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INTERNAL PROMOTIONS AND EMPLOYEE PERFORMANCE AT NAROK COUNTY GOVERNMENT; KENYA

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INTERNAL PROMOTIONS AND EMPLOYEE PERFORMANCE AT NAROK COUNTY GOVERNMENT; KENYA

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ABSTRACT

In Narok County there is delayed salary payment affecting employee performance in all devolved units. Understanding employee views and measuring incentive programs are essential success factors for any firm. Many studies have been undertaken on the obstacles that employees face in firms and the motivational factors that should be implemented to improve employee performance. The main purpose of this study was to find out the effect of internal promotions on employee performance in Kenya, a case study at Narok County Government; Kenya. The study was based on the equity theory, reinforcement and expectancy theory and agency theory which were related to the subject under review. The study adopted cross-sectional research design. The accessible target population were employees of Narok County Government. The study used a sample size of 38 respondents. The researcher used questionnaires as the instrument of primary data collection. The piloting exercise was justified by the pretesting approach on respondents that could not be used in the main study. The study was subjected to both descriptive and inferential analysis aided by statistical package of social sciences version 24. The results indicated internal promotions had a significant positive relation with employee's performance in county governments. The study recommends that for better employee performance results, county government HR professionals should integrate internal promotions techniques within strategic goals, hence, would have an impact on not just the employee performance, but also on the overall future prospects of Kenya's county governments. The study recommended that human resource officers in Kenya's County Governments should develop clear internal promotions and transfer rules, which should be reviewed on a regular basis. The study recommended that HR officers in Kenyan county governments should weigh the cost-return trade-off when using external recruitment platforms compared to internal promotions perspective.

Key words: Internal promotions, Internal Recruitment, Employee Performance

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INTRODUCTION

The process of internal promotions in an organization plays a crucial role in the effective management of human resources. The impact of recruitment techniques on an organization's growth is significant, as it can determine the success or failure of the process. Therefore, it is crucial for the recruitment process to align consistently with the organizational strategy, vision, and values. Armstrong (2013) asserts that in the contemporary labor market, numerous firms face difficulties in acquiring and attracting highly skilled workers. The limited number of potential applicants results in a high level of competitiveness for those with exceptional talent. The scarcity of labor resources allows firms to efficiently choose and retain applicants who possess high-quality skills and abilities.

The impact of internal promotions techniques in an organization's growth is significant, as it can determine the success or failure of the organization. Therefore, it is crucial for the internal promotions process to align consistently with the organizational strategy, vision, and values. Armstrong (2013) asserts that in the contemporary labor market, numerous firms face difficulties in acquiring and attracting highly skilled workers. The limited number of potential applicants results in a high level of competitiveness for those with exceptional talent. The scarcity of labor resources allows firms to efficiently choose and retain applicants who possess high-quality skills and abilities. Re'em (2011) classified working conditions into three categories based on (i) physical conditions in the association, for example, the accessibility of clean restrooms; (ii) relational connections, which alludes to the air in the association, for example, individual fellowships; and (iii) reasonableness, which manages forms in the association.

In Ghana, Oaya, Ogbu, and Remilekun (2017) utilized a descriptive survey methodology to examine the impact of recruitment and selection strategies on employee performance within the real sector. The one-sample T-test is a statistical method

employed for the purpose of evaluating the degree of association between employee performance and the recruitment/selection strategy. According to a study conducted by Egbert, Fischer, and Bredl (2013) in Tanzania, organizations adopt many strategies when it comes to recruiting their workforce. Formal methodologies are utilized to attract applicants who possess better qualifications and are ranked highly. This includes the use of newspaper advertisements. On the other hand, walk-ins are applied as a recruitment strategy for candidates who have lower positions. The online recruitment rate in Mwanza is estimated to be around 4%, whilst advertisements in magazines and newspapers account for approximately 84.6% of the recruitment efforts. In a study conducted by Karia (2016) on the impact of staff recruitment on the efficacy and efficiency of public water utilities in Tanzania, it was found that the organization experienced significant losses owing to inefficient recruiting and selection procedures.

