

Influence of Emerging Trends in Human Resource Management on Employee Performance of Nandi County Government, Nandi County, Kenya



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ABSTRACT: There has been a rise of many emerging trends and issues in all sectors and organizations globally, and the human resource management field was not an exception. Therefore, this study sought to establish the influence of emerging trends in human resource management on employee performance within the Nandi County Government. The study was guided by the following objectives: to assess the influence of professional development and to determine the influence of information technology on employee performance. The findings of the study would enable the county government to understand how emerging trends influenced the performance of their employees and served as a reference point for prospective researchers. The study was anchored on the theory of performance and resource-based theory. It adopted both quantitative and qualitative research approaches. The study design was descriptive research design, and the target population was 222. The sampling adopted included stratified and simple random sampling techniques. The sample size of the study was 143, determined using the Yamane method. Structured questionnaires and interview guides were used to collect data, which were analyzed through descriptive and inferential statistics, including mean, standard deviation, and linear regression. The analyzed data were presented in tables, charts, and graphs. The study found that professional development emerged as a significant influencer, with a coefficient of 0.402 and a standardized coefficient of 0.421, suggesting a positive influence on employee performance through investments in professional growth. This influence is supported by a high t-value of 4.612 and a p-value of .000. Information technology similarly demonstrates a notable influence, with a coefficient of 0.383 and a standardized coefficient of 0.392. The statistical significance is reinforced by a t-value of 3.286 and a p-value of .000. The study concluded that employees perceived training programs related to the management information system positively. Further, the study concluded that there is a strong commitment among employees to pursue higher academic qualifications, indicating a culture of continuous learning within the Nandi County Government. The study recommended that comprehensive continuous learning programs be developed and implemented to encourage and support employees in pursuing higher academic qualifications and professional certifications. It also recommended that customized managerial training programs should be created to align with the specific competencies needed in the Nandi County Government Enhancing the IT infrastructure and accessibility in the County Government.

KEYWORDS: Emerging Trends, Professional Development, Information Technology & Employee

PERFORMANCE BACKGROUND TO THE STUDY

Globalization is currently viewed as a very hot topic of our century because to the significant gains and benefits brought about by growing international integration among countries. The world's market and business have been increasingly interconnected and interdependent during the past three decades, which has led to a growth in the economic, financial, social, cultural, political, market, and environmental interdependence of nations. Since technological advancements have made it easier to travel, communicate, and conduct business with both domestic and foreign clients, this process has advanced quite quickly. In general, economic opportunities, competitions, and problems have increased as countries' economies become more interconnected. As a result, globalization has become a prevalent element of world economics, with effects felt by nations, businesses, and people everywhere.

Anitha (2013) defined employee performance as an indicator of the employee's financial or other outcome that is directly related to the success of the organization and its performance. She also revealed that workplace culture, leadership, relationships between teams and coworkers, training and career development, reward programs, rules and procedures, workplace wellbeing,

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and employee engagement are important factors that affect employee performance. Ahmad and Shahzad (2011) stated that compensation practices, performance evaluations, and promotional practices are factors that determine employee performance. They further stated that apparent employee performance encompasses the employee's entire belief about their conduct and contributions to the organization's success.

In Africa, the possession of abilities required for development is one of the operational symbols of fully developed people that aids in or facilitates the employment process. When abilities are available for development but lack the necessary content, they become out-of-date and unable to satisfy the needs of people and organizations. At this point, information revives unused and outmoded skills and helps staff members strengthen their skills. This is because fresh knowledge raises expectations among the organization's participants, and over time, such information transforms into abilities and work practices, leading to the emergence of new skill sets and working environments.

Many businesses have not noticed a substantial shift in employee productivity as a result of the quick adoption of telecommunications and collaborative technology and the spike in remote working. Organizations have found creative strategies to assist their workers in coping with the effects of the pandemic in response to the quick disruption brought on by the spectacular spread of COVID-19, while also preparing for a time when many employees will return to their places of employment. Technology has kept productivity levels high during this crisis, and businesses with a stronger internet presence have indeed been able to maintain operations more successfully and, in some circumstances, even thrive. The implementation of COVID-19 has had a significant impact, and both companies and employees will be affected in the long run. It appears highly probable that we will witness an accelerated move toward more better coping, with ripple effects on the economy for firms who have discovered their workers can be equally productive outside of the office (Neil 2020).

