STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PRODUCTIVITY AT TOURISM PARASTATALS IN KENYA

BY

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MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE OPTION)

KCA UNIVERSITY

2025

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13/03632

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER DEGREE IN BUSINESS ADMINISTRATION (HUMAN RESOURCE OPTION), TO THE SCHOOL OF BUSINESS, KCA UNIVERSITY

NOVEMBER, 2025

DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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04 /10/2025

Signature Date

I do hereby confirm that I have examined the master's dissertation of

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And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

…… 9/10/2025…………..

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ABSTRACT

This study explored the relationship between Strategic Human Resource Management (SHRM) practices and employee productivity within Kenya's tourism parastatals. The tourism sector is a vital part of Kenya's economy, contributing significantly to GDP and employment. The sector faces unique challenges, such as workforce inefficiency, high turnover, and the need for sustainable service delivery, making effective SHRM practices crucial for improving productivity and competitiveness. The research focused on four key SHRM practices: succession planning, employee training and development, performance appraisal, and employee engagement. The study was grounded in the Resource-Based View (RBV), Human Capital Theory (HCT), and Institutional Theory, providing a framework for understanding how internal HR capabilities and external institutional pressures influence organizational performance. Data was collected from 296 employees across six tourism parastatals. The findings revealed that SHRM practices significantly influence employee productivity. Performance appraisal had the most substantial impact, contributing to the largest variance in productivity, followed by employee engagement, training and development, and succession planning. The combined impact of all SHRM practices explained nearly 88% of the variance in employee productivity, with p-values indicating strong statistical significance for all practices ($p < 0.001$). The study recommends that tourism parastatals invest in structured performance appraisal systems, enhance employee engagement, provide continuous training, and refine succession planning to align with career advancement. These efforts are essential for improving employee productivity, service quality, and the sustainability of Kenya's tourism sector. Future studies could use a longitudinal approach to assess the long-term effects of SHRM practices. Expanding the sample to other sectors or conducting cross-country comparisons would improve generalizability. Additionally, incorporating multiple data sources, such as objective performance data, could offer a more comprehensive understanding of SHRM's impact on productivity.

Key Words: Strategic, Human Resource Management, Employee Productivity, Tourism Parastatals.

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to God for His guidance, strength, and blessings throughout this research journey. My deepest thanks to my supervisor, Dr. Nyaribo Misuko, for his invaluable guidance and support. Special thanks to my husband, Mr. Ngetich, my children, Leon, Layden, and Sasha, and my friends for their constant support and encouragement. Finally, I acknowledge the academic and administrative staff at KCA University for their assistance during this process.

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DEDICATION

I dedicate this work to my family, whose unwavering support, encouragement, and belief in me made this journey possible. To my mentors and colleagues, thank you for your guidance and insight throughout this study. Lastly, to all the employees in Kenya's tourism parastatals, whose dedication and hard work continue to shape the future of the industry. This is for all of you.

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LIST OF ABBREVIATIONS

SHRM	Strategic Human Resource Management
HR	Human Resource
AI	Artificial Intelligence
HRM	Human Resource Management
GDP	Gross Domestic Product
KNBS	Kenya National Bureau of Statistics
KRA	Kenya Revenue Authority
KPA	Kenya Ports Authority
KPLC	Kenya Power and Lighting Company
TRA	Tourism Regulatory Authority
KTB	Kenya Tourism Board
KWS	Kenya Wildlife Service
PPPs	Public-Private Partnerships
KUC	Kenya Utalii College
TF	Tourism Fund

DEFINITION OF TERMS

Employee Productivity workplace efficiency or performance, measures the output of an employee relative to the resources utilized

	(Tzenios, 2019).
Strategic Human Resource Management (SHRM)	refers to the proactive and systematic management of employees in alignment with an organization's long-term business objectives (Boxall & Purcell, 2016).
Tourism parastatals (Kenya)	government-owned institutions mandated with overseeing the development, regulation, and promotion of the tourism sector (KNBS, 2023).
Succession Planning	one of the key HR practices, which focuses on developing a leadership pipeline, identifying talent, and offering career progression opportunities (Atwood, 2020).
Employee Training and Development	HR practice that impacts employee productivity. It encompasses structured skills training, on-the-job coaching, and e-learning programs (Noe, 2020)
Performance Appraisal	a systematic process used to assess employee performance. It is a specific instance of performance evaluation, which is a broader process that includes ongoing feedback, performance tracking, and the use of KPIs (Key Performance Indicators) (Aguinis, 2023)

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter provides an overview of the study, outlining the background, problem statement, objectives, research questions, justification, significance, and scope of the research. It establishes the foundation for understanding Strategic Human Resource Management (SHRM) practices and employee productivity at tourism parastatals in Kenya, highlighting key issues and gaps that necessitate this study.

1.1 Background of the Study

The increasing demand for workforce efficiency, service excellence, and organizational competitiveness has amplified the focus on Strategic Human Resource Management (SHRM) practices and employee productivity in both the public and private sectors. Organizations are shifting from traditional HRM approaches to more strategic, data-driven HRM frameworks that prioritize employee development, engagement, and performance management as critical factors in achieving long-term success (Geethanjali et al., 2024). Employee productivity, which measures the efficiency, quality, and effectiveness of an employee's contribution to organizational goals, is increasingly recognized as a function of HR strategies, workplace culture, leadership, and motivation (Paais & Pattiruhu, 2020). In labor-intensive industries such as tourism, where service quality directly influences customer satisfaction and business sustainability, employee productivity is a fundamental determinant of institutional performance (Elshaer & Marzouk, 2019). Tourism parastatals, as government-owned institutions responsible for regulating and promoting tourism, rely heavily on an efficient and motivated workforce to execute their mandates effectively (KNBS, 2023). However, challenges such as skill gaps, bureaucratic inefficiencies, and weak employee engagement programs have hindered productivity in these institutions (Njenga & Kamaara, 2024).

Globally, SHRM practices have increasingly evolved into technology-driven, data-enhanced disciplines. In developed countries like the United States, United Kingdom, Germany, and Australia, organizations in sectors such as tourism and hospitality have adopted HR digitalization, workforce analytics, and AI-powered training programs to optimize workforce productivity and service quality (Devaraju, 2024; Khassawneh, 2018). Companies such as Hilton, Marriott, and Amazon leverage big data and AI to improve workforce performance, predict trends, and implement remote work policies and flexible schedules that have enhanced workforce agility, especially post-pandemic (Arunprasad et al., 2023). In Germany, vocational training and workforce reskilling are prioritized, with tourism organizations investing in apprenticeships to improve employee productivity (García-Sánchez et al., 2018). Similarly, in the United Kingdom, HR frameworks are increasingly incorporating employee wellness initiatives, work-life balance strategies, and diversity management to boost job satisfaction and workforce efficiency (Brewster & Hegewisch, 2022). Across Asia, countries like China and South Korea are pioneers in HR digitalization, using predictive analytics and AI-driven recruitment tools to enhance employee performance (Madhumita et al., 2024). Leading global hospitality brands such as Accor Hotels have implemented AI-powered HR solutions and leadership training to enhance employee engagement, reduce turnover, and improve operational efficiency (de Abreu, 2023). These advancements reflect the growing global trend toward adaptive, data-driven HR strategies that improve productivity and competitiveness in an ever-evolving business landscape (Sharma & Sengupta, 2023).

In Africa, the adoption of SHRM practices is growing as organizations seek to enhance productivity, workforce engagement, and service efficiency. However, the implementation of SHRM practices in both the public and private sectors faces challenges such as economic instability, skill shortages, and inconsistent policy frameworks (Bailey et al., 2018). In South Africa, SHRM practices such as talent management, leadership development, and employee engagement have gained traction, with organizations leveraging AI-driven tools and employee well-being programs to boost workforce efficiency (Poisat et al., 2024). Despite these advances, challenges like high unemployment and labor unrest continue to affect the public sector's effectiveness in implementing SHRM (Adusei & Tweneboah-Koduah, 2023). In Nigeria, organizations are gradually transitioning to strategic HRM approaches with a focus on training, career development, and succession planning to build a more skilled workforce, though issues like low employee motivation and weak compensation structures persist (Ofor-Douglas, 2021). Similarly, in Ghana, firms in hospitality, banking, and telecommunications have embraced SHRM strategies such as diversity policies and flexible work arrangements, which have been linked to improved workforce retention and productivity (Mansour, 2024).

The tourism and hospitality industry in Africa, including countries like Kenya, South Africa, and Egypt, faces significant challenges such as low wages, high turnover, and insufficient employee development investment (McDonald et al., 2018). African hotel chains like Protea Hotels and Serena Hotels have begun implementing SHRM practices such as HR analytics and leadership development programs to improve service delivery and reduce workforce attrition (Francis & Baum, 2018). With increasing investments in HR technology, training, and employee engagement, the future of SHRM in Africa is expected to drive greater workforce productivity and service quality (Devaraju, 2024).

In Kenya, tourism plays a significant role in the economy, contributing about 10% of GDP and providing over 1.1 million jobs (KNBS, 2023). The study will focus on key tourism parastatals, including the Tourism Regulatory Authority (TRA), Kenya Wildlife Service (KWS), Kenya Tourism Board (KTB), and Kenya Utalii College (KUC), which are critical in shaping the country's tourism landscape. These institutions have adopted various SHRM practices such as performance management, employee training, succession planning, and workforce engagement. However, public-sector tourism parastatals face challenges such as bureaucratic inefficiencies, inconsistent policy implementation, and higher employee turnover rates compared to the private sector (Nyambok, 2023). Reports suggest that public-sector institutions experience turnover rates exceeding 25%, compared to the 15% in the private tourism sector (KNBS, 2023). The relationship between SHRM practices and employee productivity in these institutions remains an ongoing area of research, with studies focusing on employee engagement, training, leadership development, and HR technology adoption (Wanjiru, 2023).

Despite the introduction of structured training programs and performance appraisal systems, challenges such as limited funding, skill gaps, and inconsistent workforce planning models persist within public-sector tourism institutions (Sheppard & Fennell, 2019). As Kenya continues to position itself as a competitive tourism destination, strengthening HR frameworks in these institutions through better HR technology, career development programs, and collaboration with the private sector will be essential in improving workforce efficiency and service quality (Ghedabna et al., 2024).

Looking ahead, continued discussions on HRM modernization, policy frameworks, and employee engagement strategies within Kenya's tourism parastatals could contribute to better workforce outcomes. Exploring HR technology integration, structured career development programs, and public-private collaborations could further strengthen HRM frameworks, ultimately enhancing workforce efficiency and service quality in public tourism institutions (Ghedabna et al., 2024).

1.1.1 Strategic Human Resource Management (SHRM)

Strategic Human Resource Management (SHRM) refers to the structured and forward-looking management of an organization's workforce in alignment with long-term institutional objectives (Boxall & Purcell, 2016). Unlike traditional HRM, which focuses on administrative functions such as recruitment and payroll, SHRM integrates HR practices with organizational strategies to drive performance and sustainability (Hans, 2021). In service-intensive sectors like tourism, where employee behavior directly impacts service quality, SHRM offers a more effective framework for aligning human capital with institutional goals.

This study adopts a strategic rather than a traditional HRM approach to address the complex workforce challenges in Kenya's tourism parastatals. Traditional HRM tends to be reactive and operational, while SHRM emphasizes proactive planning, talent development, and organizational alignment. SHRM practices are particularly valuable in enhancing employee productivity defined here as task efficiency, work quality, service delivery, and employee retention. The study focuses on four key SHRM practices drawn from the conceptual framework: succession planning, employee training and development, performance appraisal, and employee engagement. Succession planning ensures leadership continuity; training and development enhance employee capabilities; performance appraisal provides structured evaluation and feedback; and engagement strategies foster motivation and institutional commitment.

These practices are especially relevant to Kenya’s tourism parastatals, which face issues such as skill gaps, high turnover, and bureaucratic inefficiencies. By examining these SHRM practices within public tourism institutions, the study aims to provide insights into how workforce strategies can be better aligned with productivity outcomes in government-regulated service environments (Gursoy & Çelik, 2022).

1.1.2 Employee Productivity

Employee productivity refers to the capacity of employees to efficiently perform their duties, deliver high-quality work, and contribute to the achievement of organizational goals (Kuruppu et al., 2021). In organizational contexts, productivity is commonly assessed through a combination of quantitative and qualitative indicators, including the speed and accuracy of task completion, the consistency and reliability of service delivery, and the employee’s ability to meet performance expectations. These indicators help institutions evaluate not only output but also the value employees add to operational success.

In service-oriented sectors such as tourism, employee productivity is especially critical because service quality is inherently dependent on human performance. The quality of tourist experiences, client satisfaction, and the reputation of tourism institutions are largely shaped by the behavior, efficiency, and responsiveness of frontline staff (McDonald et al., 2018). High productivity in such contexts is often linked to employee skill levels, motivation, engagement, and the presence of supportive HR frameworks such as training programs, leadership structures, and performance monitoring systems (Gursoy & Çelik, 2022). Organizations that invest in structured employee development and engagement initiatives are more likely to experience improved service delivery, employee satisfaction, and institutional stability (Baum, 2018).

In Kenya's tourism parastatals, this study examines employee productivity through four key dimensions that align with the conceptual framework: task efficiency, work quality, service delivery performance, and employee retention and engagement. Task efficiency reflects the employee's ability to complete assignments within set timelines and standards. Work quality relates to the consistency and professionalism of output. Service delivery performance assesses how effectively employees meet client and institutional needs, while employee retention and engagement are indicators of workforce stability and motivation. These variables offer a practical framework for analyzing how strategic HRM practices influence employee outcomes in Kenya's public-sector tourism institutions (Paais & Pattiruhu, 2020).

1.1.3 Tourism Parastatals in Kenya

Tourism parastatals in Kenya are government-owned institutions mandated with overseeing the development, regulation, and promotion of the tourism sector. Operating under the Ministry of Tourism and Wildlife, these institutions are vital to tourism policy formulation, marketing, training, conservation, research, and infrastructure development (KNBS, 2023). They play a critical role in supporting sustainable tourism, preserving cultural and natural heritage, and ensuring Kenya's competitiveness in the global tourism market (Paais & Pattiruhu, 2020).

This study focuses on six key parastatals: the Kenya Tourism Board (KTB), Tourism Regulatory Authority (TRA), Kenya Utalii College (KUC), Tourism Fund (TF), National Museums of Kenya (NMK), and the Tourism Research Institute (TRI). These institutions were selected based on their direct involvement in core tourism functions that are labor-dependent and require effective human resource strategies. Their performance is strongly influenced by how well their employees are trained, managed, and motivated making them appropriate contexts for evaluating the role of Strategic Human Resource Management (SHRM) in enhancing productivity.

The Kenya Tourism Board (KTB) is tasked with marketing and branding Kenya as a preferred global travel destination. It works through partnerships, campaigns, and promotional strategies to attract international and domestic tourists. The Tourism Regulatory Authority (TRA) ensures compliance with tourism standards, licensing, and regulatory frameworks, playing a central role in maintaining service quality across the sector. Kenya Utalii College (KUC) serves as the primary national training institution for tourism and hospitality, offering academic programs, professional certifications, and skills development courses aimed at preparing industry-ready professionals.

The Tourism Fund (TF) is responsible for collecting tourism levies and financing tourism-related infrastructure and training projects. It plays a strategic role in supporting workforce capacity and institutional development. The National Museums of Kenya (NMK) focuses on preserving and showcasing Kenya’s cultural, historical, and natural heritage, contributing directly to tourism offerings while relying heavily on specialized human capital. Finally, the Tourism Research Institute (TRI) conducts sectoral research and provides data-driven insights to guide tourism policy and development planning. All six parastatals are uniquely positioned to benefit from robust SHRM practices, given their mandates and workforce-centric operations.

