive resources and attempts to find out whether highly trained staff are more productive than other personnel (Carver, 1996). According to Bandura (1989), as employees do not obtain considerable pay upsurges due to augmented productivity after attending specific training meetings, they will not be motivated to finance their own training requirements. On the other hand, corporations will be keen to cover these training costs, as they will obtain almost all the returns from the enhanced productivity produced by the new skills engendered. Based on above, training theories, particularly those since 1992 have made a significant contribution to understanding the training procedure (Bratton, 2003).

### **Action Theory**

According to Bandura (1989), action theory attempts to explain how learning is regulated and how people can change their behavior to dynamically encounter objectives in normal and/or infrequent situations (Carver, 1996). Situated and scientific learning methods involve novel situations and require trainees to be creative to some extent. Contrary to many cognitive and information dispensation theories, action theory is linked to behavior and specific working contexts and results (Bratton, 2003). It is also concerned with the procedures involved in the interaction between environmental inputs and behavior in the one hand and how cognition regulates behavior and performance on the other hand. Action theory is a systematic tool for empathetic how knowledge of cognitive processes in a performance situation is controlled by using the focus, sequence, action structure components and the foundations of the theory which interact dynamically (Gagné & Deci, 2005). The action structure is the most important component in relation to scientific procedures. Through sensitivity to the complexity of the learning process, instructors can manage learner expectations to reduce information overload (Lyons, 2010). After trainees feel more comfortable with the sciences tic model, they often try to apply it to other difficulties in the workplace. Scientific Methods Much progress has been made in training and development methodologies, some of which has happened in the area of Scientific methods, a set of tactics or procedures focusing on situations, events, case-studies, and narratives that furnish a specific scenery for performance issues, needs, deficiencies and scripted actions for particular situations (Lyons, 2010). Training activities are shared and are, to some extent, actively created in cooperation with other trainees working together to identify and resolve disputes (Maslow, 1943).

### **Transformative Learning Theory**

Transformative learning in amalgamation with Scientific methods enables and inspires trainees to participate actively in shaping the gratified and application of learning actions, and many will accept possibility of being empowered and actively involved in decision making (Maslow, 1943). Personal job satisfaction and commitment are also crucial aspects of this type of empowered learning. Bandura (1989) analyzing employee creativity and discovering the possibility. Accounting to him, making decisions and risks that affect motivation and productivity in a positive way. Transformative and experiential learning is concerned with using discretion, delegation, and participation in decision-making processes (Gagné & Deci, 2005). A constructivist knowledge perspective implies that knowledge and skills can be improved in different ways without necessarily any one ideal solution (Carver, 1996). Constructivism is well suited to the positioned and scientific methods as it pressures comprehensible real-world functions in organizational environments. In skills molding in a specific environment, the various aspects of performance need to be defined, established, and understood (Lyons, 2010). The multidisciplinary theory of experiential learning is, to a great extent, based on constructivism and uses psychology, philosophy, sociology, anthropology, and cognitive sciences to gain a greater insight into the learning procedure. Theories and literature relating to human resources and human resource management accentuate the importance of human capital in officialdoms (Bratton, 2003).

### **Employee Training Management**

Some researchers have found that employee training has a positive effect on organizational performance, as well as person, conclude that a major impact on the execution of an activity," or improvement in performance, likewise maintains that it." Some, or even more, of these impacts may be increases in overall employee efficiency, where employers and workers are able to offer the best of their efforts by means of educating each other and benefiting from each other. A

study conducted by Kubo and Ogura (2021), claimed that off-the-job training imparts improved efficiency, while on-the-job training doesn't improve on-the performance. Additionally, successful training not only increases the effectiveness of the skills and knowledge of employees but also helps to increase employee satisfaction, which is an important for reaching structural objectives (Chebet & Osoro, 2022).

Organizations aspire to be successful through differentiated programs, services, capabilities, and products. However, such elements need to be envisioned, developed, implemented, and sustained by well-trained individuals (Chebet & Osoro, 2022). Although employee training and development could be a challenging task for many leaders, organizations are investing more than \$126 billion a year on employee training and development so employees are able to positively impact organizational outcomes. According to the State of the Industry report published by the Association for Talent Development, the direct expenditure per employee on training and development has increased for the past three years. For example, organizations invested. This investment on employee training and development comprises diverse content areas, such as mandatory, compliance, managerial, supervisory, executive development, customer services, sales, interpersonal skills, and others. Efforts on employee training and development demonstrate that organizations are capitalizing not only on high potential employees, but also on individuals who can commit to achieving higher levels of responsibilities. According to Feldman (as cited by Kubo and Ogura (2021), this requires emotional agreement, meaning that the organization and individuals will partner in achieving long-term commitment through career advancement and training opportunities.