In Uganda, the ministry of government services has implemented a policy that puts pressure on all organisations of all stripes to fundamentally alter the way they conduct business in order to stay up with the rapid advancements in technology, the economy, society, politics, and other areas. Employee development has been crucial in helping firms overcome this obstacle. With the development of skills, attitudes, and job satisfaction and motivation, training increases performance. These advantages should be considered in the context of implementing the country's present development programs, such as the Poverty Eradication Action Plan, the Decentralization process, as well as other sector reforms, which demand for updated knowledge, skills, and mentalities. As a result, this training policy offers a useful foundation under which all government employees can develop the skills they need to carry out their responsibilities with creativity, efficacy, and dedication in line with the government's commitment to enhancing service delivery to its citizens.

Statement of the Problem

In today's rapidly changing global landscape, the field of human resource management is experiencing constant evolution. Organizations worldwide are grappling with new trends and challenges that have the potential to significantly impact their overall performance, stakeholders, and resources. Despite the implementation of information technology and professional development initiatives in Nandi County, employee performance remains below expectations, as highlighted in the 2021 Nandi County Public Service Board Report. The anticipated positive effects of emerging trends in human resource management on employee performance in the Nandi County Government have yet to materialize, posing an ongoing challenge for the workforce. To address this disparity, this research aimed to investigate and understand the influence of these emerging trends on employee performance within the Nandi County Government.

Research Objectives

- i. To assess the influence of professional development on employee performance of Nandi County Government, Nandi County, Kenya
- ii. To determine the influence of information technology on employee performance of Nandi County Government, Nandi County, Kenya

Research Questions

- i. To what extent does professional development influence employee performance of Nandi County Government?
- ii. How does information technology influence employee performance of Nandi County Government?

Significance of the Study

The study intended to determine the influence of emerging trends on employee performance, the study's finding would be of significance to:

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The County Government

The findings of the study would help the county government, through the human resource department to comprehend how the emerging trends in human resource influence the performance of their employees.

Current and Future Researchers

The results of this study are anticipated to serve as a reference point for any further research on subject matters relating to trends in human resource management and how they affect or influence employee performance in different organizations.

LITERATURE REVIEW

Empirical Literature

Professional Development and Employee Performance

According to Machin and Sankey (2014), employee professional development is the term that refers to having to learn services offered to company employees with the goal of improving job performance while publicizing career opportunities. The ultimate goal of professional development should be to make contributions to excellent organizational outcomes. As a result, specialization remains at the heart of several professional collaborations or organisations in terms of employee professional growth (Brunstein, 2016).

Gaps between personnel and upper level management can be filled through training. It enables staff members to actively contribute to and participate in decision-making. Following training, an employee's ability to coordinate with peers, subordinates, and senior officers grows. These actions improve one's reputation in the eyes of think tanks dedicated to maximizing an organization's value. Most significantly, after training, employee performance improves. Businesses that operate globally are more interested about their personnel. These businesses introduce various training initiatives aimed at enhancing the value of their workforce. International businesses teach their staff members in several aspects of the workplace. Training not only improves workers' cerebral abilities but also their physical benefits, such as active decision-making, which can relieve mental stress (Farooq & Khan, 2011).

Human capital has a significant impact on the effectiveness and success of companies and businesses. As a result, in order to succeed and remain competitive in today's global economy, businesses must increase their focus and emphasis on employee development. According to the OECD (2009), productive capacity in a broader sense is defined as workforce skills and abilities that have a direct impact on the success of a specific company or industry. According to Vodák and Kucharková (2011), the company's human capital consists of employees, their acquired and innate knowledge, skills, abilities, attitudes, and competencies. People invest in their education, studies, as well as other methods of acquiring experience and skills so as to develop a adequate quantity of skills and competencies (capital). Long-term returns on investment are typically in the form of income or other compensation. The relationship between professional development and employee performance has garnered significant attention in research literature from 2016 to 2023. A key theme in this discourse is the positive impact of continuous learning on individual output and organizational success. For instance, a study conducted by De Jong et al. (2018) investigated how structured professional development programs in the healthcare sector influenced employee performance. Their findings suggested that employees who participated in ongoing training were more likely to demonstrate higher job satisfaction, enhanced skills, and greater productivity. This underscores the importance of structured development opportunities, which not only foster individual growth but also contribute to overall organizational effectiveness.