Despite their strategic importance, these institutions face persistent human resource challenges, including bureaucratic delays, skill shortages, high turnover rates, and inadequate engagement strategies (Nyambok, 2023). As public-sector bodies operating in a competitive and service-driven industry, their ability to meet institutional goals is heavily dependent on employee performance and organizational efficiency. Understanding how SHRM practices such as succession planning, training and development, performance management, and employee engagement are applied within these parastatals will offer valuable insights into improving workforce productivity and service delivery.

1.2 Statement of the Problem

Employee productivity is a critical performance measure in tourism parastatals, where service delivery and national tourism competitiveness depend heavily on the quality, efficiency, and engagement of the workforce. Strategic Human Resource Management (SHRM) practices such as succession planning, employee training, performance appraisals, and engagement initiatives are expected to enhance workforce outcomes in public-sector tourism institutions. Despite tourism contributing over 10% to Kenya's GDP and supporting more than 1.1 million jobs (KNBS, 2023), productivity concerns in state-owned tourism agencies remain unresolved. The sector faces multiple challenges, including limited succession planning, which hampers leadership continuity; inconsistent performance management systems, leading to unclear expectations and weak accountability; inadequate training opportunities, which restrict workforce development and adaptability; and high employee turnover, which exceeds 25%, signaling deep issues in talent retention and engagement. These challenges, compounded by bureaucratic constraints and policy fragmentation, create a work environment that results in low job satisfaction, weak accountability, and ultimately declining productivity.

Multiple studies and government audits have highlighted these workforce-related challenges, such as limited succession planning, inconsistent performance management systems, and inadequate training opportunities within tourism parastatals (Wanjiru, 2023; Nyambok, 2023; Njenga & Kamaara, 2024). Employee turnover rates exceeding 25% starkly contrast the 15% in private-sector tourism firms, further pointing to structural issues in talent development, engagement, and retention (KNBS, 2023). Research by Mutunga (2020) found that public-sector HRM in Kenya remains largely administrative rather than strategic, limiting its impact on employee performance. Similarly, Mwangi (2019) identified gaps in HR policy alignment and workforce planning across government agencies, including parastatals. These issues are compounded by bureaucratic constraints and policy fragmentation, resulting in low job satisfaction, weak accountability structures, and declining productivity metrics. Also, Mohammed et al. (2022) examined the impact of training and development on employee productivity in African organizations and found that continuous training enhances the skill sets of employees, leading to increased efficiency and overall productivity. This study supports the claim that training plays a key role in enhancing performance, particularly within industries like tourism that require adaptive and customer-facing skills. Another relevant study by Helal (2022) explored the role of performance appraisals in the Lebanese retail sector, finding that effective performance management systems positively influenced employee productivity. Employees who received regular feedback and were evaluated against clear performance metrics reported higher job satisfaction and productivity.

While previous studies have explored HRM in the public sector, many have either generalized across government institutions or focused solely on private-sector hospitality firms. There is insufficient empirical research that directly examines how SHRM practices affect employee productivity in Kenya’s tourism parastatals a sector with unique demands and public-service mandates. The lack of sector-specific data limits the ability of policymakers and HR managers to design targeted strategies that improve performance outcomes in these institutions.

This study addresses these gaps by focusing on four key SHRM practices succession planning, training and development, performance appraisal, and employee engagement and examining their influence on employee productivity in six key tourism parastatals: KTB, KUC, KWS, TF, TRA, and TRI. By focusing specifically on these SHRM practices, the study will contribute directly to resolving the sector's challenges. For instance, insights into succession planning will help identify ways to create a strong pipeline of leadership, addressing gaps in continuity and ensuring that the agencies are not left vulnerable due to leadership vacuums. The examination of performance management systems will offer strategies for developing consistent and effective evaluation methods, enhancing accountability, and driving performance. By focusing on training and development, the study will suggest effective ways to improve employee skills and adaptability, thus addressing the issue of insufficient workforce development and enhancing the overall service delivery in the sector. Additionally, a closer look at employee engagement will provide recommendations to improve retention, reduce turnover, and create a work environment that supports productivity and job satisfaction.

By providing sector-specific insights into these SHRM practices, the study will generate practical recommendations that can help resolve the HR challenges of high turnover, poor leadership development, and inconsistent performance management. The findings will equip policymakers and HR managers with the data necessary to design targeted workforce strategies, leading to improved employee productivity and stronger, more sustainable tourism institutions in Kenya. Ultimately, this will contribute to the broader goal of enhancing the competitiveness and sustainability of Kenya's tourism sector.

1.3 General Objective

To examine the relationship between Strategic Human Resource Management (SHRM) practices and employee productivity in tourism parastatals in Kenya.

1.3.1 Specific Objectives

i. To examine the relationship between succession planning and employee productivity at tourism parastatals in Kenya.

ii. To explore how employee engagement is associated with employee productivity at tourism parastatals in Kenya.

iii. To analyze the connection between employee training and development and employee productivity at tourism parastatals in Kenya.

iv. To assess the link between performance appraisal and employee productivity at tourism parastatals in Kenya.

1.4 Research Questions

i. What is the relationship between succession planning and employee productivity at tourism parastatals in Kenya?

ii. How is employee engagement associated with employee productivity at tourism parastatals in Kenya?

iii. What is the connection between employee training and development and employee productivity at tourism parastatals in Kenya?

iv. How does performance appraisal relate to employee productivity at tourism parastatals in Kenya?

1.5 Justification of the Study

This study was justified due to the growing need for effective Strategic Human Resource Management (SHRM) practices in Kenya's tourism parastatals. Despite the tourism sector contributing approximately 10% to Kenya's GDP and employing over 1.1 million people (Kenya National Bureau of Statistics [KNBS], 2023), workforce challenges such as high turnover, bureaucratic inefficiencies, and inconsistent HR policies continue to undermine employee productivity in state-owned tourism institutions (Paais & Pattiruhu, 2020). These persistent challenges highlight a critical gap in the effective application of SHRM practices in the public sector, especially in organizations tasked with enhancing national tourism competitiveness. While the sector's growth potential is significant, its ability to achieve sustainable productivity remains hindered by outdated HR practices, inefficient leadership, and ineffective employee engagement strategies. This study seeks to address this gap by exploring how SHRM practices are structured and aligned with workforce efficiency within tourism parastatals.

The importance of this study was further underscored by the current global trends in HRM and the growing emphasis on improving employee productivity. Recent studies have demonstrated that organizations across sectors are increasingly investing in employee engagement, performance appraisals, and training and development to boost productivity and improve service delivery. For example, Abdulrahman et al. (2022) found that employee engagement leads to higher productivity levels, with engaged employees showing stronger commitment to organizational goals and delivering improved performance. Similarly, Kloutsiniotis, et al. (2023) highlighted that training and development are essential for enhancing workforce skills, particularly in service industries like tourism, where adaptability and customer-facing skills are crucial. Furthermore, Poorani and Pradap (2024) showed that organizations that implement performance management systems with clear feedback mechanisms see increased employee motivation, which directly correlates with enhanced productivity.

However, despite the global success of these HRM practices, their implementation remains inconsistent in Kenya’s tourism parastatals. This gap in adopting modern SHRM practices has led to low employee engagement, high turnover rates, and suboptimal performance within key public-sector tourism institutions such as Kenya Tourism Board (KTB), Kenya Wildlife Service (KWS), and the Tourism Regulatory Authority (TRA). Employee turnover rates exceeding 25%, compared to 15% in private tourism enterprises (KNBS, 2023), further highlight the urgency of addressing these HR challenges. By examining HRM policies, workforce engagement models, and employee retention strategies, this study aims to provide actionable insights for HR professionals, policymakers, and government agencies (World Bank, 2022), offering evidence-based recommendations to tackle these challenges and enhance productivity.

Additionally, academically, previous studies have predominantly focused on HRM in private-sector tourism and financial institutions (Nyambok, 2023; Mwangi, 2019), with limited research dedicated to public-sector HRM in tourism parastatals. This gap in the literature, particularly in the context of Kenya's public sector, limits the understanding of how succession planning, performance appraisals, and employee training can be optimized to enhance employee productivity and service delivery. As the tourism sector faces increasing competition, it becomes crucial for public-sector agencies to adopt SHRM practices that are tailored to their specific challenges. This study will contribute to HRM policy development and workforce optimization by providing critical insights into how SHRM practices can be aligned with the evolving demands of Kenya's tourism industry (Mutunga, 2020). In doing so, the study will help address the current lack of sector-specific data on employee productivity in Kenya's tourism parastatals, ultimately enabling more effective HR strategies for enhancing workforce engagement, retention, and productivity.

1.6 Significance of the Study

This study on Strategic Human Resource Management (SHRM) Practices and Employee Productivity at Tourism Parastatals in Kenya is significant as it provides valuable insights for various stakeholders, including government agencies, human resource professionals, policymakers, and researchers. Given that tourism contributes approximately 10% of Kenya's GDP and employs over 1.1 million people (Kenya National Bureau of Statistics [KNBS], 2023), understanding how HRM strategies align with workforce engagement and productivity trends is crucial for improving the efficiency and effectiveness of tourism parastatals.

1.6.1 Government Agencies and Policymakers

For government agencies and policymakers, this study provides data-driven insights into the effectiveness of SHRM practices such as succession planning, performance management, and employee training in public-sector tourism institutions. These findings will inform policy reforms aimed at enhancing HR governance models and developing workforce training strategies tailored to the unique needs of Kenya’s tourism sector. Policymakers will benefit from the study’s exploration of how to structure HR policies to improve employee motivation, retention, and institutional performance. This will enable them to design sustainable, evidence-based HR strategies that align with the broader goals of Kenya’s tourism development and global competitiveness. The study also highlights areas for potential HR reforms, such as improving the alignment of HRM practices with the evolving needs of the sector, which will be crucial for fostering sustainable growth in Kenya's tourism industry.

1.6.2 HR Professionals and Managers

For HR professionals and managers, the study offers a comprehensive understanding of how SHRM practices such as employee performance appraisals, compensation models, and employee engagement strategies can be effectively implemented to improve workforce productivity. By identifying HRM best practices specific to tourism parastatals, HR practitioners can optimize their talent management strategies and workforce planning frameworks, fostering sustainable workforce development. The findings will also provide insights into how to design targeted employee training programs and performance management systems that can enhance the overall performance and service delivery of tourism agencies. Additionally, the study offers comparative insights on the differences between public-sector HR practices and those in the private tourism sector, which can guide HR managers in adapting successful strategies from the private sector to the unique challenges of public-sector tourism institutions.

1.6.3 Researchers and Academicians

For researchers and academicians, this study provides a significant contribution by addressing a critical gap in the understanding of Strategic Human Resource Management (SHRM) practices within Kenya's public-sector tourism parastatals. The findings of this study will provide insights into the specific HRM strategies that influence employee productivity in state-owned tourism agencies, offering valuable data for further academic inquiry into public-sector HRM in the context of tourism. The research will expand the body of knowledge on HRM practices, particularly in relation to workforce engagement and productivity within public-sector institutions, which are often underexplored compared to private-sector organizations. By focusing on tourism parastatals, the study offers sector-specific insights that can help inform future academic work, particularly regarding the unique challenges faced by public agencies in managing their workforce. Additionally, the study will contribute to the development of more refined HRM frameworks that can be applied within Kenya's tourism sector and potentially in other sectors within the public service.

1.7 Scope of the Study

This study focused on Strategic Human Resource Management (SHRM) Practices and Employee Productivity at Tourism Parastatals in Kenya. It examined how various SHRM practices, including succession planning, employee training and development, performance appraisal, compensation structures, and employee engagement, relate to workforce productivity within state-owned tourism agencies. The research aimed at providing insights into how these HRM strategies are structured, implemented, and aligned with workforce efficiency in Kenya's tourism sector.

The study was limited to tourism parastatals operating under the Ministry of Tourism and Wildlife, specifically the Kenya Tourism Board (KTB), Kenya Wildlife Service (KWS), Tourism Regulatory Authority (TRA), Kenya Utalii College (KUC), and the Tourism Fund (TF). These institutions play a central role in regulating, managing, and promoting tourism activities in Kenya and represent a key segment of the public sector's involvement in the tourism industry.

The research coverered employees, HR managers, and policymakers within these parastatals to assess their perspectives on HRM frameworks, workforce engagement models, and productivity trends. The study was conducted in Nairobi and key regional offices of the selected tourism parastatals, as these locations serve as administrative and operational centers (KNBS, 2023).

The study excluded private tourism enterprises, hotels, and independent travel agencies, as the focus was on government tourism institutions. The research employed both qualitative and quantitative methods, including structured questionnaires and interviews, to collect primary data. Findings from this study will be applicable to public-sector tourism organizations and provides recommendations for HRM policy development, workforce optimization, and strategic HR planning within Kenya's tourism parastatals.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed relevant literature on Strategic Human Resource Management (SHRM) Practices and Employee Productivity at Tourism Parastatals in Kenya. It covers the theoretical framework, discussing the Resource-Based View (RBV) Theory, Human Capital Theory (HCT), and Institutional Theory. The empirical review examines studies on succession planning, employee training, performance appraisal, and employee engagement in relation to employee productivity. The chapter also highlights research gaps and concludes with a conceptual framework illustrating the relationship between SHRM practices and employee productivity in Kenya's tourism parastatals.

2.2 Theoretical Framework

The theoretical framework provides a foundation for understanding the study's key concepts by examining established theories that explain the relationship between Strategic Human Resource Management (SHRM) practices and employee productivity in tourism parastatals.

This study was anchored on three key theories: Resource-Based View (RBV) Theory, Human Capital Theory (HCT), and Institutional Theory.

2.2.1 The Resource-Based View (RBV) Theory

The Resource-Based View (RBV) Theory, initially introduced by Wernerfelt (1984) and later expanded by Barney (1991), posits that sustainable organizational performance results from the strategic use of internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Among these, human capital is considered a core strategic asset, particularly in industries where employee skills and competencies directly impact organizational success. The RBV shifts focus from external competition to the organization's internal capabilities, such as HR policies, organizational culture, and employee competencies, all of which contribute to achieving long-term institutional goals (Peteraf, 1993; Collins, 2022).

This theory supports the current study by framing Strategic Human Resource Management (SHRM) practices such as succession planning, training and development, performance appraisal, and employee engagement as critical tools for converting human capital into a sustained competitive advantage. In labor-intensive sectors like tourism, a skilled, motivated, and well-managed workforce is essential for delivering high-quality services and improving institutional productivity (Kassa & Tsigu, 2022; Ulrich et al., 2024). These HRM practices, when strategically aligned with organizational goals, help optimize the potential of the workforce, leading to increased employee performance and enhanced organizational outcomes.

For Kenya's tourism parastatals such as Kenya Tourism Board (KTB), Kenya Wildlife Service (KWS), and the Tourism Regulatory Authority (TRA), the RBV theory provides an analytical framework to assess how internal HR structures influence employee productivity and overall institutional efficiency. When HR practices are strategically aligned with broader institutional objectives, they can enhance employee retention, job satisfaction, and organizational performance (KNBS, 2023; Jepchumba, 2021). In essence, the RBV theory underscores the importance of internal HRM practices in leveraging human capital to drive the competitiveness and sustainability of public tourism organizations.

While the RBV theory provides a strong foundation for understanding how internal resources contribute to organizational performance, it has been critiqued for its narrow focus on internal capabilities, potentially neglecting external factors. Critics argue that by concentrating on internal resources, the RBV may overlook how factors such as market conditions, competition, and technological changes impact organizational success (Priem & Butler, 2001). In dynamic industries like tourism, external influences such as global market trends, consumer preferences, and economic shifts can significantly affect the ability of organizations to maintain a competitive advantage, even with strong internal resources.

Another critique is the assumption that once identified as valuable, resources such as human capital remain non-substitutable. In reality, organizations must continually invest in their human capital to sustain its value. This is particularly true in tourism, where service quality is largely driven by employee skills and engagement. Without ongoing training and development, even the most skilled workforce can become outdated, and organizations risk losing their competitive edge (Helfat et al., 2009). Thus, the sustainability of human capital as a competitive advantage requires continuous nurturing and alignment with the evolving needs of the industry.