A study conducted by Jonathan, Moses, and Willis (2014) in Kenya examined the effects of recruiting and selection processes on employee performance within small and medium-sized enterprises (SMEs) located in the Kisumu municipality of Kenya. The data reveals that the average performance of small and medium enterprises (SMEs) in Kisumu Municipality is 60.71%. The significance of attracting, screening, and sourcing in evaluating performance in small and medium-sized enterprises (SMEs) within Kisumu Municipality was also noted. Based on the findings of the study, it can be inferred that the process of selection and recruitment has a beneficial influence on the performance of small and medium-sized enterprises (SMEs) in the Kisumu region. The performance of an organization can be influenced by 72.40% through the use of effective selection and recruitment strategies. This suggests that the researchers identified a favorable association between the factors of recruiting, selection, and job performance.

Narok County Government makes up one of Kenya's counties that is committed to defending human and labor rights, and Narok County Government pays a standard salary. However, considerable challenges remain that will demand a deliberate approach. The cost of living in Kenya is rising, while the minimum wage for labor is exceedingly low, causing employee dissatisfaction. It is necessary to put forth effort in order to meet the bare essentials of life. It is assumed that the bigger the corporation's remuneration, the higher the employee's motivation.

Statement of the Problem

Nearly every business currently spends millions of money per year on training activities, whether for technical, management, or human resources purposes, in the belief that such expenditures in training programs would result in improved organizational performance (Valle *et al.*, 2009). Because of the changing nature of today's corporate climate and the severe global competition in which consumers expect higher quality services, organizations must have highly motivated Human Resources. Commitment and job involvement, according to Mohsan *et al.* (2011), are essential to effectively compete and survive in a market-driven society (Elbadri, 2001). The existing body of research on recruitment practices encompasses the studies of Njine (2016), who conducted a study focused on the recruitment and selection processes within non-governmental organizations (NGOs) in Kenya. Njine's findings indicate that the implementation of efficient recruitment and selection methods has a positive impact on the productivity levels of employees, however the study had little in-depth on internal promotions on employee's performance. Mugao (2014) conducted a study examining the recruitment and selection practices employed by commercial aviation firms in Kenya, while Kangwani (2015) investigated the recruitment and selection techniques utilized by small and medium-sized enterprises (SMEs) in Nairobi, however most of the scholars had little to do with internal promotions on

employee's performance. There is a scarcity of empirical information about the effects of the internal promotions on employee performance, hence, such raises a gap among the scholars on having enough information about the relation of internal promotion on employee's performance that necessitates the study to undertaken.

Study objective

The objective of this study was to establish the influence of internal promotions on employee's performance at Narok County Government. The study was guided by the following research question;

- What is the influence of internal promotions on employee's performance at Narok County Government?

LITERATURE REVIEW

Theoretical Literature Review;

Reinforcement and Expectancy Theory;

According to the reinforcement hypothesis, a conduct that results in a positive experience is more likely to be repeated. The conclusion for remuneration is that high employee performance followed by a monetary award increases the likelihood of future employee performance. Similarly, a strong performance that is not followed by a reward makes its recurrence improbable in the future. Watters, E. R. (2021) underlines the importance of a person genuinely feeling the benefit.

Vroom's expectation theory;

Like the reinforcement theory, focuses on the relationship between rewards and behavior. According to the theory, motivation is the result of valence, instrumentality, and expectation (Yoes & Silverman, 2021). This hypothesis is predicated on the notion that the reward-earning action is likely to be repeated, i.e., an employee will do the same item for which he was recognized once again. Similarly, in the case of Vroom's Expectancy Theory, the employee is motivated to do something for

which he is certain or expects that performance will result in a specific reward or outcome.

Equity Theory

According to Adam's equity theory, an employee who perceives unfairness in his or her compensation wants to restore equity. The idea emphasizes equity in employee wage structures (Davlembayeva, Papagiannidis, & Alamanos, 2021). According to this notion, the pay structure of an employee's salary should be equitable or uniform. Lower productivity, increased turnover, and excessive absenteeism will ensue if an employee believes he is not being appropriately compensated for the quantity of work he does in a day (Davlembayeva *et al*, 2021). The employee perceives compensation disparities between individuals performing the same type of job and working for the same company.

Human Capital Theory

The field of human resource management has recently embraced the Human Capital concept, which was initially introduced by Theodore Williams Schultz in the 1960s as a means to examine the financial worth of education (O'riordan, 2017). Human capital encompasses the innate abilities, acquired competencies, and diligent endeavors of an individual. The concept of human capital underscores the need of having employees who possess the necessary qualifications and exhibit high levels of motivation in fulfilling their job responsibilities (Samuel, 2017). The inclusion of human capital theory in this research is significant and relevant due to its consideration of the comprehensive range of abilities and experiences possessed by employees, which directly impact their overall productivity. Human Capital Theory, which was used in the study, was supported by a large number of academics (Pasban & Nojehdeh, 2016).