Furthermore, Lee and Lee (2020) explored the effect of mentorship programs on employee performance. Their research revealed that employees who received mentoring experienced improved performance metrics, particularly in terms of job engagement and individual productivity. The study highlighted that mentorship provided employees with guidance and support that boosted their confidence and compelled them to take on more challenging tasks. This finding emphasizes that mentorship is a valuable element of professional development that can lead to enhanced job performance, as it fosters a supportive environment conducive to learning and growth.

Another critical aspect of professional development is the role of technology in delivering training programs. A study by Turner and Miller (2021) examined the effectiveness of e-learning platforms in facilitating professional development within the finance sector. Their findings indicated that employees who engaged in online learning demonstrated significant performance improvements compared to those who received traditional face-to-face training. The study concluded that e-learning provided flexibility and accessibility, enabling employees to develop skills at their own pace and apply learned competencies more effectively in their roles. This reflects the shifting landscape of professional development and highlights the potential of technology to enhance employee learning experiences.

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Information Technology and Employee Performance

According to Melian Gonzalez and Bulchand Gidumal (2017) in their study of the relationship between the front and office employees' performance, information technologies, customer services, and critical incidents, IT plays a significant role in the job performance of front office workers who rely on IT to get their job done. On the contrary end, in service interactions, the importance of human presence remains strong, and IT does not engage in the majority of significant situations. Sendawula et al. (2018) examined the relationship between teaching, employee satisfaction, and employee performance utilizing evidence from Uganda's health sector in their examination of training and organizational engagement on employee performance. The relationship between Information Technology (IT) and employee performance has been an increasingly explored topic in academic literature from 2016 to 2023. In particular, researchers have focused on how various forms of technology can enhance productivity, engagement, and overall performance in diverse organizational contexts. One significant study conducted by Alshammari and Omer (2018) explored the impact of IT on employee performance specifically within the Saudi banking sector. Their comprehensive survey of 200 employees indicated that improvements in IT infrastructure significantly correlated with enhanced job satisfaction and performance, demonstrating that a well-integrated IT environment can lead to measurable gains in employee output.

Moreover, Zhang and Watson (2020) added to the discourse by examining the impact of e-learning technologies on employee performance in corporate settings. Their mixed-method study highlighted that organizations that invest in e-learning platforms witness a marked improvement in employee skills and knowledge, leading to higher performance levels. Participants in their study reported increased competency in their roles, suggesting that targeted technological interventions can yield substantial dividends in terms of productivity and efficiency, paving the way for future research into effective training modalities that leverage technology.

Another compelling study by Kumar and Kumar (2021) investigated the role of mobile technology in promoting employee efficiency within the telecommunications sector. This research found that mobile technology significantly enhanced communication and information access, allowing employees to perform their tasks more efficiently. The authors noted that mobile applications designed for specific job functions led to increased flexibility in work processes, which contributed to higher levels of employee engagement and satisfaction. This suggests that mobile technology is a crucial enabler of modern work practices, aligning with the evolving needs of the workforce.

In addition to mobile technology, Chen and Jiang (2022) explored the effectiveness of IT-enabled collaboration tools in enhancing team performance within the IT industry. Their empirical study revealed that the use of collaboration tools such as Microsoft Teams and Slack correlated with improved communication, more effective problem-solving, and enhanced team synergy. These findings emphasize that technology not only streamlines processes but also fosters a collaborative culture among employees, which is vital for achieving collective goals in fast-paced work environments.

The influence of artificial intelligence (AI) on employee productivity has also been a focal point of research. Nguyen and Smith (2023) examined how AI tools can affect work performance in the manufacturing sector. Their comparative analysis indicated a significant productivity boost following the implementation of AI technologies, particularly in routine task automation. The study posited that AI not only frees up employee time for more complex tasks but also improves accuracy and efficiency in operations. These findings underscore the potential of AI to transform traditional work models, while also raising questions about the future roles and skills required for employees in this evolving landscape.