Despite these critiques, the RBV theory remains highly relevant to the current study. The theory's focus on internal resources, particularly human capital, is crucial in understanding how SHRM practices contribute to employee productivity in Kenya's tourism parastatals. While the RBV emphasizes internal capabilities, it does not exclude the need for organizations to adapt to external changes. In fact, the ability to strategically align internal HRM practices with external environmental shifts is a key factor in maintaining a competitive advantage.

For Kenya's tourism parastatals, the implementation of SHRM practices such as training, performance appraisals, and employee engagement is crucial not only to leverage existing internal resources but also to adapt to external challenges like changing consumer behavior, technology, and industry competition. By aligning these internal HR capabilities with the dynamic needs of the tourism sector, the study demonstrates how HRM practices can enhance employee productivity, improve service delivery, and sustain institutional growth in a competitive global tourism market.

In conclusion, the Resource-Based View (RBV) theory provides a strong framework for understanding how the strategic management of human capital can be a source of sustained competitive advantage. For Kenya's tourism parastatals, the RBV emphasizes the critical role of SHRM practices in converting human capital into a driver of organizational success. The RBV not only validates the focus of this study on evaluating SHRM practices but also highlights the importance of optimizing HRM practices to improve employee productivity, organizational performance, and long-term competitiveness in Kenya's public tourism sector.

2.2.2 Human Capital Theory

Human Capital Theory (HCT), first introduced by Adam Smith in *The Wealth of Nations* (1776), and later formalized by Theodore Schultz (1961) and Gary Becker (1964), posits that human capital comprising employees' skills, knowledge, experience, and competencies is a key driver of productivity and economic success. The theory argues that investments in human capital, such as education, training, and skill development, improve worker efficiency, raise job performance, and lead to greater organizational productivity. Just as physical capital (machinery and infrastructure) enhances production capacity, investing in employees' knowledge and skills improves their capacity to contribute effectively to an organization (Acemoglu & Restrepo, 2022).

Human Capital Theory is central to the current study as it provides a framework for understanding how Strategic Human Resource Management (SHRM) practices can enhance employee productivity in Kenya's tourism parastatals. According to HCT, the more skilled and knowledgeable the workforce, the more productive and engaged they will be. This theory argues that organizations that strategically invest in their employees, especially through training, education, and leadership development, are likely to see higher employee efficiency, job satisfaction, and service quality.

In the context of Kenya's tourism parastatals, such as Kenya Wildlife Service (KWS) and Kenya Tourism Board (KTB), the application of HCT suggests that investments in structured training programs, professional development, and career growth initiatives directly impact employee performance. Tourism is a service-driven industry where employee expertise and professionalism directly affect customer satisfaction. Therefore, HCT underscores the need for continuous workforce development to ensure that employees have the skills and competencies to meet the evolving needs of the sector (Jepchumba, 2021).

For example, the theory aligns with the finding that organizations investing in employee training and professional development programs experience lower turnover rates, higher job satisfaction, and improved productivity (Kwon, 2019). The theory also highlights the significance of knowledge-sharing and employee engagement as integral elements for fostering a productive and motivated workforce. Tourism parastatals that integrate these HRM practices can expect to see better employee performance and greater alignment with the organization's long-term goals.

At the global level, research demonstrates the widespread application of HCT in service industries like tourism and hospitality. Cho et al. (2023) found that hotels and airlines investing in employee training and customer service programs saw significant improvements in service delivery, operational efficiency, and employee morale. Similarly, Gerhart and Feng (2021) demonstrated that multinational corporations investing in human capital saw improved innovation, productivity, and organizational sustainability. These studies affirm that human capital is a crucial determinant of success in service-oriented industries.

In the African context, the integration of HCT into workforce planning in public institutions has been shown to improve job satisfaction and employee retention. For example, Adusei & Tweneboah-Koduah (2023) found that African public institutions adopting HCT-driven workforce development strategies reported better employee engagement and service outcomes. In Nigeria, Ofor-Douglas (2021) noted that structured training programs in state-owned enterprises led to higher staff efficiency and engagement. Additionally, in South Africa, the application of human capital development programs in the hospitality industry led to better workforce effectiveness and service quality (Poisat et al., 2024).

Domestically, Kenya has also seen positive outcomes from human capital investments within tourism parastatals. Jepchumba (2021) examined the relationship between human capital investment and employee performance in KWS and KTB, finding that structured professional development and leadership training programs led to a more productive and engaged workforce. Similarly, the Kenya National Bureau of Statistics (KNBS, 2023) reported that organizations with well-structured workforce development programs experienced lower absenteeism and improved service efficiency, which in turn contributed to the overall productivity of the tourism sector.

Despite its widespread application and acceptance, Human Capital Theory has faced several critiques. One of the main criticisms is that human capital is intangible and difficult to measure quantitatively. While physical capital such as machinery can be easily quantified, assessing the value of employees' skills, knowledge, and experience is more challenging (Auerbach & Green, 2024).). This makes it difficult to track the direct return on investment in human capital, potentially limiting the theory's applicability in certain organizational contexts.

Another critique is that HCT tends to focus predominantly on individual employee development, often overlooking structural factors such as workplace conditions, organizational culture, and industry regulations that also influence productivity. Scholars like Marginson (2019) argue that HCT underemphasizes how organizational context, leadership, and institutional factors can affect employee performance. Additionally, Paais and Pattiruhu (2020) point out that productivity is influenced not only by individual skills but also by external factors such as motivation, leadership, and economic stability.

Despite these critiques, HCT remains an invaluable framework for understanding how investments in human capital drive employee productivity, particularly in service-oriented industries like tourism. While HCT's focus on individual development is valid, it must be complemented by an understanding of the broader organizational and external factors that also influence performance. In Kenya's tourism parastatals, where employee performance directly impacts service delivery, integrating HCT with a focus on structured training, workplace conditions, and leadership can help enhance overall productivity.

In conclusion, Human Capital Theory provides a robust theoretical foundation for examining the relationship between employee training, development, and productivity in Kenya's tourism sector. By focusing on the value of investing in human capital, this study aims to demonstrate how SHRM practices can be leveraged to optimize employee performance and contribute to the long-term success of tourism parastatals.

2.2.3 Institutional Theory

Institutional Theory was first introduced by John Meyer and Brian Rowan in 1977 and later refined by Paul DiMaggio and Walter Powell in 1983. The theory examines how institutions, including government agencies and public organizations, develop structures, policies, and norms that shape their operational effectiveness. It suggests that organizations operate within a broader institutional framework influenced by regulatory, normative, and cultural-cognitive elements that define acceptable practices within specific industries. Unlike theories focused on internal resources or market competition, Institutional Theory highlights how external forces, such as laws, industry standards, and societal expectations, influence organizational behavior.

Institutional Theory posits that organizations, including tourism parastatals, must conform to regulatory policies, societal expectations, and industry frameworks to gain legitimacy, access resources, and enhance their long-term stability. This process, referred to as institutional isomorphism, occurs in three ways: coercive isomorphism (influence from laws and government regulations), normative isomorphism (professional standards and industry best practices), and mimetic isomorphism (adopting successful models from similar organizations). For public-sector tourism institutions, institutional pressures shape workforce policies, governance structures, and operational strategies to align with national and international tourism regulations.

Institutional Theory is particularly relevant to this study, as it helps explain how Kenya's tourism parastatals are influenced by external institutional forces such as government policies, legal frameworks, and industry standards. These external pressures shape the development of HR policies and the structuring of workforce management practices. For example, institutions like the Kenya Tourism Board (KTB), Kenya Wildlife Service (KWS), and the Tourism Regulatory Authority (TRA) operate under mandates that require compliance with government regulations on conservation, service quality, and tourism promotion. Institutional Theory provides insights into how these parastatals align their workforce strategies, governance structures, and service delivery models with the broader institutional framework set by the government and global tourism standards.

This theory also explains how tourism parastatals align their HR practices with external pressures. For instance, government regulations around sustainability and service quality influence how these parastatals manage their employees and design workforce strategies. Understanding these dynamics through the lens of Institutional Theory allows the study to explore how HR policies in public tourism institutions are shaped by national tourism laws, industry standards, and social expectations, which directly impact employee performance and service delivery.

At the global level, Institutional Theory has been widely applied in analyzing government-regulated tourism organizations. For example, research by Yacoub & ElHajjar in

2021 highlights how Middle Eastern tourism regulatory bodies implement structured workforce policies and environmental conservation initiatives in compliance with national tourism laws. Similarly, García-Sánchez et al. (2018) examined European tourism boards and found that regulatory institutions significantly influence HRM practices, operational standards, and destination marketing strategies. In North America, institutional pressures have shaped public tourism agencies' policies on sustainable tourism, workforce planning, and digital transformation.

At the regional level, studies show that African tourism parastatals operate within institutional frameworks that define governance policies, workforce regulations, and service delivery standards. Adusei & Tweneboah-Koduah (2023) analyzed public tourism institutions in South Africa and Ghana, finding that government-mandated HR policies play a crucial role in shaping employee engagement and service quality. In Nigeria, Ofor-Douglas (2021) explored tourism regulatory agencies and concluded that structured workforce policies improve institutional efficiency and regulatory compliance.

In Kenya, Institutional Theory helps explain how tourism parastatals operate within state-controlled tourism regulations and public service frameworks. Jepchumba (2021) highlights that although government tourism institutions face bureaucratic challenges, they rely on structured HR policies to maintain workforce stability and service consistency. Additionally, research on Kenya's tourism promotion agencies, such as the KTB and KWS, indicates that institutional structures influence decision-making, employee retention, and service development programs. These findings reflect how institutional pressures shape HR practices and operational strategies within Kenya's tourism sector.

Despite its widespread application, Institutional Theory has faced several critiques. One major criticism is that it assumes organizations passively conform to external pressures, without accounting for internal innovation and strategic decision-making. Critics argue that some organizations actively shape their institutional environments, rather than merely responding to them. This perspective challenges the view that organizational behavior is solely determined by external forces, suggesting that organizations have the agency to influence the environments they operate within.

Another critique of Institutional Theory is that it often overlooks how market competition and technological advancements influence organizational decision-making. Critics, including Aksom and Tymchenko (2020), note that Institutional Theory tends to focus on institutional pressures without sufficiently considering the impact of market dynamics and technological innovations on organizational behavior. In industries such as tourism, where consumer preferences and global trends can shift rapidly, the influence of external market forces and technological advancements is significant. These factors can shape how organizations operate and respond to institutional pressures.

Despite these criticisms, Institutional Theory remains highly relevant to the study of tourism parastatals, as it provides a framework for understanding how external institutional forces shape HR practices and organizational behavior. The study applies Institutional Theory to explore how regulatory frameworks, industry standards, and government policies influence workforce engagement, governance structures, and operational strategies in Kenya's tourism sector. The theory emphasizes the need for public tourism institutions to align their HRM strategies with coercive, normative, and mimetic isomorphism, ensuring that they comply with national laws and global best practices.

In conclusion, Institutional Theory offers valuable insights into how Kenya’s tourism parastatals align their workforce strategies and HR practices with government regulations and industry standards. By applying this theory, the study examines how external institutional pressures influence employee performance, governance structures, and service delivery models, ultimately contributing to the long-term success and stability of Kenya’s tourism sector

2.3 Empirical Review

This section examines past studies related to Strategic Human Resource Management (SHRM) Practices and Employee Productivity at Tourism Parastatals. It reviews empirical findings on succession planning, employee training and development, performance appraisal, and employee engagement, highlighting key methodologies, findings, and conclusions. The review also identifies gaps in existing research, providing a foundation for the study's focus on SHRM practices in Kenya’s tourism parastatals.

2.3.1 Succession Planning and Employee Productivity

Hassan and Siddiqui, (2020) investigated the role of succession planning in employee retention and workforce productivity. The study adopted a quantitative research design and surveyed 250 employees from different organizations in Pakistan using structured questionnaires. The findings indicated that companies with structured succession planning frameworks experience higher employee commitment, reduced turnover, and enhanced productivity. The study concluded that organizations that integrate clear succession pathways tend to retain top talent and improve operational efficiency. It recommended that firms should institutionalize leadership development programs to strengthen the sustainability of human resources. However, this study focused on general organizations, creating a gap in understanding succession planning in the tourism sector, particularly in public agencies. Our study addresses this by focusing on tourism parastatals in Kenya.

A study by Rotich and Kiiru (2021) sought to establish the relationship between succession planning and employee performance in Kenya's Ministry of ICT. A descriptive research design was used, and primary data was collected from 180 respondents through structured questionnaires. The study found that organizations with structured mentorship programs, career development pathways, and talent retention policies had higher employee productivity levels. The study concluded that lack of succession planning negatively affects operational efficiency and long-term workforce stability. It recommended that government institutions adopt HRM frameworks that focus on workforce succession to ensure service continuity. While this study focused on a government agency, it did not specifically address the tourism sector. Our research aims to fill this gap by examining succession planning in tourism parastatals.

A study by Albedwawi et al., (2023) analyzed how succession planning impacts organizational competitiveness and employee well-being in public institutions in the UAE. The study employed a mixed-methods research approach, including surveys and interviews with HR managers and employees from government institutions. Findings revealed that effective succession planning improves workforce motivation, job satisfaction, and long-term organizational sustainability. The study concluded that well-defined career development frameworks contribute significantly to staff retention and institutional performance. The study recommended adopting digital HR systems to enhance succession planning. Despite these valuable insights, the study was conducted in the UAE, limiting its applicability to

Kenya's tourism sector. Our study builds on this by contextualizing succession planning within Kenyan tourism parastatals.

Abdullahi et al., (2022) examined the mediating role of employee engagement in the relationship between succession planning and employee performance. The research used a Structural Equation Modeling (SEM) approach to analyze data from 320 employees in Malaysian higher education institutions. Findings indicated that employee engagement plays a crucial role in strengthening the relationship between succession planning and workforce efficiency. The study concluded that organizations with clear leadership development and career progression frameworks have more engaged and productive employees. The study recommended that institutions integrate succession planning into their broader HRM strategies to sustain performance levels. While insightful, this study was conducted in an academic setting, making its findings less generalizable to the tourism sector. Our research extends this discussion to the tourism industry in Kenya.

Ali et al., (2019) examined the role of career development and performance appraisal in the relationship between succession planning and employee performance. A sample of 250 employees from different public organizations in Australia was surveyed, and data were analyzed using regression models. Findings indicated that structured career development pathways and performance appraisal mechanisms significantly enhance the effectiveness of succession planning. The study concluded that organizations that align succession planning with performance evaluation experience increased productivity. It recommended that firms integrate HR analytics in succession planning to identify and develop future leaders effectively. However, the study was conducted in Australia, limiting its direct applicability to

Kenya. Our study extends this research by exploring succession planning within Kenyan tourism parastatals.

2.3.3 Performance Appraisal and Employee Productivity

Kagema and Irungu (2018) analyzed the influence of teacher performance appraisals on teacher performance in Kenyan secondary schools. The study employed a quantitative research design, collecting data through structured questionnaires administered to teachers and school administrators. Findings indicated that while performance appraisals were intended to enhance accountability and professional growth, many teachers perceived them as routine exercises with little impact on actual job performance. The study concluded that appraisal systems must be structured to provide constructive feedback, align individual goals with institutional objectives, and support continuous professional development. It recommended reforms in appraisal policies to ensure fair evaluation and link appraisals to career progression and training opportunities. While this study offers insights into performance appraisal effectiveness, it is limited to the education sector. Our study builds on this by examining performance appraisals in the tourism sector, specifically within Kenyan tourism parastatals, to understand their role in employee productivity and institutional efficiency.