Human capital theory has faced criticism for its four distinct components, which some individuals perceive as an unachievable ideal. Despite the utilization of a closed analytic system and independent variables within the human capital

theory, it is impractical to entirely eliminate the influence of external factors or the interdependence of the subjects it examines. Furthermore, a linear theoretical framework is employed to elucidate the behavior of a substance that lacks homogeneity in both spatial and temporal dimensions. The human capital theory posits a perspective wherein employment and education are considered to be synonymous, notwithstanding their inherent differences. Furthermore, the analysis fails to consider a wide range of plausible alternative hypotheses pertaining to the relationships between education and employment (Lee, 2019).

Theoretical gaps in human capital are often attributed to the meta-method employed in the field of social sciences, according to speculation. According to Dow (1990), this approach serves as a deterrent to the development of persuasive causal justifications. One additional limitation of the human capital theory is its assumption of a negative correlation between education and occupational productivity. In addition to its limitations, the theory offers limited direction on the practical use of training and education within a business setting (Tan, 2014). The process of human capital generation, as elucidated by Eide and Showalter (2010), exhibits considerable diversity between individuals and organizations. Therefore, it is imperative for policymakers to take into account the contextual nature of human capital strategies in order to guarantee the implementation of efficient and successful strategic interventions within corporate settings. Marginson (2019) posits a critique of the human capital theory, highlighting a particular problem in its premise that workers' compensation and perks should be exclusively determined by their level of training. The prevailing perception held by society on the policies governing the interplay between work and education is predominantly influenced by the human capital hypothesis. The human capital hypothesis posits that the educational attainment of an individual is

the primary determinant of their economic productivity within the labor market.

Resource Based View Theory

The resource-based theory is widely utilized in HRM research (Collins, 2021). The concept in question was initially proposed by Coase in 1937 and subsequently expanded upon by Edith Penrose in 1959. The resource-based approach places considerable emphasis on the importance of recruiting and selecting highly qualified individuals to fill vacant roles within an organization (Gerhart & Feng, 2021; Wernerfelt, 1984). The scholarly work of Hossain, Hussain, Kannan, and Nair (2021) suggests that resource-based theories have shown limited advancements in their ability to elucidate and predict competitive advantage. In order to address this accusation, the organization must prioritize the comprehensive utilization of its resources, rather than solely focusing on their ownership. Moreover, it is important to emphasize that both comprehensive theoretical analysis and the integration of dynamic skills as a valuable resource should prioritize the development and utilization of dynamic abilities.

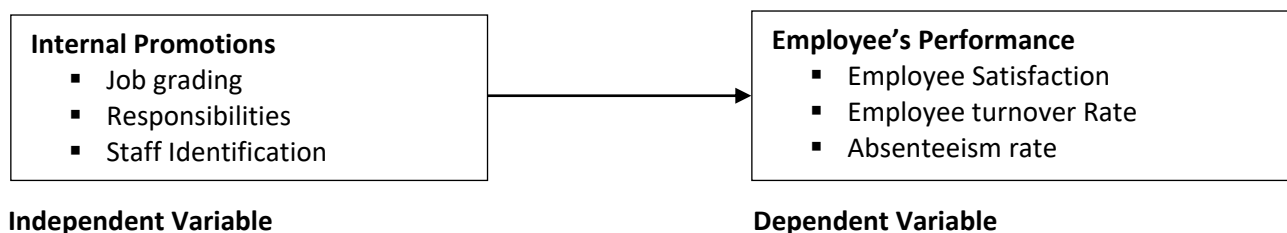
Similar to the critique faced by numerous business theories, the resource-based concept has also encountered criticism.

Determining the appropriate level of analysis might be a challenge, given the abundance of potential definitions for resources. Furthermore, it should be noted that the valuation of particular assets, such as a firm's expertise or standing, is contingent upon individual perspectives (Collins, 2021). Managers bear the additional responsibility of recognizing that diversity does not necessarily equate to novelty.