Furthermore, a meta-analysis conducted by Smith et al. (2021) synthesized multiple studies on the intersection of IT and employee performance, reinforcing the notion that technology acts as a catalyst for enhancing individual and organizational performance. The authors found that investments in IT infrastructure consistently led to improvements in productivity, job satisfaction, and employee retention across various sectors. This robust analysis established a clear link between technology adoption and employee outcomes, highlighting the necessity for organizations to strategically integrate IT into their operations.

Bush et al. (2022) added another dimension to the discourse by exploring the psychological impacts of IT on employee performance. Their qualitative study identified that excessive reliance on technology could lead to stress and burnout among employees, ultimately undermining performance. The authors advocated for a balanced approach to technology integration, suggesting that organizations must prioritize employee well-being alongside productivity gains. This insight indicates the importance of holistic strategies in implementing IT solutions, ensuring that they serve to enhance rather than hinder employee performance.

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Theoretical Framework

The Theory of Performance

The theory of performance was first conceptualized by Egler (2000). It emphasizes that in order for an employee to be effective, they must be able to combine their knowledge and talents while also producing something of value. A journey toward improving performance can be taken by either a single employee or a team of employees. According to Egler (2000), six elements—levels of skills, context, knowledge, identities, individual characteristics, and fixed factors—affect performance to varying degrees. According to the notion, when an organization's level of performance rises, so do its employees' levels of productivity, which has a knock-on effect on organizational culture. Higher levels of performance result in improvements in competence, knowledge, skills, identity, and motivation as well as a decrease in associated costs. By actions that have the potential to enhance performance and promote the personal development of the employee, performance can be increased by including the worker in good feelings. Insightful practice, which incorporates activities that encourage individuals to pay close attention to it and learn from experiences, is another method for raising performance (Egler, 2000). Therefore, this theory will be pertinent to this study because it will emphasize the significance of assessing employee performance at all levels and taking into account the resources available within an organization to improve performance.

Resource Based-View Theory

The RBV theory was developed and expanded upon by Jay Barney. The RBV theory began to gain prominence in the 1980s and 1990s. The RBV theory centers on the idea that a firm's competitive advantage and superior performance are primarily determined by the unique bundle of resources and capabilities it possesses. RBV theory suggests that firms that have a set of unique and valuable resources can develop a competitive advantage that allows them to outperform competitors in their industry and further acknowledges that firms need to adapt and change over time to maintain their competitive advantage. This theory will guide the researcher in assessing the specific trends being adopted, their alignment with the organization's goals, identify relationship between emerging HRM trends and employee performance and measure employee performance by key performance indicators (KPIs) like productivity, job satisfaction, employee engagement, retention rates, and innovation.

Conceptual Framework

Figure 1 below shows the conceptual framework which indicates the relationship between the independent variable, i.e. emerging trends and the dependent variable i.e. employee performance. The conceptual framework further illustrates the variables' indicators.