Matookchund and Steyn (2020) examined the significance of performance appraisals in fostering innovation within selected South African organizations. The study utilized a mixed-methods approach, combining surveys and interviews with employees and managers across various industries. Findings revealed that well-structured performance appraisal systems contributed to enhanced creativity, employee motivation, and a culture of continuous improvement. However, the study also found that ineffective appraisal mechanisms, characterized by bias and lack of follow-up actions, hindered innovation and employee engagement. The study concluded that organizations must align appraisal processes with employee development initiatives to maximize productivity and innovation. It recommended that organizations integrate appraisal feedback into training programs and performance-based incentives. While this study provides valuable insights into the impact of performance appraisals on innovation, it focuses primarily on private-sector organizations in South Africa. Our study builds on this by investigating how performance appraisals influence employee productivity within Kenya’s tourism parastatals, assessing their role in enhancing service efficiency and workforce engagement.

Odunayo (2022) investigated the effect of organizational reward systems on employee performance in selected hotels within Lagos Metropolis, Nigeria. The study employed a quantitative research approach, collecting data from hotel employees and managers through structured questionnaires. Findings indicated that well-structured reward systems, including performance-based bonuses, recognition programs, and career advancement opportunities, significantly influenced employee motivation and productivity. However, the study also noted that inconsistencies in reward allocation and lack of transparency negatively impacted workforce morale. The research concluded that an effective reward system enhances job satisfaction and service quality in the hospitality industry. It recommended that organizations implement fair and transparent reward structures to boost employee engagement and commitment. While this study offers valuable insights into the link between rewards and employee performance, its focus on private-sector hotels in Nigeria limits its applicability to Kenya’s tourism parastatals. Our study extends this discussion by exploring how strategic human resource management practices, including performance appraisals and reward systems, relate to employee productivity in Kenyan tourism parastatals.

AlDhaheri et al. (2023) examined the relationship between HRM practices, innovation, and employee productivity in the UAE public sector, with a focus on performance appraisal as a key driver of workforce efficiency. The study utilized a structural equation modeling approach to analyze data from 384 employees in various public institutions. The findings revealed that effective performance appraisal systems enhance employee motivation, provide clear performance expectations, and contribute to skill development, ultimately improving productivity. The study further highlighted that transparent and objective performance evaluations foster a culture of accountability, enabling organizations to identify high performers and address performance gaps effectively. However, challenges such as subjectivity in appraisals and resistance to feedback were noted as barriers to maximizing the benefits of performance evaluation systems. The study concluded that institutions that implement structured performance appraisal mechanisms experience higher levels of employee engagement and organizational efficiency. It recommended the integration of digital appraisal tools, regular feedback sessions, and competency-based assessments to optimize the effectiveness of performance management systems. While this study provides insights into HRM practices in public institutions, it does not focus specifically on tourism parastatals. Our research extends this discussion by exploring the role of performance appraisal in enhancing employee productivity within Kenya's tourism sector, where structured evaluations can improve service delivery and workforce retention.

Ameen and Baharom (2019) examined the impact of performance appraisal on employee performance within the Nigerian civil service. The study aimed to assess how different purposes of performance appraisal such as developmental feedback, promotion decisions, and performance monitoring contribute to employee productivity and efficiency. Using a quantitative survey approach, data was collected from 312 civil servants, and the results were analyzed through descriptive statistics and regression analysis. The findings indicated that employees who receive regular and well-structured performance appraisals tend to be more engaged, motivated, and productive in their roles. Specifically, the study found that developmental appraisals, where employees receive constructive feedback and training recommendations, had a stronger positive influence on performance compared to appraisals solely used for promotions or disciplinary actions. Furthermore, the research highlighted that subjective appraisal methods, lack of clear evaluation criteria, and favoritism in promotions negatively impacted employee morale and overall productivity. The study concluded that performance appraisals in the Nigerian civil service are essential for workforce management but require improvements in fairness, transparency, and implementation. It recommended that government agencies adopt digital appraisal systems, conduct regular performance reviews, and incorporate employee development plans into the appraisal process to enhance effectiveness. While this study provides valuable insights into how performance appraisals influence employee productivity in government institutions, its focus on the Nigerian civil service necessitates further exploration within Kenya's tourism parastatals. Our study extends this research by examining the role of structured performance evaluations in enhancing workforce efficiency and service quality in Kenya's tourism sector, where employee performance directly impacts the country's tourism competitiveness.

2.3.4 Employee Engagement and Employee Productivity

Mwangi (2019) investigated the relationship between employee engagement and productivity in public sector organizations in Kenya. The research employed a descriptive survey design, collecting data from 350 employees in various government agencies using structured questionnaires. The findings indicated that employee engagement significantly influences productivity by fostering job satisfaction, commitment, and motivation. Engaged employees were found to have higher efficiency levels and contributed to improved service delivery. The study concluded that fostering employee engagement through participatory decision-making, communication, and recognition leads to higher productivity. It recommended that public organizations develop structured employee engagement programs to improve workplace morale and efficiency. However, the study generalized public sector organizations without focusing on tourism parastatals, creating a research gap. Our study builds on these findings by exploring employee engagement specifically within Kenya's tourism parastatals.

Chiwawa and Wissink (2021) explored the determinants of employee engagement in the South African hospitality industry during the COVID-19 lockdown. The study sought to understand how various workplace factors influenced employee commitment, motivation, and overall productivity during a period of severe industry disruption. The research employed a mixed-methods approach, combining quantitative surveys and qualitative interviews with hospitality employees across South Africa. Findings revealed that job security, leadership support, communication, and psychological well-being significantly influenced employee engagement levels during the crisis. Employees who felt supported by their managers and had clear communication channels reported higher engagement and resilience despite the challenges posed by the pandemic. The study also noted that hospitality employees who remained engaged during the lockdown were more productive and willing to adapt to new operational protocols, such as enhanced safety measures and digital service delivery. However, employees who experienced job insecurity and lack of managerial support demonstrated reduced motivation, lower productivity, and a higher likelihood of leaving the industry. The study concluded that employee engagement is critical to sustaining productivity, particularly in crisis situations. It recommended that hospitality firms invest in leadership training, mental health programs, and clear communication strategies to enhance employee commitment and performance during uncertain times. While this study provides valuable insights into employee engagement in the hospitality sector, it primarily focused on private-sector establishments in South Africa. Our research builds on these findings by examining how employee engagement strategies impact productivity within Kenya's tourism parastatals, where public-sector workforce management presents unique challenges such as bureaucratic inefficiencies, policy constraints, and rigid work environments.

Ochoche (2025) conducted a study examining the effects of external factors on employee engagement in the Nigerian hotel sector, focusing on selected hotels. The research aimed to understand how factors outside an organization, such as economic conditions, regulatory frameworks, and societal expectations, impact employee commitment and workplace productivity. The study employed a quantitative research design, utilizing structured surveys to collect data from hotel employees and managers in Nigeria. The findings revealed that economic instability, government labor policies, and industry competition significantly influenced employee engagement levels. Employees working in hotels that faced economic downturns, fluctuating wages, or policy uncertainties exhibited lower job satisfaction and reduced workplace commitment. In contrast, hotels that offered stable working conditions, clear contractual agreements, and competitive salaries experienced higher employee engagement and productivity levels. Additionally, the study noted that external factors such as tourism demand and customer behavior trends played a role in shaping employees' work attitudes and dedication to service delivery. The study concluded that external forces beyond organizational control could either enhance or hinder employee engagement in the hospitality sector. The study recommended that hotels develop adaptive HRM policies, including flexible work arrangements and incentive structures, to mitigate the impact of external disruptions on employee motivation and performance. While this study provides valuable insights into employee engagement in Nigeria's hotel sector, it primarily focused on private-sector hospitality firms. Our study extends these findings by investigating employee engagement within Kenya's tourism parastatals, where government policies, regulatory environments, and public-sector management structures significantly shape workforce commitment and productivity.

Al Samkari and David (2019) examined the role and impact of authentic leadership on staff engagement and performance among school leaders and teachers in private schools in the UAE. The study aimed to explore how leadership styles influence employee engagement levels and overall work performance in educational institutions. Using a mixed-methods approach, the researchers conducted surveys and interviews with school leaders and teachers to assess their perceptions of authentic leadership and its effects on engagement. The findings indicated that authentic leadership significantly enhanced employee engagement, motivation, and job performance. Teachers who perceived their leaders as transparent, ethical, and supportive were more committed to their work, exhibited higher job satisfaction, and demonstrated greater workplace productivity. The study also revealed that schools with strong leadership structures and open communication channels experienced lower staff turnover rates and higher levels of collaborative work culture. The study concluded that authentic leadership fosters trust, emotional connection, and professional growth, which are key drivers of employee engagement and performance. The study recommended that educational institutions and other public organizations invest in leadership training programs to nurture leaders who can effectively engage and motivate employees. While this study focused on the education sector in the UAE, its insights on authentic leadership and employee engagement are relevant to tourism parastatals in Kenya, where leadership practices significantly impact employee motivation, retention, and productivity. Our study builds on these findings by examining how employee engagement strategies within Kenya's tourism parastatals contribute to workforce efficiency and service delivery.

Muchibi, Mutua, and Juma (2022) examined the influence of career development on employee engagement in Kenya's public health sector. The study aimed to determine how structured career growth opportunities, professional training, and mentorship programs affect employee motivation, job satisfaction, and productivity. The researchers adopted a descriptive research design and collected data using structured questionnaires distributed to healthcare professionals in public hospitals and health institutions. The findings indicated that career development plays a crucial role in enhancing employee engagement. Employees who had access to training programs, professional growth opportunities, and mentorship initiatives demonstrated higher levels of job commitment and motivation. Additionally, institutions that supported continuous learning and career advancement had lower turnover rates and higher workforce retention. The study also found that employees who perceived limited career growth opportunities were more likely to disengage from their work, resulting in decreased productivity and job dissatisfaction. The study concluded that career development significantly influences employee engagement, with well-structured programs leading to a more committed and efficient workforce. The study recommended that public institutions should implement comprehensive career development policies to enhance employee motivation and long-term organizational performance. Although this study focused on the public health sector, its insights on career development and employee engagement are applicable to tourism parastatals in Kenya, where workforce motivation is a key factor in service delivery. Our study extends this discussion by examining how employee engagement strategies, including career development initiatives, influence workforce productivity in Kenyan tourism parastatals.

2.4 Summary of the Empirical Review and Research Gaps

2.3.2 Employee Training and Development and Employee Productivity

Gitongu (2021) assessed the impact of training and development on employee productivity in the hospitality sector in Kenya. The study employed a descriptive research design and collected data from 200 employees working in hotels and lodges in Nairobi through structured questionnaires. Findings revealed that continuous training programs positively influenced employee motivation, work efficiency, and job satisfaction. Employees who received periodic training adapted better to customer service expectations and operational standards. The study concluded that investment in employee development leads to improved service quality and organizational success. It recommended that organizations establish structured employee training policies aligned with industry demands. However, the study was limited to private hospitality firms, creating a gap in understanding training and development in tourism parastatals. Our study bridges this gap by focusing on public tourism organizations in Kenya.

A study by Adejare et al., (2020) explored how employee training impacts performance in public institutions in Nigeria. A quantitative approach was used, and data were collected from 250 government employees through surveys. The study found that training improved task efficiency, job satisfaction, and employee retention. Furthermore, structured training programs helped employees develop new skills and align with institutional objectives. The study concluded that employee training enhances workforce productivity and organizational efficiency. It recommended that governments allocate more resources to staff development initiatives. However, the study did not focus on the tourism sector, necessitating further research in industry-specific public institutions. Our study addresses this limitation by examining employee training in Kenya's tourism parastatals.

Rogerson (2018) analyzed the relationship between employee development programs and workforce productivity in South Africa's tourism industry. A mixed-methods approach was applied, combining surveys and interviews with tourism employees and HR managers. Findings indicated that structured career development programs positively influenced employee engagement, innovation, and service delivery. Employees who underwent skill development programs exhibited higher commitment levels and reduced turnover rates. The study concluded that continuous employee training fosters a dynamic and competitive workforce. It recommended that organizations integrate digital learning tools and mentorship programs into their training strategies. While insightful, the study focused on private tourism enterprises, leaving a gap in research on public-sector tourism parastatals. Our research extends this understanding by investigating training and development in Kenyan tourism parastatals.

A study by Kaleem (2019) assessed how training and career development impact employee performance in UAE’s public service organizations. The study utilized a longitudinal research design and analyzed data from 300 government employees over a two-year period. Findings showed that continuous learning opportunities significantly enhanced job performance, decision-making efficiency, and service delivery. The study concluded that career development is a crucial factor in sustaining productivity in public institutions. It recommended that HR departments in government agencies adopt structured training frameworks that promote lifelong learning. However, the study focused on general public service organizations rather than tourism-specific institutions. Our study addresses this by contextualizing training and development within Kenyan tourism parastatals.

Batinoluho (2022) conducted a study on training needs assessment for tourism businesses in Tanzania, highlighting gaps in employee skill development within the sector. The research utilized a mixed-methods approach, incorporating surveys and interviews with tourism business owners, employees, and industry regulators. Findings indicated that inadequate training programs negatively affected workforce competence, customer satisfaction, and operational efficiency. The study emphasized the need for targeted training initiatives tailored to industry-specific challenges. It recommended stronger collaboration between government agencies and private tourism firms to develop structured training programs. However, this study focused primarily on private tourism enterprises, leaving a gap in understanding employee training within tourism parastatals. Our study extends this discourse by assessing how employee training influences productivity in Kenyan tourism parastatals, where government policies and institutional frameworks shape training practices.

2.4.1 Summary of the Empirical Review

The empirical review examined studies on Strategic Human Resource Management (SHRM) practices and employee productivity, particularly focusing on succession planning, employee training and development, performance appraisal, and employee engagement. Succession planning has been shown to enhance employee retention and leadership continuity. For instance, Hassan and Siddiqui (2020) emphasized that structured succession frameworks reduce turnover, while Rotich and Kiiru (2021) noted that mentorship and career development pathways improve staff commitment in Kenya's Ministry of ICT. Similarly, Albedwawi et al. (2023) found that formalized career progression plans foster workforce stability in public institutions in the UAE.

Employee training and development have also been identified as crucial for improving motivation, job satisfaction, and efficiency. Gitongu (2021) found that continuous learning programs in Kenya's hospitality sector lead to better service outcomes, while Adejare et al. (2020) and Rogerson (2018) supported similar conclusions in Nigeria and South Africa, respectively. On performance appraisal, studies such as Kagema and Irungu (2018) and Matookchund and Steyn (2020) observed that performance evaluation mechanisms foster employee accountability and innovation. Lastly, employee engagement is consistently linked to enhanced productivity. Mwangi (2019) revealed that recognition and participatory management improve morale in Kenya's public sector, while Chiwawa and Wissink (2021) highlighted leadership and communication as key engagement drivers in South African hospitality organizations.

2.4.2 Research Gaps

Despite the valuable contributions of existing studies, several research gaps remain in the context of Kenya's tourism parastatals. Many studies on succession planning have focused on private organizations or government ministries rather than tourism parastatals. Research on how succession planning functions within tourism-specific institutions, which face unique bureaucratic and funding challenges, is lacking. This gap limits understanding of how leadership continuity and employee motivation are impacted in these institutions.

Although employee training and development have been widely researched in the private hospitality sector, there is a lack of studies on how these practices operate in public-sector tourism institutions. This gap is particularly relevant given the distinctive challenges these agencies face, such as limited resources and government regulations.

Performance appraisal systems have been analyzed in education or private-sector settings, but research on how such systems function within Kenya's tourism parastatals is scarce. The impact of procedural inefficiencies and bureaucratic barriers on performance evaluation in public institutions remains underexplored. Similarly, research on employee engagement often generalizes across public institutions or focuses on the private sector, creating a gap in understanding how engagement strategies affect employees in Kenya's tourism parastatals. This gap hinders insight into how engagement influences employee productivity within public-sector constraints.

Given these gaps, this study seeks to bridge them by examining how SHRM practices including succession planning, employee training, performance appraisal, and engagement affect employee productivity in Kenya's tourism parastatals. The findings will inform HR policy and help optimize workforce management strategies within the sector.