The Resource-Based View theory lacks acknowledgement of the importance of additional factors, such as organizational culture, in determining an organization's level of efficiency and effectiveness. The corporate culture of a company has a significant role in determining its level of success. The cultivation of a collective objective promotes the development of an internal drive among employees, sometimes referred to as intrinsic motivation (Kraaijenbrink, Spender, & Groen, 2010). Numerous broad assertions have been put forth regarding the benefits associated with diverse resources. However, Ployhart (2021) argues that the Resource-Based View (RBV) falls short in delineating the specific parameters that determine the substantial significance of particular resources and skills (Nason & Wiklund, 2018).

According to Nason and Wiklund (2018), the assessment of resource-based view (RBV) does not take into account either the existence or the future potential of resource sources. According to Dunning (2000), it is imperative to assign greater significance to issues such as resource flexibility and the generation of novel market advantages in RBV estimates. The Resource-Based View (RBV) theory has been criticized for its failure to consider the contextual factors that determine the optimal value of different resources (Kraaijenbrink et al., 2010). The worth of an organization's assets might fluctuate due to the evolving nature of technology, shifting client wants, and the varying attributes of different competitive forces (Nason & Wiklund, 2018).

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Review of variable

Internal Promotions on Employee's Performance

Internal promotion is generally seen as a critical way to retain key members of the workforce (Srivastava *et al.*, 2008). Having recruited, developed and trained the 'right sort of people', it is unlikely that managers want to see these workers leave the organization. However, if managers are seeking short-term results and high profits, internal promotion may be a less appealing option (Torrington *et al.*, 2005).

Getting higher and higher promotion is the ultimate desire of each person working in any sort of organizations (Bilal, Jamil, Naintara, Sarfaraz & Raja, 2011). Teseema and Soeters (2006) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park *et al.*, 2008). Poisat (2006) agrees that employees generally value the need for autonomy and authority, and that they prefer a job that would require increased responsibility and risk. Nzuve (2007) sees promotions as providing an employee with an increase in pay and improved status. Heathfield (2005) viewed promotion as desirable by employees because of the impact it has on pay, authority, responsibility, and the ability to influence broader organizational decision making.

In instances where individuals are promoted from within they are more likely to have a thorough understanding of operational and other relevant aspects of the organizational environment. Also, promoting from within the organization is likely to perpetuate a 'favorable' organizational culture (Torrington *et al.* 2005). As the above review highlights, the eight 'innovative' HR practices may not be appropriate in all settings, but core practices may be essential in gaining improved performance. The study findings will outline the proposed impact these practices have on individual performance outcomes, namely trust, commitment, satisfaction and labour turnover (Rao, 2005).

A promotion is a move up the organizational ladder; job rotation and transfers are lateral moves; demotions are downward moves; and layoffs move employees out. Layoffs, in contrast to dismissals (Elena, 2000), are terminations, sometimes temporary, required for business needs unrelated to worker behavior or performance. All of these changes bring about shifts in status, and often in pay, of the employees involved. Despite the importance of promotion systems, relatively little is known about them beyond the work done on CEO succession: a very specific promotion decision. The research that has been conducted on promotion systems has tended to focus on the promotion decision itself, not on the characteristics of the system. Thus, despite their importance as a principal vehicle of mobility in organizations and a mechanism for identification and control of talent and ability, we know surprisingly little about the mechanisms and causes of promotion systems in organizations. Estimating the effect of both promotions and promotion expectations on job satisfaction helps us to understand the importance of promotions as a mechanism for eliciting greater effort from workers (Elena, 2000).

Specifically, finding that promotions lead to greater job satisfaction, even after controlling for wages and wage increases, supports the notion that workers value the promotion itself. This gives firms a non-pecuniary tool for extracting effort and other positive behavior from their workers. Accurate estimates of these effects provide an indication of how effective promotions might be in eliciting effort. Furthermore, promotion expectations can also play a powerful role. Workers who realize they are not going to win a promotion this time around may decrease work effort, unless they believe they are still in the hunt for a future promotion (Mzimela & Chikandiwa, 2017).

Many organizations undertake different strategies to promote employability, attract, motivate and retain employees in return for employees' continuous commitment and productivity (Ling *et al.* 2014). Additionally, the success of every

organization revolves around the quality of its employees hence, the need to constantly update the employees' knowledge, skills and competencies (Mzimela & Chikandiwa, 2017). Retaining and motivating human capital is essential for value creation (Coff & Kryscynski, 2011; Foss, 2011), while promotions serve a matching function as they sort employees into the jobs for which their skills and abilities are best suited (Campbell, 2008). Creating competitive advantage through people requires careful attention to the practices that best leverage these assets. This is by no means through motivation in terms of incentives. As Atambo *et al* (2013) argues, organizations use incentives to reach certain goals, encourage a certain behavior and team-spirit for collective awards.