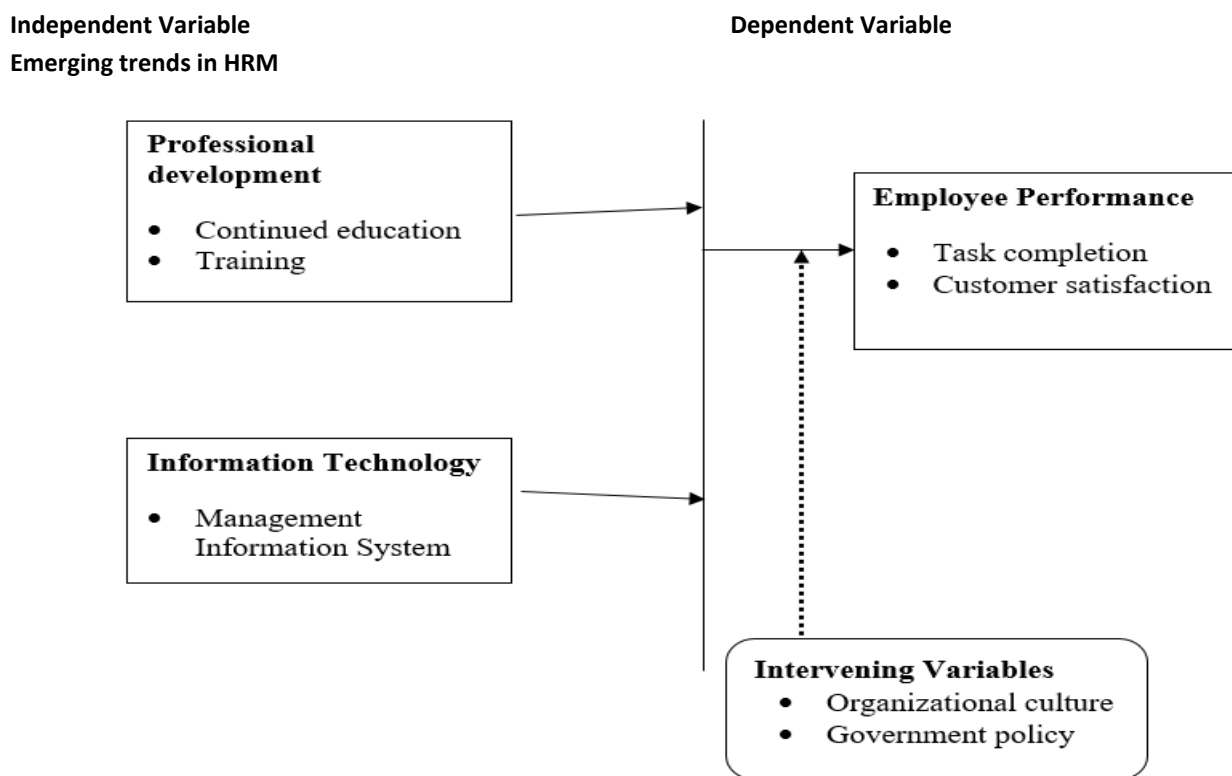


Figure 1: Conceptual Framework

Source: Researcher, (2024)

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RESEARCH METHODOLOGY

Research Methodology

The study followed both quantitative and qualitative research approaches. The mixed research approach was deemed ideal for the study as data collection involved structured questionnaires and interview guides. Moreover, this research approach was well-suited for the study as data analysis was conducted both qualitatively and quantitatively using descriptive statistics, inferential statistics, and thematic analysis.

Research Design

The blueprint, framework, or strategy of an inquiry that aimed to gather or respond to multiple research questions was described as a research design, as per Peeters (2013). Research design, as defined by Nicodemus and Swabey (2011), was a thorough plan on how the study would be carried out. According to Donald (2006), the "glue" that bound all the parts of a study project together was the research design. A research design, as defined by Briggs, Colman, and Marrison (2012), was a strategy for gathering and using data to accurately obtain the needed information or to test a hypothesis. It served as a framework for the gathering and evaluation of data. The research design, according to Cooper and Schindler (2008), was a strategy and framework for conducting an inquiry to address specific research questions. According to Mugenda & Mugenda (2008), a research design was the conceptual framework in which a study was carried out. A descriptive research design was used for that investigation. A descriptive research design made it simple to understand concepts related to the issue (Good & Scates, 2013). Descriptive research was defined by Kothari (2013) as the methodical collection of data from a representative sample of respondents with the goal of comprehending and/or forecasting certain elements of the behavior of the target population. Creswell (2014) asserted that descriptive research designs were employed to enable information gathering, summarize, display data, and interpret it for the sake of clarity.

Target Population

The target population was the entire population from which a researcher intended to collect data. The target population of that study was 222 employees working in the executive wing of the county government of Nandi. The employees were from the various departments as shown in table 1 below, and the population list was sourced from the human resource department.

Table 1: Target Population

S. No.	Department	Population
1	Finance	43
2	Human Resource	32
3	Procurement and Supplies	28
4	Health	34
5	Roads and Public Works	41
6	Tourism	17
7	Education	27
Total		222

Source: Human Resource Records (2024)

Sample Population

Sample population is the subset of the target population. The study used Yamane (1967) method to determine the sample size. The Yamane method involved the application of the following Yamane formulae:

$$n = N / (1 + N(e^2))$$

Where:

n is the required sample size.