2.5 Conceptual Framework

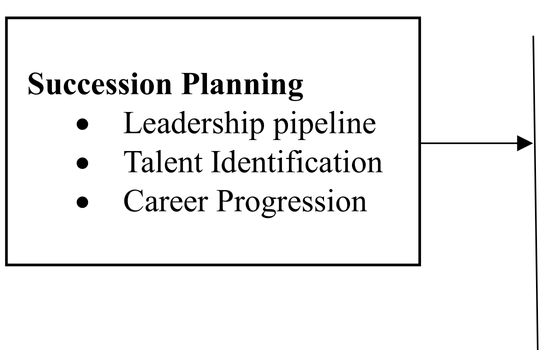
This study explores how Strategic Human Resource Management (SHRM) practices influence employee productivity in Kenya's tourism parastatals. The key SHRM practices identified are succession planning, employee training and development, performance appraisal, and employee engagement. These practices serve as independent variables, while employee productivity measured by labor productivity, task efficiency, work quality, employee retention, and service delivery is the dependent variable.

Succession planning focuses on creating a leadership pipeline and ensuring workforce stability. Employee training and development enhance skills and knowledge to improve performance. Performance appraisal assesses employee effectiveness using KPIs and feedback mechanisms. Employee engagement fosters motivation and commitment, directly impacting productivity. These HR practices collectively influence employee performance and contribute to overall organizational success in the tourism sector.

The framework highlights how these SHRM practices interact to improve employee productivity in Kenya's tourism parastatals, emphasizing the role of structured HRM practices in driving performance and service delivery.

Strategic Human Resource Management Practices

Independent Variable **Dependent Variable**



Employee Training and Development
- Skills Training
- On-the-Job Coaching
- E-Learning Programs

FIGURE 1

Conceptual Framework

Source: Author (2025)

2.6 Operationalization of Variables

TABLE 1

Operationalization of Variables

Variable	Category	Objective	Measurement	Statistical test	Measurement Tool
Employee Productivity	Dependent	To assess how employee productivity is influenced by SHRM practices in	Labor Productivity, Task Efficiency, Work Quality, Employee	P-Value, F-statistics, Beta statistics	Questionnaire, Interviews

		Kenyan tourism parastatals	Retention, Service Delivery		
Succession Planning	Independent	To examine the relationship between succession planning and employee productivity in Kenyan tourism parastatals	Leadership Pipeline, Talent Identification, Career Progression	P-Value, F-statistics, Beta statistics	Questionnaire, HR records
Employee Training and Development	Independent	To assess the impact of employee training and development on employee productivity in Kenyan tourism parastatals	Skills Training, On-the-Job Coaching, E-Learning Programs	P-Value, F-statistics, Beta statistics	Questionnaire, Training records
Performance Appraisal	Independent	To explore the relationship between performance appraisal and employee productivity in Kenyan tourism parastatals	Performance Evaluation, Feedback Mechanisms, KPI Measurements	P-Value, F-statistics, Beta statistics	Questionnaire, HR records
Employee Engagement	Independent	To investigate how employee engagement influences employee productivity in Kenyan tourism parastatals	Employee Involvement, Workplace Motivation, Participation in Decision Making	P-Value, F-statistics, Beta statistics	Questionnaire Employee Surveys, Interviews

2.7 Summary of the Chapter

Chapter two delves into the literature surrounding Strategic Human Resource Management (SHRM) practices and their direct link to employee productivity in Kenya's tourism parastatals. The chapter emphasizes the theoretical foundations that guide SHRM, focusing on the Resource-Based View (RBV), Human Capital Theory (HCT), and Institutional Theory, each offering a lens through which the relationship between human resources and organizational performance can be understood. The empirical review highlights the practical application of SHRM practices, specifically succession planning, employee training, performance appraisals, and employee engagement, and discusses their influence on productivity in various sectors. However, the chapter identifies key gaps in the literature, particularly the absence of studies focusing on Kenya’s tourism parastatals, which present unique challenges and opportunities. Finally, a conceptual framework is introduced to model how SHRM practices can impact employee productivity, providing a foundation for further research into how these practices can be optimized within Kenya’s public tourism organizations to improve service delivery and organizational outcomes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three outlines the research methodology used to examine SHRM practices and employee productivity in Kenyan tourism parastatals. It covers the research design, target population, sampling techniques, and data collection methods. The chapter also addresses the pilot study, instrument validity and reliability, data analysis procedures, and ethical considerations, ensuring a robust research framework.

3.2 Research Design

This study adopted a descriptive research design combined with elements of a cross-sectional survey design. The descriptive research design was used to document and analyze the SHRM practices such as succession planning, employee training, performance appraisal, and employee engagement at tourism parastatals in Kenya. This design was ideal for providing a clear understanding of the current state of SHRM practices and their application across different organizations (Saunders et al., 2019).

The cross-sectional survey design involved data collection at a single point in time from employees across various parastatals. This allowed the researcher to capture a snapshot of employee productivity and the SHRM practices in place. By combining both designs, the study offered a comprehensive view of SHRM practices and their impact on employee productivity, ensuring both broad coverage and specific insights into the tourism sector. This approach allows for an efficient and effective examination of current HR practices and their implications for workforce performance (Bryman, 2016; Kumar, 2019).

3.3 Target Population

The target population for this study consisted of employees working across key tourism parastatals in Kenya, including those in strategic human resource management and service delivery roles. The total population was 1,934 staff members distributed across six major institutions: the Kenya Tourism Board (KTB), Tourism Regulatory Authority (TRA), Kenya

Utalii College (KUC), Tourism Fund (TF), National Museums of Kenya (NMK), and the Tourism Research Institute (TRI). These parastatals play significant roles in promoting and managing Kenya's tourism sector, and their staff members provide the relevant data for examining the relationship between Strategic Human Resource Management (SHRM) practices and employee productivity. The unit of analysis in this study was individual employees within these organizations, while the unit of observation was the same, as the research focuseed on the impact of SHRM practices on their work efficiency and overall productivity.

TABLE 2

Target Population

Parastatal	**Population**
Kenya Tourism Board (KTB)	186
Tourism Regulatory Authority (TRA)	217
Kenya Utalii College (KUC)	436
Tourism Fund (TF)	212
National Museums of Kenya (NMK)	643
Tourism Research Institute (TRI)	240
Total	**1934**

3.4 Sample and Sampling Techniques

This study employed stratified random sampling to ensure proportional representation from each tourism parastatal in Kenya, as each parastatal was considered a distinct stratum. The total employee population across the selected parastatals was 1,934.

The unit of analysis for this study was the individual employees, as the focus was on gathering their perceptions of SHRM practices and assessing their self-reported productivity. By focusing on individual employees, the study aimed at understanding how HR practices such as succession planning, employee training and development, performance appraisal, and employee engagement directly influence their productivity. The study targeted employees from various departments (management, support, and frontline staff) within each parastatal, ensuring diverse representation and minimized biases (Bougie & Sekaran, 2016). This approach provided a comprehensive understanding of SHRM practices and their impact on employee productivity across different roles within Kenya's tourism parastatals.

This stratified random sampling approach was designed to capture a broad range of perspectives from employees at all levels of the organization. It ensured that the sample was a representative of both operational staff and the management, which provided insights into how SHRM practices are perceived and experienced across different hierarchical levels.

3.4.1 Sample Size Determination

The sample size for this study wasdetermined using Cochran's (1977) sample size formula, which is particularly useful for large populations. Cochran's formula was designed to provide an accurate sample size estimate, ensuring that the findings are statistically valid and generalizable to the entire population. The formula is as follows:

$$n_0 = \frac{Z^2 . p. (1-p)}{e^2}$$

n_0 = sample size

Z = Z-value (typically 1.96 for a 95% confidence level)

p = estimated proportion of the population (0.5 for maximum variability)

e = margin of error (0.05)

$$n_0 = \frac{(1.96)^2 . 0.5. (1-0.5)}{(0.05)^2}$$

$N_0 = 384.16$

Given the target population of 1,934 employees across seven tourism parastatals, the sample size of 384 employees was determined using a 95% confidence level ($Z = 1.96$), an estimated proportion of 0.05, and a 5% margin of error. This sample size ensured that the study's findings adequately reflect the views and experiences of employees across various roles within the parastatals. To maintain proportionality and ensure adequate representation, the study used stratified random sampling, with the sample allocated based on employee categories: 10% for management, 30% for support staff, and 60% for frontline staff. Management is allocated 10% as their role is strategic and more distanced from day-to-day productivity. Support staff were given 30% because they play an essential role in internal processes, while frontline staff, who directly impact service delivery and customer satisfaction, were allocated 60% to ensure the largest and most representative portion of the sample. Random sampling was then applied within each category to select employees, ensuring that each employee within the category had an equal chance of being chosen. This approach guaranteed diverse and representative input from all employee groups across each parastatal.

TABLE 3

Sample Size

Parastatal	Proportional Sample Size	Management (10%)	Support Staff (30%)	Frontline Staff (60%)
Kenya Tourism Board (KTB)	37	4	11	22
Tourism Regulatory Authority (TRA)	43	4	13	26
Kenya Utalii College (KUC)	87	9	26	52

Tourism Fund (TF)	42	4	13	25
National Museums of Kenya (NMK)	128	13	38	77
Tourism Research Institute (TRI)	48	5	14	29
Total	**384**	**39**	**115**	**230**

3.5 Research Instruments

This study utilized questionnaires and interviews as the primary data collection instruments. The questionnaire, featuring closed-ended and Likert scale items, gathered quantitative data on SHRM practices and employee productivity. Semi-structured interviews with HR managers and senior staff provided qualitative insights into SHRM practices and their impact on productivity. The instruments underwent pre-testing to ensure reliability and validity.

3.6 Pilot Study

A pilot study was conducted to test the research instruments, including the questionnaire, for clarity, reliability, and validity. The pilot involved a sample of 38 employees (10% of the main sample size of 384) from selected tourism parastatals.

The pilot study was carried out at three of the tourism parastatals: Kenya Tourism Board (KTB), Kenya Wildlife Service (KWS), and Tourism Regulatory Authority (TRA). These parastatals were selected based on their diversity in function, size, and workforce structure, ensuring that the pilot covered a range of experiences and perspectives. The feedback from this pilot study helped refine the survey instrument before the main study was rolled out across all seven parastatals. Importantly, the employees who participated in the pilot study were excluded from the main study to ensure that their responses did not influence the results of the final data collection.

3.6.1 Validity

Validity refers to the extent to which a research instrument measures what it is intended to measure (Bryman, 2019). In this study, validity was ensured through content validity, which involves consulting with experts in the field of Strategic Human Resource Management (SHRM) and employee productivity to assess whether the questions in the research instruments appropriately reflect the study's objectives (Haynes et al., 2019). Construct validity was also considered by ensuring that the items accurately captured the variables related to SHRM practices and employee productivity. Additionally, a pilot study helped in refining the instrument and confirming its validity before it was fully administered (Walliman, 2021). By applying these techniques, the research instrument was rigorously tested for its ability to produce meaningful and accurate data relevant to the context of tourism parastatals in Kenya.

3.6.2 Reliability

Reliability refers to the consistency of a research instrument in measuring the same construct under similar conditions over time (Taber, 2018). In this study, reliability was assessed using Cronbach's alpha, which measured the internal consistency of the instrument. A Cronbach's alpha value of 0.7 or higher was considered acceptable for ensuring reliability (Taber, 2018). This ensured that the items within the instrument consistently measured the same underlying construct related to Strategic Human Resource Management (SHRM) practices and employee productivity. Additionally, test-retest reliability was considered during the pilot study to ensure that the instrument yielded consistent results when administered at different points in time (Fink, 2020).

3.7 Data Collection

Data collection procedures involved systematically gathering information to address the research questions (Babbie, 2020). This study adhered to ethical clearance protocols, obtaining approval from the KCAU Graduate School, NACOSTI, and each participating tourism parastatal. Data was collected through self-administered questionnaires, which were distributed with the support of trained research assistants. This method ensured that respondents fully understood the questions and were comfortable providing honest and accurate responses (Creswell & Poth, 2016). Interpretations were provided where necessary to ensure clarity and enhance the response rate. Additionally, secondary data from institutional reports and documents was used to supplement the primary data and offer a comprehensive overview of SHRM practices within the selected parastatals.

3.8 Data Management and Ethical Considerations

Proper data management practices were followed to ensure data accuracy, consistency, and confidentiality. All collected data was stored securely in password-protected files and backed up in multiple locations to prevent data loss. The data was accessible only to authorized personnel, ensuring the privacy of respondents. Data analysis was performed using statistical software, such as SPSS or Stata, with appropriate measures to maintain data integrity throughout the analysis process. All data was anonymized, and respondent identifiers were removed to protect individual identities.

This study followed ethical guidelines to ensure the protection and rights of participants. Ethical approval was obtained from relevant authorities, including KCAU Graduate School and NACOSTI. Participation in the study was voluntary, and participants were informed of their right to withdraw at any time without any consequences. Prior to data collection, informed consent was obtained from all respondents, ensuring they understood the purpose of the study, the nature of their participation, and the use of the data.

Confidentiality was maintained throughout the study, with all responses kept anonymous and only aggregated data being reported. The study also adhered to the principles of respect for individuals, ensuring no harm came to participants as a result of their involvement in the research (Creswell & Poth, 2016). Ethical considerations were central to maintaining trust and integrity in the research process.

3.9 Data Analysis

Data analysis involved both quantitative and qualitative techniques to assess the relationship between Strategic Human Resource Management (SHRM) practices and employee productivity at the selected tourism parastatals. The quantitative data was analyzed using statistical software, such as SPSS, to conduct descriptive and inferential analyses. Descriptive statistics were used to summarize the demographic characteristics of the respondents and the responses to SHRM practices. Inferential statistical methods, such as multiple regression analysis, were used to test the relationships between SHRM practices (independent variables) and employee productivity (dependent variable).

The qualitative data was analyzed using thematic analysis to identify patterns, trends, and themes related to SHRM practices within the tourism parastatals. This involved categorizing responses into meaningful themes that helped contextualize the quantitative findings. The regression model was as follows;

$$Y=\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Employee Productivity (dependent variable)

β_0 = Constant term (intercept)

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of the independent variables

X_1 = Succession Planning

X_2 = Employee Training and Development

X_3 = Performance Appraisal

X_4 = Employee Engagement

ϵ = Error term

The regression analysis will enable the identification of which SHRM practices have the most significant effect on employee productivity. The results will be interpreted to determine the strength and nature of the relationships between the independent variables (SHRM practices) and the dependent variable (employee productivity). The findings will contribute to the understanding of how strategic HR practices can enhance the performance of employees in tourism parastatals.

3.10 Diagnostic Tests

Before conducting regression analysis, diagnostic tests were performed to ensure the validity and reliability of the model. These tests helped assess whether key statistical assumptions such as linearity, normality, multicollinearity, and homoscedasticity were met, thereby enhancing the accuracy and credibility of the study's findings on the relationship between SHRM practices and employee productivity.

3.10.1 Normality Test

Testing for normality of residuals was critical to ensure the validity of regression analysis when examining the relationship between SHRM practices and employee productivity. Normality implied that residuals (the differences between observed and predicted values) followed a bell-shaped distribution, which supported accurate hypothesis testing and confidence interval estimation (Ghasemi & Zahediasl, 2018). To assess this, the Shapiro-Wilk test was used for statistical confirmation, where a p-value > 0.05 indicated normality. Additionally, visual inspections using histograms, Q-Q plots, and P-P plots were performed. A straight diagonal line in Q-Q plots and a bell-shaped histogram suggested approximate normality. As Flatt and Jacobs (2019) emphasized, diagnosing assumption violations in regression is essential for ensuring trustworthy findings. Confirming the normal distribution of residuals enhanced the robustness of inferences about SHRM's impact on productivity.

3.10.2 Linearity Test

Testing for linearity was essential in this study to verify the assumption that there was a straight-line relationship between Strategic Human Resource Management (SHRM) practices (independent variables) and employee productivity (dependent variable). A violation of this assumption could bias or mislead the results of the regression model (Flatt & Jacobs, 2019). To assess linearity, scatterplots of each SHRM variable against employee productivity were visually examined for linear patterns. Additionally, partial regression plots and residual plots were used, where a random scatter of residuals around zero typically confirmed linearity. As emphasized by Salmerón et al. (2020), confirming linearity ensured that the estimated relationships were accurately modeled and meaningful within HRM research contexts.