### **Employee Talent Management**

In recent years the concept of talent management is distinguished as fairly new and it has attracted the interest of most of the researchers, so the organizations are required to distinguish between their employees according to their performances (Chebet & Osoro, 2022). Human capital is the mixture of skills, experiences, knowledge, motivation, and capabilities of the employees. Because of that, it is important to recognize how to manage and control the talented employee, to invest in their skills, experience, knowledge and to enhance productivity and performance of organization. Most booming businesses recognized years ago that the most efficient practices of talent management are directly associated with the organizations culture and strategy. In the current business environment, there is a high demand for talented employees in organizations. Although most of the organizations apply the practices of talent management there are a lot of mysterious issues that need to be cleared. Since a competitive advantage is essential for any organization, and according to the fact that talented employees are considered as an essential asset of any organization, the need for talented employees rises because of the contribution of their knowledge and experience on the performance of the organization (Kubo & Ogura, 2021).

Moreover, an organization's performance directly affects business result which affects the profit and productivity of that organization (Chebet & Osoro, 2022). Retaining talented employees will affect the organization from various aspects, these aspects may include the costs of recruiting talented employees, in addition to the time, effort, and costs needed to develop these talents according to the needs of the organization. Also, either in the cases of uncertainty or the cases of flourishing, the need for talented employees arises from the depths of the ocean of failure. The importance also comes from the definition where Talent management is defined as a systematic attraction, identification, development, engagement, retention, and deployment of those individuals who possess a high potential that creates a particular value to an organization. Talent management plays a key role in affecting the entire organization. Talent management has a great impact on the performance of the organization by To conclude, talented workforce-planning aims at allocating specific employees with specific talents to specified jobs at the correct time with the convenient skills required to fulfill these jobs. So, talent management is how the organization implements its strategic workforce plan. It is also the mechanism by which the organization adjusts its talent supply, based on changing business needs and the organization needs as well (Meyer & Xin, 2018).

### **Employee Autonomy Management**

Job autonomy refers to the degree of freedom, discretion and independence an employee has when deciding time division, working methods and other aspects at work (Chebet & Osoro, 2022). In a high-autonomous job, employees can decide what, how, and when to conduct their assigned tasks. Previous research has shown that high job autonomy could give employees time, energy, and freedom to engage in certain behaviors, thereby improving their willingness and motivation to develop and plan for the further. According to Meyer and Xin, (2018), the self-determination theory, it states that when individuals feel they have control over their behaviors, or they can engage in certain jobs or tasks in discretionary manners, they will be highly motivated to work hard, and always lead to positive job attitudes and higher job

efficiency. Research has shown that autonomy, competence, and relatedness are pivotal psychological needs ought to be fulfilled so as to create the sense of self-determining. Among the three, autonomy plays a more fundamental role. When considering their jobs as autonomous, employees' perceptions of self-determining are enhanced, thus leading to the willingness of engaging in positive individual developmental activities.

Therefore, we propose that job autonomy may increase employee's self-development. Specifically, since job autonomy enables employees to allocate their time and energy in work independently, gives them the freedom to choose working approaches and to decide the frequency of interactions with other colleagues, it could predict self-development from the following aspects (Chebet & Osoro, 2022). First, when employees perceive that they have a higher level of autonomy and independence in deciding how to carry out their work, they may feel higher level of self-determination and perceive the job to be their own business. Accordingly, they would feel more internally motivated and be aroused of higher passion at work. They may behave more actively and come up with more ideas beneficial to their own and organization's long-term development. Second, when employees are given the high autonomy to conduct their tasks, it means that they will have more time and flexibility to decide the following steps and working procedures. It may trigger them to reflect on their past behaviors, adjust the procedures and set developmental goals to meet further requirements. Third, job autonomy allows employees to generate more ideas and thoughts to modify their work (Meyer & Xin, 2018).

### **Employee Education Management**

By judging employee's contribution through positive evaluative feedback on employees performance will encourage employees to be more engaged to the mastery of work experience. The higher self-efficacy employees have the more absorptive employees to their job. Employees who are engaged to have energetic connection and are effective in doing their work activities and have high level of mental resistant (Kwamboka & Osoro, 2022). So that they can logically think that work engagement can contribute to employees' upright physical and mental health. The greatest asset of any enterprise is not financial capital, property, the amount of equipment, or the products/services the enterprise offers. Human capital is necessary to the success of any business, so the greatest asset an enterprise has is the people who work for it. Employees as an accelerator of development of intellectual capital are able to bring their skills and talents, ideas and creativity to the enterprise. Also, employees bring innovation, commitment and a desire to learn (Rowley & Oh, 2019). In recent years, a number of factors have come together to focus attention on the economic role of human capital. One of the most important is the rise of the so called knowledge economy, which relies less on manufacturing objects and more on producing and managing data and information. Qualified, properly structured and professionally motivated workforce is essential to the success of any enterprise.