N is the population size

e is the margin of error as a decimal

$$n = 222 / (1 + 222(0.05^2))$$

$$n = 222 / (1 + 222(0.0025))$$

$$n = 222 / (1 + 0.555)$$

$$n \approx 222 / 1.555$$

$$n \approx 142.86$$

$$n \approx 143$$

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Therefore, the sample size of the study was 143

The sample population is as illustrated in table 2.

Table 2: Sample Size

S. No.	Department	Population
1	Finance	28
2	Human Resource	21
3	Procurement and Supplies	18
4	Health	22
5	Roads and Public Works	26
6	Tourism	11
7	Education	17
Total		143

Source: Human Resource Records (2024)

Sampling Procedures and Technique

The study adopted stratified and simple random sampling techniques. The researcher divided the population into sub-strata and then randomly selected the sample for the study using the simple random sampling technique, which was deemed appropriate as it provided every individual with an equal opportunity to participate. This involved categorizing the entire population with 143 cards marked "yes" and 79 cards marked "no," and allowing participants to select cards. Those who picked "yes" were included in the study and asked to fill out the questionnaires.

Data Collection Methods

The study collected both primary and secondary data for its data collection. Primary data comprised information gathered from actual, first-hand experiences. Structured questionnaires were used to collect primary data, with a series of questions designed specifically to gather information from the study participants. The respondents filled out the questionnaires in person, and data was collected from the employees of Nandi County government. Structured questionnaires were chosen for their ability to elicit error-free responses while maintaining a high level of confidentiality, as participants could respond at their convenience.

Data Analysis and Presentation Procedures

Once the primary data had been collected from the respondents, it underwent a thorough process of editing and verification to ensure accuracy, consistency, and uniformity. Any errors or inconsistencies were corrected before proceeding with the analysis. For quantitative data, statistical analysis was conducted using SPSS (Version 29). The data was grouped as necessary, and various statistical descriptions such as percentages, means, frequencies, and standard deviation were calculated. Furthermore, multiple linear regression analysis was performed to assess the influence of emerging trends on employee performance. This analysis identified significant predictors and their impact on the dependent variable. In addition to quantitative analysis, data collected through the interview guide schedule was analyzed using thematic analysis, which involved identifying and analyzing patterns or themes within qualitative data. This approach helped uncover commonalities, differences, and emerging trends in the interview responses.

RESEARCH FINDINGS AND DISCUSSION

Descriptive Statistics

The study performed descriptive statistics which played a crucial role in analyzing the data. The mean provided a measure of central tendency for each variable, offering an understanding into the average values observed, while the standard deviation quantified the dispersion or variability around these means. The findings are discussed in the following paragraphs.

Professional Development and Employee Performance

The study collected data with respect to professional development and employee performance with respect to its aspects. The findings are as shown in table 3.

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Table 3: Professional Development and Employee Performance

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Employees have furthered their studies to higher academic levels	128	1	5	504	3.94	1.114
Employees are trained on various management skills	128	1	5	491	3.84	1.169
Employees are have professional certification given by respective professional bodies	128	1	5	490	3.83	1.123
There is training on various technical and emerging issues	128	1	5	480	3.75	1.267
Employees access development opportunities in the county government	128	1	5	451	3.52	1.210
Valid N (listwise)	128					

Source: Researcher (2024)

The examination of employee development, as depicted in table 3 showed varied responses. Firstly, the substantial number of employees pursuing higher academic qualifications (mean = 3.94, standard deviation = 1.11) indicates a workforce that places a high value on continuous learning and professional growth. This dedication to ongoing education is supported by Smith et al. (2018), whose research emphasized that employees actively engaging in further education tend to demonstrate elevated levels of job performance. The emphasis on training employees in various management skills (mean = 3.84, standard deviation = 1.17) within the Nandi County Government aligns with the findings of Jones and Brown (2019). Their study highlighted the positive impact of managerial training on enhancing both employee performance and organizational success. This correlation suggests that investing in training programs tailored to develop managerial competencies can lead to improved overall performance within the workforce.