3.10.3 Multicollinearity Test

Multicollinearity testing was necessary in this study to ensure that the independent variablessuccession planning, employee training, performance appraisal, and employee engagement were not excessively correlated. High multicollinearity could distort the estimation of regression coefficients, inflate standard errors, and obscure the individual contributions of each variable to employee productivity (Flatt & Jacobs, 2019). The Variance Inflation Factor (VIF) and tolerance levels were applied to diagnose multicollinearity. According to O'Brien (2020), VIF values above 10 or tolerance values below 0.1 typically indicated problematic multicollinearity. Sarstedt et al. (2019) emphasized that assessing multicollinearity is crucial in behavioral research, particularly when examining latent variables like HR practices. Addressing multicollinearity ensured the integrity of the regression analysis and supported robust conclusions about the impact of SHRM practices on productivity in tourism parastatals.

3.10.4 Homoscedasticity Test

Homoscedasticity refers to the assumption that the variance of residuals (errors) in a regression model remained constant across all levels of the independent variables. In this study, testing for homoscedasticity was crucial to validate the accuracy of regression estimates when analyzing the impact of SHRM practices on employee productivity. A violation of this assumption could lead to inefficient estimates and misleading inferences (Flatt & Jacobs, 2019). Graphical methods, such as residual plots (standardized residuals vs. predicted values), and formal tests like the Breusch-Pagan and White's test were used to assess homoscedasticity. According to Field (2018), a random scatter of residuals around zero in residual plots indicated homoscedasticity, while patterns or funnels suggested heteroscedasticity. Ensuring homoscedasticity strengthened the reliability of statistical tests and confidence intervals in regression analysis.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis and interpretation of the study's findings. It includes an examination of the response rate, descriptive statistics, and inferential analysis to explore the relationship between strategic human resource management practices and employee productivity at tourism parastatals in Kenya. Key variables are identified and interpreted in relation to the study's objectives.

4.2 Response Rate

Table 4 illustrates the response rate for the distributed questionnaires. Out of 384 questionnaires distributed, 296 (77%) were filled out and returned, while 88 (23%) were not returned. This results in a response rate of 77%, which is considered strong for survey-based studies.

In survey research, a low response rate can significantly affect the quality of data. It may indicate non-representative samples, which could lead to bias and compromise the generalizability of the study's findings. In particular, if certain groups are underrepresented due to low participation, it may distort the interpretation of the impact of strategic human resource management (SHRM) practices on employee productivity.

However, a 77% response rate, as achieved in this study, is robust and provides a high level of confidence in the results. This response rate is well above the threshold commonly accepted in survey research, where a rate of 60% or more is typically sufficient for ensuring valid conclusions (Taherdoost & Madanchian, 2025). A high response rate such as this enhances the reliability of the data and ensures that the findings are more representative of the entire population of employees within the tourism parastatals. It also strengthens the validity of the analysis of SHRM practices and their effect on employee productivity.

TABLE 4

Response Rate

Category	Frequency	Percentage (%)
Filled and returned	296	77
Not returned	88	23
Total	**384**	**100**

4.3 Demographic Information

The demographic characteristics of the respondents in the study, captured key variables such as gender, age, educational background, job role, years of experience, department, and employment type. The analysis below explores the distribution of these characteristics and their potential implications for understanding the impact of SHRM practices on employee productivity at tourism parastatals in Kenya.

4.3.1 Gender

The gender distribution in the study, as shown in Figure 2, indicates that 170 females (57.43%) participated, compared to 126 males (42.57%). This suggests a higher representation of females in the sample, which is beneficial for capturing diverse perspectives on SHRM practices and their impact on employee productivity. The gender balance ensures that the study findings are not skewed toward one gender, allowing for a more comprehensive and balanced analysis of HR practices within Kenya's tourism parastatals.

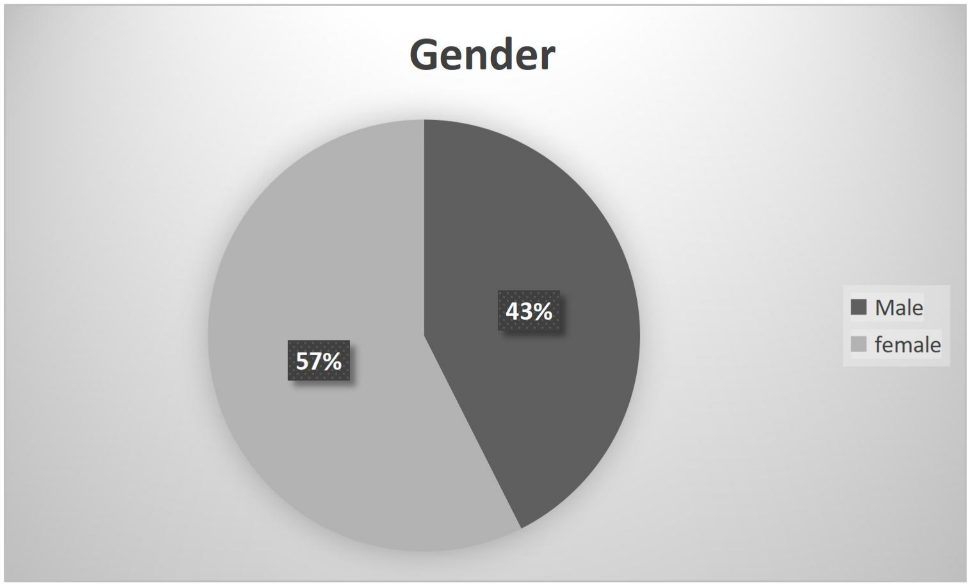


FIGURE 2

Gender of the Respondents

4.3.2 Age of the Respondents

The age distribution of respondents, as illustrated in Figure 3, shows that the largest group falls within the 36-45 years age range, comprising 28.04% of the sample. The 26-35 years group follows closely with 22%, while the 18-25 years group makes up the smallest portion at 17.91%. This age distribution suggests that the study largely represents individuals with mid-career experience. While the perspectives of these employees are valuable in assessing SHRM practices, the relatively smaller proportion of younger employees may limit insights into how these practices affect those in the early stages of their careers.

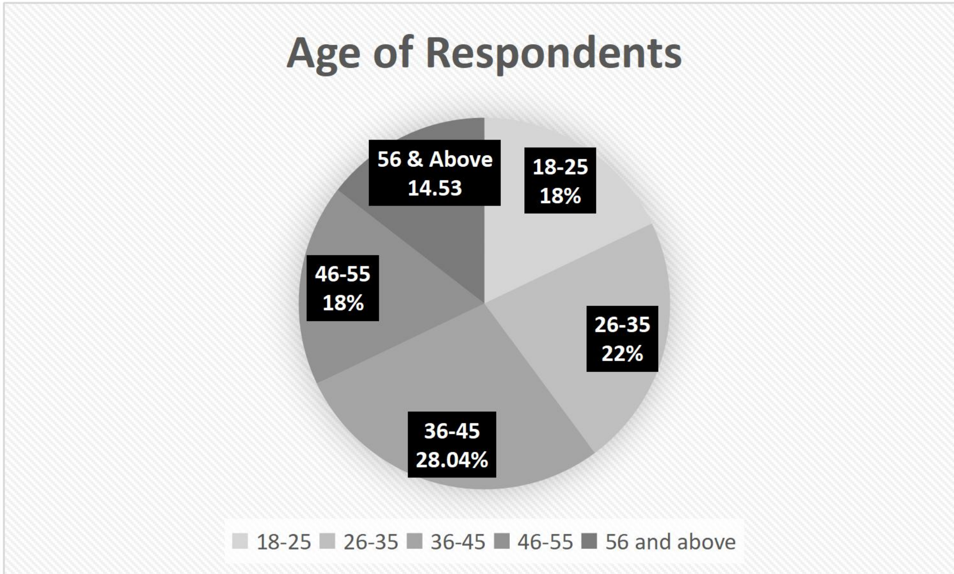


FIGURE 3

Age of the Respondents

4.3.3 Respondents Level of Education

As shown in Figure 4, the largest group of respondents holds a Bachelor's degree (36.49%), followed by those with College diplomas (19.59%). Master's degree holders represent 18.58% of the sample, while those with Doctorate degrees make up 10.14%. This distribution indicates that the workforce is largely composed of well-educated individuals, which is significant for understanding how advanced HR practices, such as performance appraisals and training programs, are perceived and applied within Kenya's tourism parastatals. The high level of education among respondents is important for assessing the effectiveness of SHRM practices, as employees with higher qualifications are likely to have different expectations and experiences regarding these practices.

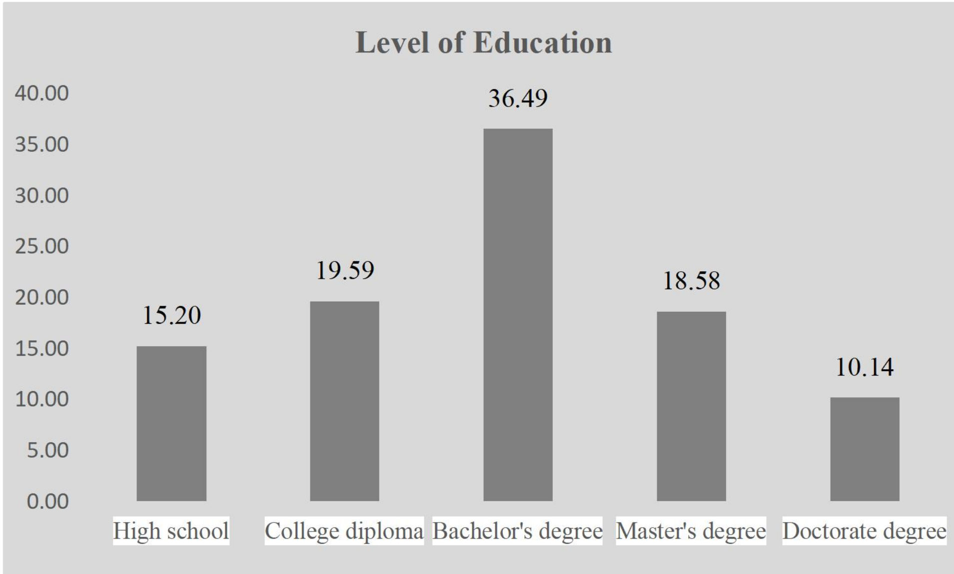


FIGURE 4

Respondents Level of ducation

4.3.4 Position/Role in the Organization

As shown in Figure 5, frontline staff make up the largest group, comprising 59.12% of the respondents, followed by support staff at 32.77%. The smallest group is management, accounting for 8.11% of the sample. This distribution is typical in organizations, where operational and support roles require a larger workforce than managerial positions. The predominance of frontline employees suggests that their experiences and feedback will be critical in understanding how HR policies affect day-to-day operations, employee engagement, and overall organizational effectiveness.

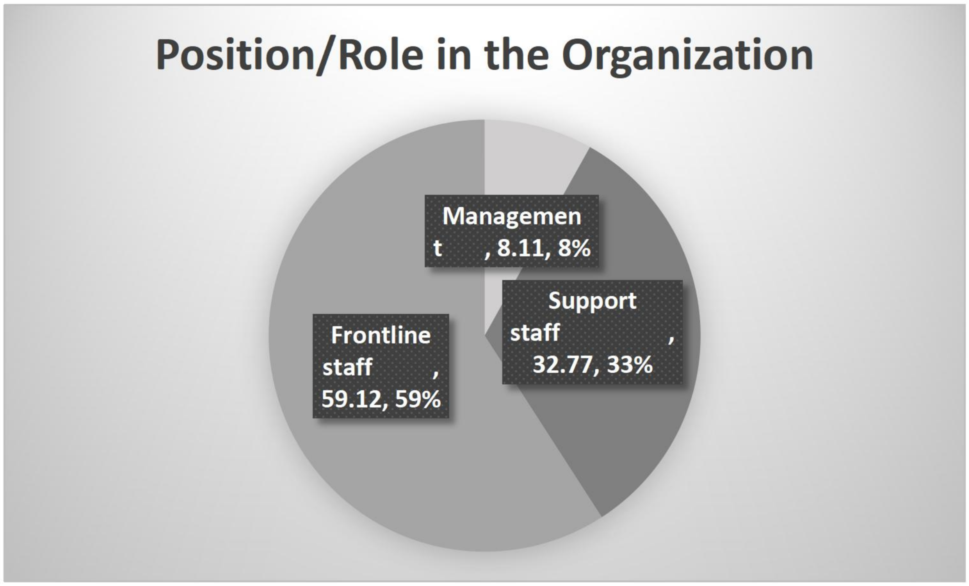


FIGURE 5

Position/Role of the Respondents In the Organization

4.3.5 Respondents Years of Experience

As shown in Table 5, the largest group of respondents falls within the 6-10 years category, comprising 35.81% of the sample, followed by those with 1-5 years of experience at 20.61%. The group with the least experience, less than 1 year, makes up 4.73% of the sample. This broad distribution of experience levels, with a significant portion having 6-10 years of experience, offers valuable insights into the long-term effects of SHRM practices, while also capturing the perspectives of newer employees who may have different views and expectations regarding HR practices and their impact on productivity.

TABLE 5

Respondents Years of Experience

Years	Frequency	Percentage
Less than 1 year	14	4.73
1-5 years	61	20.61
6-10 years	106	35.81
11-15 years	73	24.66

16+ years	42	14.19
Total	**296**	**100**

4.3.6 Departmental Distribution of the Respondents

As shown in Figure 6, the departmental distribution indicates that HR comprises 23.31% of the respondents, followed by Operations at 22.30%, Marketing at 21.28%, and Customer Service at 21.96%. Finance represents the smallest group, accounting for 11.15%. This distribution reflects a typical organizational structure, where operational roles, including HR and support departments, dominate the workforce size. However, the even representation across functional areas ensures that the study captures a broad range of perspectives, which is critical for understanding the comprehensive impact of SHRM practices across different departments.

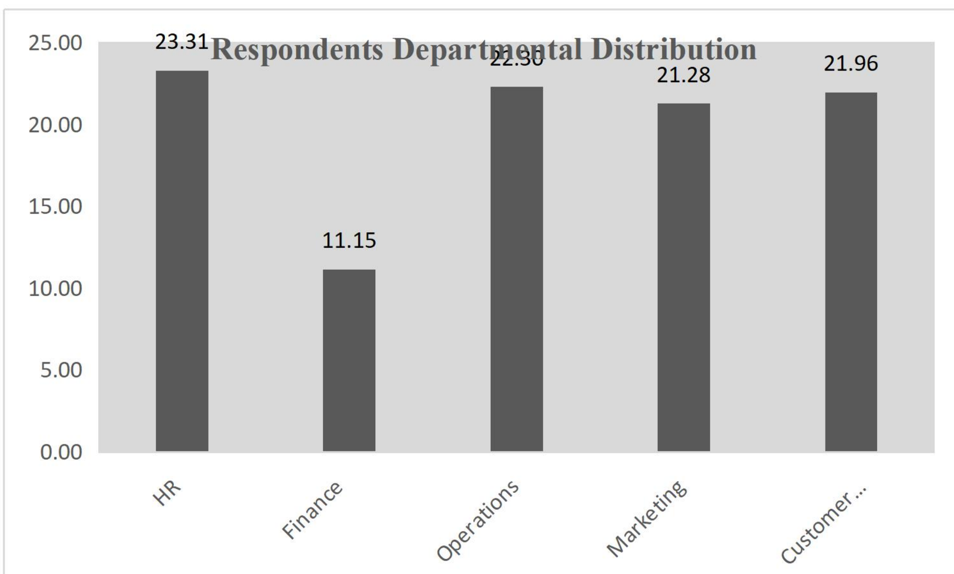


FIGURE 6

Respondents Departmental Distribution

4.3.7 Type of Employment for the Respondents

As shown in Figure 7, the majority of respondents are permanent employees, comprising 56% of the sample. This is followed by contract employees at 29% and temporary employees at 15%. The higher proportion of permanent employees suggests that long-term job stability may play a significant role in shaping their perceptions of HR policies and practices. Additionally, the representation of contract and temporary employees provides a broader perspective on how different employment types experience and interact with SHRM practices, offering valuable insights into the diverse workforce within Kenya's tourism parastatals.