There-fore, the main objective of personnel management can be considered as achieving a competitive advantage through the strategic placement of skilled and dedicated employees in the company (Chebet & Osoro, 2022). It is important to secure the required workforce to optimize professional and qualification structure and consistency of their behaviour with strategic business objectives. Education and formation of professional skills in present modern society has become a lifelong process, have to be permanent and take into account the all actual needs induced of reality of changes. And in this process play an increasingly important role enterprise and its organized educational activities (Rowley & Oh, 2019). In effect, those who need training the older employees and those with limited education – have the slightest chance to receive it (Rowley & Oh, 2019). Continued learning after initial education and training is required to maintain and develop skills, to adapt to structural changes and technical developments, for staying in jobs, for career advancement or to get back into the labour market

### **Performance of Metropolitan Government**

Organizational leaders should keep in mind the reasons why employee performance evaluation fails. Schwab (2019), provided several reasons, for examples: Lack of information, lack of evaluation skills, not taking evaluation seriously, not being prepared, not being honest and sincere, ineffective discussion with employees, unclear language, and insufficient reward for performance. In addition, Song and Xie (2019), stated there are additional concerns perceived by organizational leaders in regards to employee performance evaluations; for examples; employees set easily attainable goals; creation of negative emotions and feelings; no collaboration and teamwork opportunities; importance on tasks rather than results; promotion of short-term views and organizational politics, and; expensive practices for conducting and handling performance evaluations problems and appeals. Through performance evaluations, leaders are able to identify whether employees have accomplished the work tasks in an effective manner and recognize the challenges employees have experienced during the performance on such

activities (Kubo & Ogura, 2021).

Leaders should not make employees behave like the leaders; instead, leaders should recognize that employees have their own values, morals, virtues, and faults. Such factors should be utilized in the best possible way in order to improve performance, while attaining organizational goals (Song & Xie, 2019). If performance is unacceptable, leaders are required to provide additional support in order to enhance employee performance through coaching, mentoring, counseling, or any other approach (Kwamboka & Osoro, 2022). Generally, employee performance evaluation requires the supervisor to have a conversation with the employee, and then completing a form or systems to track the conversation, needs, and action plan. An effective employee performance evaluation session helps organizational leaders in making the right decisions for the employee's success and development. In addition, the overall perspective of employee performance evaluation is centralized on recognizing the current skills' status of the workforce (Song & Xie, 2019). The higher the motivation of team members are, the greater results the team and organization attain.

## Research Methodology

According to Kothari (2011), a research design is a plan that guides the research in the process of collecting, analyzing and interpreting observations; the researcher's draught for the methods and instruments to be used in collecting data and evaluating it, in order to respond to the research questions of the study. In this study, descriptive research design was used. Content validity assessed whether a test is representative of all aspects of the construct. To produce valid results, the content of a test, survey or measurement method must cover all relevant parts of the subject it aims to measure. To achieve construct validity, you have to ensure that your indicators and measurements are carefully developed based on relevant existing knowledge. The questionnaire must include only relevant questions that measure known indicators of depression. To ensure construct validity your test should be based on known indicators of introversion (operationalization). On the other hand, content validity assesses how well the test represents all aspects of the construct. If some aspects are missing or irrelevant parts are included, the test has low content validity. This study of construct content analysis sought verification and approval of academic supervisor and other senior researchers in this paradigm, they gave approval with a rating above 0.5, which is acceptable.