METHODOLOGY

Research Design: The study adopted cross-sectional research design to obtain pertinent and precise information on the current status of the phenomena, situations and groups under study (Mugenda & Mugenda, 2005). A cross-sectional research design adopted to establish the influence of internal recruitment practices on employee performance.

Target Population: According to Mugenda and Mugenda (2005) target population is the complete set of individuals, cases or objects of the study. The accessible target population was 334 employees Narok County Government.

Sample Size and Sampling Procedure: The study adopted a sample size of 30% of the target population as recommended by Gay (2005) who recommends a sample size of 10% to 30% of target population for research. This translated to 100 respondents of the sample of the population.

Research Instrument: The researcher used questionnaires to elicit information about the study from the respondents. Data was collected by respondents filling up the questionnaires on the basis of the questions asked by the researcher.

Pilot Test: Mugenda and Mugenda (2003), states that pretesting allows errors to be delivered as well as acting as a tool for training of research team before the actual collection of data begins. The information obtained during pretesting of research instrument was used to access the validity and reliability of the response.

Data Analysis: The researcher used the computer software Statistical Package for Social Scientists (SPSS) version 24 for windows to conduct initial data analysis using simple descriptive statistical measures such as, mean, standard deviation and variance to give glimpse of the general trend. However, deeper analysis involving correlation analysis and multiple regression analysis was used to determine the nature of the relationship between variables at a generally accepted conventional significant level of $P=0.05$ (Sekaran, 2003). Regression analysis was applied to analyze the relationship between a single dependent variable and each of the independent variables respectively (Hair *et al.*, 2005). The beta (β) coefficients for each independent variable were generated from the model. The regression model which was used in the study shown below:

$$y = \alpha + \beta_1 X_1 + \varepsilon$$

Where; Y = Employee's performance, α = constant, β_1 = parameter estimate, X_1 = Internal Promotions, ε is the error of prediction.

FINDINGS AND DISCUSSION

Response Rate

According to Fowler, (2004), response rate in a research context refers to the extent to which the collected set of data includes all sample members of the targeted population. Response rate was calculated by dividing the number of questionnaires collected by the number of the entire sample and multiplying the result by 100%. The researcher distributed 10% of 10 questionnaires which was 10 questionnaires. Among the 10 questionnaires distributed, 10 were returned and filled appropriately representing 100%. Mugenda (2008)

avers that a response rate of 50% is adequate, 60% and above good, and above 70% very good.

Descriptive Statistics of the Variable in the Study;

Descriptive Statistics on Internal Promotion

The study's first objective is to determine the influence of internal promotion on employee performance. The respondents were requested to

rate their agreement or otherwise against each statement posed to them, using a 5-level Likert Scale strongly disagree meant a one, disagree was a two, neutral was a three, agree was a four and strongly agree was a five). The statements posed to respondents sought to ascertain their views regarding internal promotion.

Table 1: Descriptive Statistics on Internal Promotion

Statement (N=80)	SD	D	N	A	SA	M	S.D
I am satisfied with the internal promotion opportunities provided by Narok County Government	0.4%	5.3%	2.8%	46.7%	44.9%	4.3	0.8
The criteria for internal promotion decisions are transparent and well-communicated.	0.0%	0.0%	5.3%	49.5%	45.3%	4.4	0.6
"I believe that internal promotions have a positive impact on employee performance	0.4%	2.8%	4.2%	49.5%	43.2%	4.3	0.7
"The internal promotion process at Narok County Government is fair and unbiased.	31.6%	25.3%	17.9%	22.5%	2.8%	4.4	1.2
"Internal promotions help employees in their career development within Narok County Government.	0.7%	2.1%	3.9%	47.7%	45.6%	4.3	0.7
Aggregate mean						4.0	0.8

The findings in Table 1 revealed that majority of the respondents with an aggregate mean score of 4.0 and a standard deviation of 0.8 agreed with statements on internal promotion. The respondents agreed with the statements that employees are satisfied with the internal promotion opportunities provided by Narok County Government (mean=4.3), The criteria for internal promotion decisions are

transparent and well-communicated (mean=4.4), employees believe that internal promotions have a positive impact on employee performance (mean=4.3), the internal promotion process at Narok County Government is fair and unbiased (mean=4.4) and Internal promotions help employees in their career development within Narok County Government (mean=4.3).