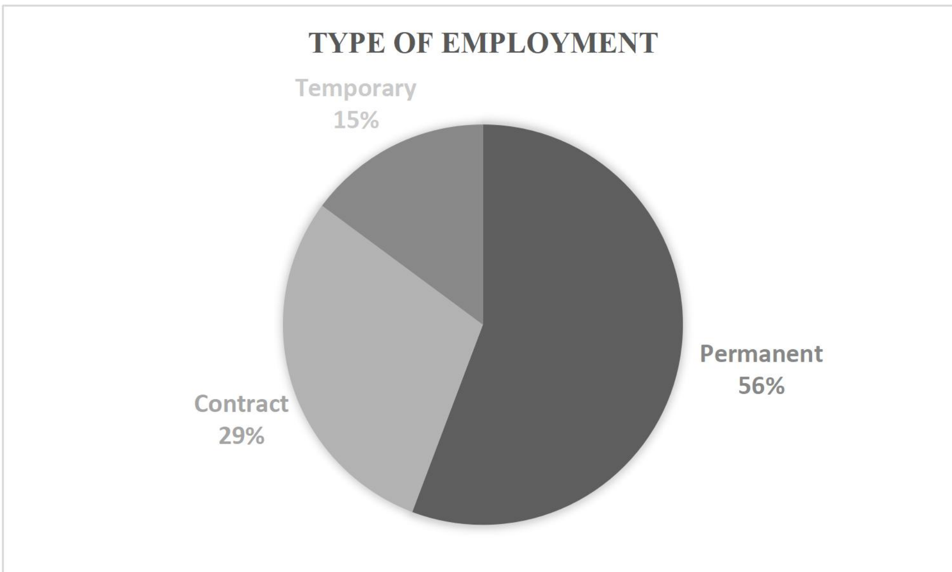


FIGURE 7

Type of Employment

4.4 Results of Validity and Reliability Tests

Before delving into the reliability results, it is important to first highlight the validity and reliability of the data collected. Validity ensures that the instruments used in this study accurately measure the concepts they are intended to assess, while reliability refers to the consistency and stability of the results over time. These tests are crucial in confirming the robustness and trustworthiness of the findings derived from the sample.

4.4.1 ReliabilityAnalysis

Reliability refers to the consistency of a research instrument in measuring the same construct under similar conditions over time (Taber, 2018). In this study, reliability was assessed using Cronbach's alpha, which measures the internal consistency of the instrument. A Cronbach's alpha value of 0.7 or higher is considered acceptable for ensuring that the instrument consistently measures the same underlying construct related to Strategic Human Resource Management (SHRM) practices and employee productivity (Taber, 2018).

TABLE 6

Reliability Analysis on Succession Planning

Statements	Cronbach's Alpha if Item Deleted	Overall Cronbach's Alpha	Conclusion
My organization has a clear strategy for developing future leaders from within	0.922		
I am aware of leadership development programs available in this institution	0.908		
Employees with high potential are identified and nurtured for future roles	0.909	0.924	Reliable
The selection process for succession candidates in my organization is fair and transparent	0.903		
There are clear career advancement opportunities within my organization	0.908		
My organization provides adequate support for employees seeking to grow into leadership positions.	0.909		

The reliability of the instrument used in this study was assessed using Cronbach's Alpha, as presented in Table 6. The overall Cronbach's Alpha value of 0.924 indicates excellent internal consistency, significantly surpassing the acceptable threshold of 0.7 (Taber, 2018). This confirms that the items in the instrument consistently measure the same construct related to Strategic Human Resource Management (SHRM) practices and employee productivity. The Cronbach’s Alpha if Item Deleted values further illustrate the impact of each item on the overall reliability.

When analyzing the Cronbach’s Alpha if Item Deleted values, we observe that deleting any of the individual items would result in only a slight decrease in the overall Cronbach's Alpha. For example, the statement "Employees with high potential are identified and nurtured for future roles" has a Cronbach’s Alpha if Item Deleted value of 0.909, the highest among all items. This suggests that the item contributes strongly to the internal consistency of the instrument, and deleting it would only marginally affect the reliability. Similarly, the deletion of other items like "My organization provides adequate support for employees seeking to grow into leadership positions" and "The selection process for succession candidates in my organization is fair and transparent", would not significantly reduce the overall Cronbach’s Alpha, indicating that these items are also well-aligned with the overall construct being measured.

In contrast, deleting the item "My organization has a clear strategy for developing future leaders from within", with a Cronbach’s Alpha if Item Deleted value of 0.922, or "I am aware of leadership development programs available in this institution" (value of 0.908), would also have minimal impact on the instrument’s overall reliability. However, no item deletion significantly enhances the instrument's reliability, suggesting that each item contributes meaningfully to measuring the construct.

TABLE 7

Reliability Analysis on Employee Training and Development

Statements	Cronbach's	Overall	Conclusion

	Alpha if Item Deleted	Cronbach's Alpha	
I receive adequate skills training that is relevant to my job responsibilities	0.931		
training programs I participate in improve my ability to perform my duties effectively	0.925		
I regularly receive coaching and feedback from my supervisors to improve my work performance	0.928	0.938	Reliable
My organization provides sufficient support for learning and skill enhancement through on-the-job training	0.922		
The e-learning programs offered by my organization are accessible and useful in enhancing my skills	0.926		
I am encouraged to participate in e-learning programs to improve my knowledge and job performance	0.928		

In Table 7, the overall Cronbach's Alpha is reported as 0.938, demonstrating excellent internal consistency for the instrument measuring employee training and development. This value exceeds the acceptable threshold of 0.7 (Taber, 2018), confirming that the instrument reliably measures the underlying construct related to training, feedback, and development initiatives within the organization. The high reliability of the instrument ensures that the data collected in this study can be trusted for further analysis.

When analyzing the Cronbach's Alpha if Item Deleted values, it is evident that removing any individual item would result in only a minimal decrease in the overall reliability. For example, the item "I receive adequate skills training that is relevant to my job responsibilities" has a Cronbach's Alpha if Item Deleted value of 0.931, which is very close to the overall 0.938. Similarly, the item "Training programs I participate in improve my ability to perform my duties effectively" has a Cronbach's Alpha if Item Deleted value of

0.925, indicating that removing this item would not significantly affect the instrument's reliability.

The key variable identified in the analysis was the statement "I regularly receive coaching and feedback from my supervisors to improve my work performance," which had a Cronbach's Alpha if Item Deleted value of 0.928. This suggests that this item positively contributes to the internal consistency of the instrument. Since its deletion would not cause a significant drop in Cronbach's Alpha, it is considered a reliable indicator of the relationship between supervisory feedback and employee performance.

Other items, such as "My organization provides sufficient support for learning and skill enhancement through on-the-job training" and "The e-learning programs offered by my organization are accessible and useful in enhancing my skills," showed only minimal changes in the Cronbach's Alpha if Item Deleted values, further confirming their reliability in measuring the effectiveness of employee development programs within the organization.

TABLE 8

Reliability Analysis on Performance Appraisal

Statements	Cronbach's Alpha if Item Deleted	Overall Cronbach's Alpha	Conclusion
The performance appraisal process in my organization accurately reflects my job performance	0.920		
I am regularly assessed based on clear and consistent performance criteria	0.910		
I receive constructive feedback on my performance from my supervisor	0.905	0.921	Reliable
The feedback provided during performance appraisals helps me improve my work performance	0.899		
The key performance indicators (KPIs) used to evaluate my performance are relevant to	0.904		

my role	
My performance appraisal is based on measurable outcomes that align with my job responsibilities	0.902

In Table 8, the overall Cronbach's Alpha was 0.921, which was above the acceptable threshold of 0.7 (Taber, 2018). This confirmed that the instrument used to measure the performance appraisal process in the organization was highly reliable. The overall Cronbach's Alpha indicated that the items consistently measured the same underlying construct related to performance assessment and feedback.

When examining the Cronbach's Alpha if Item Deleted values, it became evident that deleting any individual item resulted in only a minimal decrease in overall reliability. For instance, the statement "The performance appraisal process in my organization accurately reflects my job performance" had a Cronbach's Alpha if Item Deleted value of 0.920, which was very close to the overall 0.921. Similarly, the statement "I am regularly assessed based on clear and consistent performance criteria" showed a Cronbach's Alpha if Item Deleted value of 0.910, suggesting that removing this item would not significantly affect the instrument's reliability.

The key variable identified in this analysis was the statement "I receive constructive feedback on my performance from my supervisor," which had a Cronbach's Alpha if Item Deleted value of 0.905, contributing positively to the internal consistency of the instrument. Since the deletion of this item did not result in a significant drop in the overall Cronbach's Alpha, it was considered reliable in measuring the relationship between feedback and employee performance.

Other statements, such as "The key performance indicators (KPIs) used to evaluate my performance are relevant to my role" and "My performance appraisal is based on measurable outcomes that align with my job responsibilities", showed only minimal reductions in Cronbach's Alpha if deleted, confirming their contribution to the instrument's overall reliability.

TABLE 9

Reliability Analysis on Employee Engagement

Statements	**Cronbach's Alpha if Item Deleted**	**Overall Cronbach's Alpha**	**Conclusion**
I feel involved in the work processes and activities within my department	0.94		
My contributions are valued and taken into account by my colleagues and managers	0.933		
I am motivated to perform my job to the best of my ability	0.931	0.944	Reliable
I receive sufficient recognition for my efforts and accomplishments at work	0.934		
I am encouraged to share my opinions and ideas during team or organizational meetings	0.931		
I have opportunities to participate in decision-making processes that affect my work	0.933		

In Table 9, the overall Cronbach's Alpha was 0.944, which was well above the acceptable threshold of 0.7 (Taber, 2018). This indicated excellent internal consistency, confirming that the instrument reliably measured the construct related to employee engagement and motivation. The high Cronbach's Alpha suggested that the items consistently measured the same underlying concept.

When examining the Cronbach's Alpha if Item Deleted values, it became evident that deleting any individual item resulted in only a minimal decrease in the overall reliability. For example, the statement "I feel involved in the work processes and activities within my department" had a Cronbach's Alpha if Item Deleted value of 0.94, which was very close to the overall 0.944. Similarly, "My contributions are valued and taken into account by my colleagues and managers" showed a Cronbach's Alpha if Item Deleted value of 0.933, indicating that this item also contributed strongly to the instrument's reliability.

The key variable identified in the analysis was the statement "I am motivated to perform my job to the best of my ability," which had the highest Cronbach's Alpha if Item Deleted value of 0.931, contributing positively to the overall internal consistency of the instrument. This item was found to be reliable, as its deletion would have resulted in only a slight reduction in the overall Cronbach's Alpha.

Other statements, such as "I receive sufficient recognition for my efforts and accomplishments at work" and "I am encouraged to share my opinions and ideas during team or organizational meetings", also showed minimal changes in Cronbach's Alpha if deleted, confirming their contribution to the reliability of the instrument. The statement "I have opportunities to participate in decision-making processes that affect my work" demonstrated a similar minimal impact if deleted, further supporting the internal consistency of the survey.

TABLE 10

Reliability Analysis on Employee Productivity

Statements	**Cronbach's Alpha if Item Deleted**	**Overall Cronbach's Alpha**	**Conclusion**
I am able to complete my assigned tasks within the expected deadlines	0.940		
I effectively manage my time to meet performance targets in my daily work	0.935		
The quality of my work consistently meets the expectations of my supervisors	0.929	0.940	Reliable
I pay attention to detail and strive to minimize errors in my work	0.930		
I am satisfied with my job and plan to continue working in this organization	0.928		
I feel motivated to grow my career within this tourism parastatal	0.927		

I consistently provide high-quality service to both internal and external stakeholders	0.932
I handle customer or client requests in a timely and professional manner	0.936

In Table 10, the overall Cronbach's Alpha was 0.940, indicating strong internal consistency for the instrument. This value exceeds the acceptable threshold of 0.7 (Taber, 2018), confirming that the items consistently measure the same underlying construct related to employee performance, motivation, and job satisfaction. The high reliability of the instrument ensures that the data collected can be trusted for further analysis.

Upon examining the Cronbach's Alpha if Item Deleted values, it was clear that removing any individual item resulted in only a slight decrease in overall reliability. For example, the statement "I am able to complete my assigned tasks within the expected deadlines" had a Cronbach's Alpha if Item Deleted value of 0.940, which is very close to the overall 0.940, suggesting that this item effectively contributes to the overall reliability of the instrument. Similarly, the items "I effectively manage my time to meet performance targets in my daily work" (0.935) and "The quality of my work consistently meets the expectations of my supervisors" (0.929) had only minimal reductions in Cronbach's Alpha when deleted, further supporting their importance in maintaining the internal consistency of the scale.

The key variable identified in the analysis was the statement "I am able to complete my assigned tasks within the expected deadlines", which had a Cronbach's Alpha if Item Deleted value of 0.940, reflecting its positive contribution to the instrument's internal consistency. Since its deletion caused no significant reduction in Cronbach's Alpha, this item is considered a reliable indicator of employee performance.

Other items, such as "I pay attention to detail and strive to minimize errors in my work" (0.930), "I am satisfied with my job and plan to continue working in this organization" (0.928), and "I consistently provide high-quality service to both internal and external stakeholders" (0.932), all demonstrated minimal changes in Cronbach's Alpha when deleted, confirming their meaningful contribution to the overall reliability of the scale measuring employee performance and job satisfaction.

4.5 Descriptive Statistics

Descriptive statistics provide a summary of the collected data, helping to identify patterns, trends, and distributions within the dataset. These statistics include measures such as the mean, standard deviation, frequencies, and percentages, which simplify and present the data in an easily interpretable manner. The mean represents the central tendency, while the standard deviation shows the variability or consistency of the data. Descriptive statistics are crucial in research as they allow researchers to condense large datasets, enabling easier comparisons and insights across variables (Pallant, 2020; Field, 2018).

The responses were categorized into five levels: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree, with each statement accompanied by a mean and standard deviation.

TABLE 11

Succession Planning

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
My organization has	11.50	20.60	23.30	26.00	18.60	3.2	1.279

a clear strategy for developing future leaders from within							
I am aware of leadership development programs available in this institution	12.20	19.90	23.00	25.30	19.60	3.2	1.299
Employees with high potential are identified and nurtured for future roles	14.50	23.30	19.30	21.60	21.30	3.12	1.369
The selection process for succession candidates in my organization is fair and transparent	12.20	24.30	20.90	21.60	20.90	3.15	1.330
There are clear career advancement opportunities within my organization	17.20	21.60	22.00	19.90	19.30	3.02	1.371
My organization provides adequate support for employees seeking to grow into leadership positions.	19.90	19.90	20.60	16.90	22.60	3.02	1.441

Table 11 highlights responses from employees regarding succession planning, leadership development, and career growth within Kenya’s tourism parastatals. The findings suggest varying levels of clarity, awareness, and support related to leadership development initiatives.

One of the statements, "My organization has a clear strategy for developing future leaders from within," received a mean score of 3.2, indicating that employees generally agree that there is a strategy for leadership development. However, the moderate variability (SD = 1.279) suggests differing perceptions. In line with this, one senior manager mentioned, *"We do have a formal approach to identifying future leaders, but there is room for better* *communication and implementation across departments."* This variability is consistent with Hassan and Siddiqui (2020), who found that organizations with structured succession planning frameworks tend to have higher employee commitment and reduced turnover, although their study highlighted the challenge of clear communication of such strategies.