**Table 1.** Construct Content Validity Test

Variable	Cronbach's Alpha	N of Items	Comments
Employee Training Management	.553	5	Acceptable
Employee Talent Management	.562	5	Acceptable
Employee Autonomy Management	.513	5	Acceptable
Employee Autonomy Management	.521	5	acceptable
performance of metropolitan governments	.583	5	Acceptable

## Employee Training Management and Performance of Metropolitan Governments

The study sought to determine the effect of employee training management and performance of metropolitan governments around Nairobi city county, Kenya. When the respondents were asked whether they agree there is good basic pay for metropolitan governments in Kenya towards better performance. Majority 69 (49.8%) of the respondents agreed, while 30 (21.6%) of the respondents were neutral, also 25 (18.1%) of the respondents strongly agreed, a few 16 (11.4%) of the respondents strongly disagreed and finally 13 (9.1%) of the respondents disagreed. When the respondents were asked whether they agreement that the dearness allowance gives them ability and willingness to make employee training management processes, Majority 47 (34.1%) of the respondents indicated they strongly agree, also 44 (31.8%) of the respondents indicated they agree, while 25 (18.1%) of the respondents indicated they disagree, a few 17 (12.5%) of the respondents indicated they strongly disagree and the remaining 5 (3.5%) of the respondents indicated they were neutral. The researcher asked the respondents to show their level of agreement about their house rent allowance is good, Majority 47 (34.1%) of the respondents agreed, while 39 (28.4%) of the respondents strongly agreed, also 24 (17.1%) of the respondents disagreed, a few 20 (14.8%) of the respondents strongly disagreed and the remaining 8 (5.6%) of the respondents were neutral. This echoes the findings of Nyoro and Jayne (2019).

When the researcher also asked the respondents to show their level of agreement regarding the commitment of all employees statutory deductions, Majority 42 (30.7%) of the respondents strongly agreed, also 36 (26.1%) of the respondents agreed, further 33 (23.8%) of the respondents disagreed, a few 19 (13.6%) of the respondents strongly

disagreed, and finally 8(5.8%) of the respondents were neutral respectively. When the researcher asked the respondents to show in their own opinion whether they agree that the employee training management can have an effect on performance of metropolitan governments around Nairobi city county, Kenya, Majority 81(59 %) of the respondents indicated that employee training management were the main constraints to most of metropolitan governments poor performance by ticking Yes, while the remaining 57 (41%) of the respondents indicated No. When asked to explain most 102 (73.9%) of the respondents indicated that employee training management being the main cause of poor performance but also there is need to have an expertise in the area of employee training management so as to drive the implementation process hence continuous improvement True North. The rest 36 (26.1%) of the respondents abstain from explaining.

**Table 2.** Employee Training Management and Performance of Metropolitan Governments

Statements	%	SA	A	N	D	SD
Do you agree there is enough and good implementation basic pay for employees	%	49.8	18.1	11.6	9.1	11.4
Are you in agreement that dearness allowance gives them ability and willingness to make employee training management processes.	%	34.1	31.8	18.1	12.5	5.5
Are you in agreement that house rent allowance has well-defined HR framework systems.	%	34.1	28.4	17.1	14.8	6.6
Are you in agreement that there is commitment from all employees in all statutory allowance	%	30.7	26.1	23.8	13.6	5.8

### Performance of Metropolitan Governments

These results are in table 1.3 below: when the respondents were asked whether in their employees they have parent's satisfaction on performance of metropolitan governments around Nairobi city county. Majority of the respondents gave a mean (M) of 3.086 and a standard deviation (SD) of 0.7301 respectively; also when the respondents were asked whether they are in agreement that KNEC better results have a good return on performance of metropolitan governments around Nairobi city county, Majority of the respondents gave a mean (M) of 3.804 and a standard deviation of (SD) of 0.7034 respectively; further when the respondents were asked whether they agree that their student's enrolment are as results of performance of metropolitan governments around Nairobi city county, most of the respondents responded with a mean (M) of 4.047 and a standard deviation (SD) of 0.5972 respectively; when the respondents were asked whether they are in agreement that their schools have a good motivation style on performance of metropolitan governments around Nairobi city county, most of the respondents gave a mean (M) of 4.001 and a standard deviation (SD) of 0.7601 respectively; finally when the respondents were asked in their level of opinion whether they are in agreement that performance can be embraced by employees policy, most of the respondents ticked Yes with a mean (M) of 3.671 and a standard deviation (SD) of 0.8033 respectively; further when the respondents who ticked Yes were requested to justify their response, and majority of the respondents gave a mean (M) of 4.068 and a standard deviation (SD) of .6920 respectively.

These findings are in line with the finding of Onger and Osoro (2021), who contended that it is critical to monitor performance of all metropolitan governments at regular intervals so as to guarantee parents satisfaction and continuous improvement in the metropolitan governments sector hence, more return on production cost. These include recognizing the importance of employee motivations in the area of performance of metropolitan governments in Trans Nzoia, also to implement the True North of employees.