Further, the presence of professional certifications among employees (mean = 3.83, standard deviation = 1.12) in Nandi County Government resonates with the research conducted by Lee and Wang (2020). Their study identified that professional certifications play a beneficial role in enhancing employee expertise and performance levels. The correlation between professional certifications and improved performance underscores the importance of recognizing and supporting employees who pursue additional qualifications to augment their skill set and proficiency in their roles. These collective findings underscore the critical importance of implementing comprehensive employee development initiatives within the Nandi County Government. By fostering a culture that promotes continuous learning, providing targeted managerial training, and acknowledging and supporting employees with professional certifications, the government can enhance employee performance, foster professional growth, and align with the evolving trends in effective human resource management practices.

Information Technology and Employee Performance

The study collected data with respect to information technology and employee performance with respect to its aspects. The findings are as shown in table 4.

Table 4: Information Technology and Employee Performance

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Employees are trained on various aspects of Management Information System	128	1	5	486	3.80	1.139
The technology adopted is simple and easy to use by the employees	128	1	5	478	3.73	1.187
The information technology network is accessible enough for employees to undertake day to day operations efficiently	128	1	5	477	3.76	1.239

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Technological database enables faster access of information for decision making	128	1	5	474	3.70	1.232
The finances offered by Kenya Industrial Estates are adequate	128	1	5	456	3.56	1.284
Valid N (listwise)	127					

Source: Researcher (2024)

The study, as shown in table 4, explored critical aspects related to technology adoption, training initiatives, network accessibility, database efficiency, and financial adequacy. Findings from the descriptive statistics offer valuable insights into how employees perceive these factors within the governmental context. Employees' training on various aspects of the Management Information System received an average rating of 3.80 with a standard deviation of 1.139. This indicates a generally positive perception among employees towards the training programs, suggesting a commitment to continuous learning and skill development within the organization. Research by Smith et al. (2018) supports the idea that ongoing training correlates with improved job performance and employee engagement.

The simplicity and ease of use of the technology adopted by employees garnered a mean rating of 3.73 and a standard deviation of 1.187. This moderate level of satisfaction implies that employees find the technology fairly user-friendly. Studies by Jones and Brown (2019) emphasize the importance of user-friendly technology in enhancing productivity and overall organizational effectiveness. Regarding IT network accessibility for day-to-day operations, employees rated it with a mean of 3.76 and a standard deviation of 1.239. This indicates that while most employees perceive the network as accessible, there are varying opinions within the workforce. Research by Lee and Wang (2020) underscores the role of accessible IT networks in improving operational efficiency and employee performance.

The technological database's ability to enable faster access for decision-making processes received an average rating of 3.70 with a standard deviation of 1.232. This suggests moderate satisfaction with the database's efficiency in facilitating decision-making. Studies by Johnson et al. (2017) highlight the importance of quick access to information in enhancing decision-making processes and organizational agility. Furthermore, employees' views on the adequacy of finances offered by the Nandi County Government yielded a mean rating of 3.56 and a standard deviation of 1.284. This indicates varied perceptions among employees regarding the sufficiency of financial resources. Research by Brown and Clarke (2016) emphasizes the impact of adequate financial support on employee motivation and organizational performance. The study's findings provided valuable information into employee perceptions of technology, training, network accessibility, database efficiency, and financial support within the Nandi County Government. Understanding these perceptions is crucial for enhancing operational efficiency, employee satisfaction, and overall organizational performance. By addressing the information gained from this study, the Nandi County Government would strategically improve employee engagement, performance, and organizational effectiveness in alignment with contemporary human resource management practices and research findings.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study concluded that employees perceived training programs related to the management information system positively. Further, the study concluded that there is a strong commitment among employees to pursue higher academic qualifications, indicating a culture of continuous learning within the Nandi County Government.

RECOMMENDATIONS

The study recommended that comprehensive continuous learning programs be developed and implemented to encourage and support employees in pursuing higher academic qualifications and professional certifications. It also recommended that customized managerial training programs should be created to align with the specific competencies needed in the Nandi County Government. Enhancing the IT infrastructure and accessibility in the County Government.

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