Inferential statistics

Table 2: Summary of Correlation Results

		Internal Promotions	Employee's Performance
Internal Promotions	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	80	
Employee's Performance	Pearson Correlation	.686**	1
	Sig. (2-tailed)	.000	
	N	80	80

The correlation summary above in Table 2 indicated significant positive association between the independent and dependent variables. From the correlation results, it is evident that internal promotions significantly influences employee's

performance of the county government of Narok ($r = 0.686$; $p < 0.05$). Moreover, the relationship was strong and positive implying that the counties had put considerable emphasis on internal promotions

to overcome implementation gaps and ensure employee's performance was fully operationalized.

Analysis of linear regressions;

Linear influence of Internal Promotions on Employee's Performance

This tested the direct influence of internal promotions on employee's performance. The results are shown in table 3.

Regression analysis was used to determine the relationship between the independent or predictor variables and a dependent variable.

Table 3: Linear Regression Analysis Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.239 ^a	.056	.014	.996610

- a. Predictors: (Constant), Internal Promotions
- b. Dependent Variable: Employee's Performance

Linear regression analysis in Table 3 showed that the relationship between the dependent variable and all the independent variables pooled together and had a model coefficient of determination, R = 0.239 which was higher than the zero order value in the table. independent variable could explain up to 23.9% of the variations in the Employee's Performance. This indicates that the model could

improve when more variables are incorporated when trying to analyze the influence of internal promotions on employee's performance or the nature of relationship could be nonlinear. Consequently, it was also salutary to carry out an ANOVA to validate the findings in Table 4. The results of the ANOVA are summarized in Table 4.

Table 4: Summary of the ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	5.141	5	1.224	36.001	.268 ^b
Residual	112.430	81	.953		
Total	117.571	86			

- a. Predictors: (Constant), internal promotions
- b. Dependent Variable: employee's performance

The results of Table 4 indicated that there is a significant difference between the variables describing internal promotions and the status of employee's performance ($F_{(5,81)} = 1224 > F_c = .953$; $\alpha < 0.05$; $df = 5, 81$; $p < 0.05$). This finding confirms that by the model predicted showed that it was

indeed significant. Further, in order to determine which of the independent variables was more important when it came to the internal promotions on employees 'performance, the beta value was used. The results are given in Table 5 provides linear regression analysis correlation coefficient.

Table 5: Parameter eastimation of variables

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22.623	3.912	-	47.456	.000
Internal Promotions	.870	.134	.642	3.324	.000

- a. Dependent Variable: Employee's performance

It was deduced from the findings in Table 5 that the most influential internal promotions predicted employee's performance. Internal Promotions ($\beta = 0.510$, $p < 0.05$) was found to be statistically

significant to the model. This indicates that the dependent variable, that is, the employee's performance in Kenya, would change by a corresponding number of standard deviations when

the respective independent variable change by one standard deviation. The study therefore establishes that internal promotions was a significant factor influencing employee's performance in Kenya. $Y = 22.623 + 0.870X_1$

Where;

Y is Employee's Performance

X_1 is internal promotions

CONCLUSIONS AND RECOMMENDATIONS

The objective focused on establishing the influence of internal promotion on employee performance at Narok County Government. The findings revealed that majority of the respondents with statements on internal promotion. This implies that internal promotion influenced employee performance in County Governments.

The study concluded that if the p-value is 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how internal promotions influences employee performance. The results also indicated that the independent variable is a predictor of the dependent variable.

The study recommends that for better employee performance results, county government HR

professionals should integrate job analysis procedures with strategic goals. This will have an impact not just on employee performance, but also on the overall future prospects of Kenya's county governments.

The study recommends that human resource officers in Kenya's County Governments should develop clear promotion and transfer rules, which should be reviewed on a regular basis now that they are the most extensively used platforms for internal recruitment.

The study recommends that HR officers in Kenyan county governments should weigh the cost-return trade-off when using external recruitment platforms. HR officers in Kenya should use relatively inexpensive external recruitment platforms with a broader reach in terms of possible job searchers.

Areas for further studies

The scope of the investigation was limited to the Narok County Government. Hence, it is advisable to conduct a comparable investigation at the national level of government and in other devolved counties within Kenya in order to determine the consistency of the results.

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