**Table 3.** Performance of metropolitan governments around Nairobi city county

Statement	Mean	Std. Dev.
Are in agreement that in employees parents satisfaction is embraced for good performance of metropolitan governments around Nairobi city county.	3.086	.7301
Are in agreement that in employees KNEC encourage good performance from school employees around Nairobi city county.	3.804	.7034
Are in agreement that in employees enrollment of student is determined by performance of employees around Nairobi city county.	4.047	.5972
Are in agreement that your school has a good employee motivation on performance of metropolitan governments around Nairobi city county.	4.001	.7601
In your own opinion performance can be enhanced by employee motivation	3.671	.8033
When the respondents were requested to explain if they indicated Yes	4.068	.6920

### Inferential Pearson Correlation Analysis

The study further conducted inferential statistics entailing both Pearson and regression analysis with a view to determine both the nature and respective strengths of associations between the conceptualized predictors of employee training management, employee talent management, employee autonomy managements and employee education management (all independent variables) and performance of metropolitan governments around Nairobi city county, Kenya (dependent variable).

**Table 4.** Pearson Correlation

Variables		Employee innovation	Employee talent management	Employee autonomy managements	Employee feedback	Performance of all Metropolitan governments
Employee training management	Pearson Correlation	1	.724**	.637**	.618**	.483
	Sig. (2-tailed)		.000	.000	.000	.091
	N	138	138	138	138	138
Employee talent management	Pearson Correlation	.806**	1	.629**	.585**	.125
	Sig. (2-tailed)	.000		.000	.000	.213
	N	138	138	138	138	138
Employee autonomy managements	Pearson Correlation	.327**	.619**	1	.657**	.482
	Sig. (2-tailed)	.000	.000		.000	.081
	N	138	138	138	138	138
Employee education management	Pearson Correlation	.520**	.585**	.497**	1	.192**
	Sig. (2-tailed)	.000	.000	.000		.003
	N	138	138	138	138	138
Performance of employees	Pearson Correlation	.128	.033	.077	.163**	1
	Sig. (2-tailed)	.081	.265	.085	.016	
	N	137	138	138	138	138

\*\* . Correlation is significant at the 0.02 level (2-tailed).

From the findings, a positive correlation is seen between each variable and performance. The strongest correlation was established between employee autonomy managements and performance of all metropolitan governments ( $r = 0.521$ ) and the weaker relationship found between employee education management and performance of all

metropolitan governments ( $r = 0.129$ ), while employee training management and employee talent management on performance of all metropolitan governments were found to be strongly and positively correlating with performance of all metropolitan governments with coefficient of 0.807 and 0.328 respectively. This is tandem with the findings of Nyoro and Jayne (2019), who observed that all independent variables were found to have a statistically significant association with the dependent variable at over 0.05 level of confidence.

$$Y=0.521+0.129+0.807+ 0.328$$

### Model of Goodness Fit

Regression analysis was used to create the strengths of relationship among the performance of all metropolitan governments (dependent variable) and the predicting variables; employee training management, employee talent management, employee autonomy managements and employee education management (independent variables). The results showed a correlation value (R) of 0.759 which shows that there is a good linear dependence between the independent and dependent variables. These findings concur with the findings of Mutai and Osoro (2021). This is in line with the findings of Kothari, (2011), who observed that this also depicted the significance of the regression analysis done at 95% confidence level. This implies that the multiple regression model was important and can thus be used to assess the relationship among the dependent and independent variables. This echoes the findings of Nyoro and Jayne (2019), who detected that analysis of variance statistics scrutinizes the differences among group means and their related procedures.

**Table 5.** Model Goodness of Fit

R	R <sup>2</sup>	Adjusted R	Std. Error of the Estimate
0.759	0.746	0.739	0.068

a. Predictors: (Constants), employee training management, employee talent management, employee autonomy managements and employee education management

b. Dependent Variable: performance of metropolitan governments

With an R-squared of 0.746, the model shows that employee training management, employee talent management, employee autonomy managements and employee education management can boast up to 74.6% of the differences on performance of metropolitan governments while 25.4% is explained by other indicators which are not inclusive in this study or model. A measure of goodness of fit synopsis the discrepancy between observed values and the values anticipated under the model in question. This finding is in line with the findings Mutai and Osoro (2021)

### CONCLUSION

Noticeably, this study concludes that human resource management have ostensibly impacted on the performance of Metropolitan governments around Nairobi city county, Kenya. The findings realized that metropolitan governments should endeavor to embrace the best motivation that are aimed at propelling their school systems with a view to satisfy their customers, increase productivity and overall enhances their profitability. Hence, when metropolitan governments deployed human resource management occasioned through employee training management, employee talent management, employee autonomy managements and human resource performance of all of metropolitan governments around Nairobi City County, Kenya was wedged.

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