Similarly, for the statement "I am aware of leadership development programs available in this institution," the mean was 3.2, reflecting general awareness among employees. However, the standard deviation of 1.299 indicates variability, suggesting that some employees are not fully aware of these programs. One senior staff member noted, *"We have leadership programs, but some employees don't know how to access them."* This is consistent with findings from Rotich and Kiiru (2021), where employees in government agencies reported mixed awareness and access to succession planning initiatives. Their research suggested the need for clearer communication and better access to leadership development programs, a gap also reflected in our study.

The statement, "Employees with high potential are identified and nurtured for future roles," showed a mean of 3.12, with 42.9% agreeing or strongly agreeing. This suggests that a significant portion of respondents perceive that high-potential employees are identified and nurtured for future leadership roles. However, the standard deviation of 1.369 reflects differing opinions on the consistency of this practice. One HR manager in our study stated, *"We identify high-potential employees through regular assessments, but there's always room for more consistent nurturing to ensure they're ready for future leadership roles."* This aligns with findings from Abdullahi et al. (2022), who emphasized the importance of consistent employee engagement in succession planning, which enhances workforce efficiency and leadership readiness.

Regarding the statement, "The selection process for succession candidates in my organization is fair and transparent," the mean was 3.15, with 42.5% of employees agreeing or strongly agreeing. While employees generally perceive fairness in the selection process, the standard deviation of 1.330 suggests some skepticism. One senior manager commented, *"While the process is generally fair, there's some skepticism among employees about transparency, particularly at the mid-management level."* This variability mirrors findings from Albedwawi et al. (2023), where organizational transparency in succession planning was noted as a key factor in improving employee motivation and retention. However, the authors also observed that perceptions of fairness varied across departments, which is consistent with our findings in Kenya's tourism parastatals.

The statement "There are clear career advancement opportunities within my organization" received a mean score of 3.02, suggesting a neutral-to-slightly positive response. 39.2% of respondents agreed with the statement, yet the standard deviation of 1.371 indicates considerable variation. An HR professional noted, *"We do have opportunities for advancement, but they're not always clearly communicated, which causes some confusion about how to progress in the organization."* This finding supports Ali et al. (2019), who highlighted that organizations with structured career development and performance appraisal mechanisms tend to have higher employee productivity. Our study reveals that while career advancement is available, better communication could improve employee clarity and engagement in these opportunities.

Lastly, the statement, "My organization provides adequate support for employees seeking to grow into leadership positions," received a mean score of 3.02, showing a neutral response regarding the support provided. The standard deviation of 1.441 again indicates variability in how employees perceive the level of support. One senior staff member commented, *"While there are some programs in place to support leadership growth, they could be more comprehensive and tailored to specific departmental needs."* This sentiment echoes Kaleem (2019), who found that career development initiatives in public organizations significantly enhance employee performance but may need more tailored, sector-specific programs to be truly effective.

Our findings on succession planning resonate with prior studies on succession and leadership development. For instance, Hassan and Siddiqui (2020) highlighted that structured succession planning frameworks lead to higher employee retention and productivity, which is consistent with our finding that many employees agree on the importance of leadership development. However, similar to their study, the moderate variability in responses from our sample suggests room for improvement in communication and accessibility of such programs. Furthermore, while our study found that succession planning efforts in Kenya's tourism parastatals are somewhat effective, they still face challenges in ensuring transparency and consistent nurturing of high-potential employees, similar to the issues noted by Albedwawi et al. (2023) in the UAE.

In comparison to studies like Rotich and Kiiru (2021) and Abdullahi et al. (2022), our findings show that succession planning in Kenya's tourism parastatals is not fully optimized in terms of communication and transparency. This suggests an opportunity for HR managers to refine their strategies to make succession planning more inclusive and accessible, as recommended in the literature. Overall, our research makes a unique contribution to understanding succession planning within the Kenyan tourism sector, offering insights into the challenges faced by public-sector organizations and how improvements in communication and program accessibility can enhance the overall effectiveness of SHRM practices.

TABLE 12

Employee Training and Development

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
I receive adequate skills training that is relevant to my job responsibilities	16.90	20.90	20.30	22.30	19.60	3.07	1.376
training programs I participate in improve my ability to perform my duties effectively	18.60	21.60	20.90	21.30	17.60	2.98	1.371
I regularly receive coaching and feedback from my supervisors to improve my work performance	14.90	24.70	24.00	15.20	21.30	3.03	1.36
My organization provides sufficient support for learning and skill enhancement through on-the-job training	17.90	26.00	18.60	17.90	19.60	2.95	1.394
The e-learning programs offered by my organization are accessible and useful in enhancing my skills	22.30	20.60	14.50	22.00	20.60	2.98	1.466
I am encouraged to participate in e-learning programs to improve my knowledge and job performance	16.90	28.00	16.20	19.60	19.30	2.96	1.388

The results presented in Table 12 provide valuable insights into employee perceptions of training, feedback, and career development support within Kenya’s tourism parastatals. Regarding the statement, "I receive adequate skills training that is relevant to my job responsibilities," the mean score of 3.07 suggests that employees generally feel moderately satisfied with the relevance of the training programs to their roles. However, the standard deviation of 1.376 indicates significant variability in responses, reflecting that while some employees feel the training meets their needs, others do not. One senior HR manager shared, *"The training is designed to address broad organizational needs, but we recognize that not all employees feel it's tailored to their specific roles."* This insight aligns with the need for more targeted training initiatives to address individual employee needs, as also highlighted by Gitongu (2021), who found that structured training programs in Kenya's hospitality sector significantly improved employee performance, although tailored programs were more effective.

For the statement "Training programs I participate in improve my ability to perform my duties effectively," the mean score of 2.98 suggests that employees are not fully convinced that training programs have a substantial impact on their day-to-day performance. This is consistent with the interview response from a senior staff member, who stated, *"We offer a variety of programs, but some employees feel they do not translate into improved day-to-day performance."* The standard deviation of 1.371 further suggests variability in perceptions. Similar findings were reported by Adejare et al. (2020), who noted that while training enhanced employee satisfaction and retention, some employees in Nigerian public institutions did not perceive the training as directly improving their work performance.

In response to the statement, "I regularly receive coaching and feedback from my supervisors to improve my work performance," the mean of 3.03 suggests that most employees feel they receive feedback, though the standard deviation of 1.36 indicates variability. A manager in our study mentioned, *"Feedback is provided, but it's often sporadic,* *and employees sometimes struggle with unclear expectations."* This aligns with findings from Rogerson (2018), who identified that while career development programs in South Africa's tourism industry helped improve employee engagement, inconsistent feedback hindered the overall effectiveness of these initiatives.

When asked about on-the-job training, the mean of 2.95 for the statement "My organization provides sufficient support for learning and skill enhancement through on-the-job training" reflects a neutral response, with a standard deviation of 1.394 showing considerable variability. An HR manager noted, *"On-the-job training is available but varies in quality across different departments."* This suggests that while on-the-job training exists, its inconsistency may hinder its effectiveness. Batinoluho (2022) observed similar challenges in Tanzania's tourism industry, where inadequate on-the-job training negatively affected workforce competence, pointing to the need for more standardized training practices.

For the statement, "The e-learning programs offered by my organization are accessible and useful in enhancing my skills," the mean of 2.98 reflects a neutral perception, with a higher standard deviation of 1.466 suggesting significant variability. One senior staff member shared, *"While the e-learning platform is available, not all employees are comfortable with the technology or find the content engaging."* These concerns echo Kaleem (2019), who found that while e-learning programs improved job performance in public service organizations, accessibility and engagement remained significant challenges.

Finally, regarding the statement, "I am encouraged to participate in e-learning programs to improve my knowledge and job performance," the mean of 2.96 indicates a neutral-to-slightly positive response. The standard deviation of 1.388 highlights notable variability, and one HR manager noted, *"We do encourage participation, but more incentives* *and clearer communication on the benefits could improve engagement."* This insight aligns with Ameen and Baharom (2019), who emphasized the importance of incentives and clear communication in encouraging participation in development programs.

Our findings on employee training and development resonate with previous research, particularly in the areas of training relevance and feedback. Gitongu (2021) found that continuous training programs positively impacted employee motivation and work efficiency in Kenya's hospitality sector, which aligns with our finding that while employees felt moderately satisfied with training, there remains a need for more tailored approaches. Similarly, Rogerson (2018) noted that structured career development programs foster higher commitment levels, though our study highlights that inconsistent feedback, especially during training, limits the effectiveness of these programs.

When comparing to studies like Adejare et al. (2020), which emphasized the link between training and performance in Nigerian public institutions, our study adds to this by revealing variability in employee perceptions, particularly concerning the direct impact of training on performance. These findings contribute to the broader body of knowledge by highlighting the necessity for more personalized and targeted training approaches in Kenya's tourism parastatals to improve workforce development and productivity.

TABLE 13

Performance Appraisal

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
The performance appraisal process in my organization accurately reflects my job performance	5.70	16.90	26.70	24.70	26.00	3.48	1.207

I am regularly assessed based on clear and consistent performance criteria	7.77	15.54	28.04	19.93	28.72	3.46	1.267
I receive constructive feedback on my performance from my supervisor	9.50	18.20	24.70	23.30	24.30	3.35	1.285
The feedback provided during performance appraisals helps me improve my work performance	8.80	17.90	20.90	26.00	26.40	3.43	1.29
The key performance indicators (KPIs) used to evaluate my performance are relevant to my role	11.80	17.20	18.20	25.00	27.70	3.4	1.361
My performance appraisal is based on measurable outcomes that align with my job responsibilities	14.50	12.20	19.30	26.70	27.40	3.4	1.382

The findings presented in Table 13 offer valuable insights into employee perceptions of the performance appraisal process, particularly regarding the clarity of performance criteria, feedback quality, and the relevance of key performance indicators (KPIs) to their roles.

For the statement "The performance appraisal process in my organization accurately reflects my job performance," the mean of 3.48 indicates that employees generally agree that the process accurately reflects their job performance. This finding aligns with one HR manager's comment: *"The performance appraisal process is designed to give a true* *representation of employee work, and it is seen as fairly accurate by most staff."* The relatively low standard deviation (1.207) further supports the consistency of this view across employees. Similarly, Matookchund and Steyn (2020) found that well-structured performance appraisal systems positively influenced employee motivation and creativity, highlighting that when employees perceive fairness and accuracy, they are more engaged and productive.

For the statement "I am regularly assessed based on clear and consistent performance criteria," the mean score of 3.46 suggests a slightly positive agreement with the clarity of performance criteria. However, the standard deviation of 1.267 indicates moderate variability, with some employees uncertain about how performance criteria are applied. One senior manager noted, *"While performance expectations are communicated, there may be occasional confusion or inconsistency in how they are applied across departments."* This variability is consistent with findings from Kagema and Irungu (2018), who noted that inconsistent application of performance criteria in Kenyan public institutions often leads to confusion and dissatisfaction. Our study suggests that clearer communication and consistency in applying performance criteria could improve employee perceptions of fairness.

Regarding the statement "I receive constructive feedback on my performance from my supervisor," the mean of 3.35 suggests that employees generally agree they receive feedback, but the standard deviation of 1.285 indicates variability in how helpful this feedback is. A senior staff member shared, *"Feedback is given regularly, but it's not always actionable. Employees often feel they don't have a clear path to improve."* This finding aligns with Ameen and Baharom (2019), who found that regular feedback, if not constructive, could fail to lead to tangible improvements in employee performance. Our study highlights the need for more actionable feedback to ensure effective performance development.

For the statement, "The feedback provided during performance appraisals helps me improve my work performance," the mean score of 3.43 suggests that employees generally feel the feedback helps improve performance. However, the standard deviation of 1.29 suggests that this benefit is not universal. One senior staff member remarked, *"The feedback is helpful for the most part, but it's not always specific enough to guide my improvement."* This variability suggests that feedback could be more tailored to individual development needs, aligning with the recommendation from Odunayo (2022) that performance appraisals should be linked to actionable development plans to drive productivity.

The statement "The key performance indicators (KPIs) used to evaluate my performance are relevant to my role" received a mean of 3.4, suggesting general agreement that KPIs are relevant. However, the standard deviation of 1.361 highlights a higher level of variability, indicating that some employees find KPIs less relevant to their specific roles. One manager noted, *"KPIs are often based on overall department performance rather than individual roles, which can make them seem less relevant."* This feedback echoes AlDhaheri et al. (2023), who emphasized that KPIs should be aligned with specific job roles to be meaningful and effective in motivating employees.

Finally, for the statement "My performance appraisal is based on measurable outcomes that align with my job responsibilities," the mean of 3.4 suggests a positive perception of the performance appraisal system, but the standard deviation of 1.382 indicates that some employees perceive the appraisals as subjective. One senior staff member shared, *"The appraisal process is often seen as subjective in certain areas, with not all outcomes* *being measurable."* This finding is consistent with Kagema and Irungu (2018), who found that performance appraisal systems that lack clear, measurable outcomes often lead to perceptions of bias and unfairness.

Our findings on performance appraisal align with previous research, particularly regarding feedback and KPIs. For instance, Matookchund and Steyn (2020) emphasized that structured performance appraisals lead to improved employee motivation, which is reflected in our study, where employees perceive the appraisal process as generally accurate. However, similar to Ameen and Baharom (2019), our study found that while feedback is regularly provided, it is not always perceived as actionable or specific enough to drive improvement. Furthermore, AlDhaheri et al. (2023) highlighted the importance of aligning KPIs with specific roles, a theme echoed in our findings, where variability in the relevance of KPIs to individual roles was noted.

In comparison to Kagema and Irungu (2018), our study similarly finds that while performance criteria are communicated, inconsistencies in their application remain a challenge. Overall, our research contributes to the broader discussion on performance appraisal by emphasizing the need for more consistent, transparent, and personalized performance evaluation practices, particularly in Kenya's tourism parastatals, where bureaucratic challenges and varied perceptions of fairness influence employee engagement and productivity.

TABLE 14

Employee Engagement

Statements	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	**Mean**	**Std Dev**

I receive adequate skills training that is relevant to my job responsibilities	12.50	22.30	24.30	18.60	22.30	3.16	1.335
training programs I participate in improve my ability to perform my duties effectively	15.50	20.30	19.90	20.90	23.30	3.16	1.395
I regularly receive coaching and feedback from my supervisors to improve my work performance	17.20	17.20	22.00	18.90	24.70	3.17	1.42
My organization provides sufficient support for learning and skill enhancement through on-the-job training	16.90	23.60	14.50	19.30	25.70	3.13	1.457
The e-learning programs offered by my organization are accessible and useful in enhancing my skills	17.20	20.90	20.30	18.20	23.30	3.09	1.418
I am encouraged to participate in e-learning programs to improve my knowledge and job performance	12.20	19.90	22.00	25.30	20.60	3.22	1.311

The results in Table 14 provide insights into employee perceptions of training, feedback, and career development within Kenya’s tourism parastatals. These findings highlight both the positive aspects of employee engagement and the areas where improvement is needed to enhance employee development and productivity.

For the statement "I receive adequate skills training that is relevant to my job responsibilities," the mean of 3.16 suggests that employees generally feel the training is somewhat relevant to their roles. However, the standard deviation of 1.335 indicates variability, as some employees feel the training is beneficial while others find it insufficient. One HR manager shared, *"The training is beneficial for some, but others feel it doesn’t directly apply to their daily tasks."* This feedback echoes the findings from Mwangi (2019), who highlighted that while training is essential for enhancing engagement, the lack of personalization and role-specific content can limit its effectiveness. Our study reinforces this point, suggesting that more tailored training programs could better serve diverse employee needs.

Regarding the statement "Training programs I participate in improve my ability to perform my duties effectively," the mean of 3.16 reflects general agreement, but the standard deviation of 1.395 shows considerable variability. Some employees find the training beneficial, while others perceive it as less impactful. One senior staff member remarked, *"The training has helped in some areas, but in others, it feels more like a routine exercise with little impact."* This variability mirrors findings from Rogerson (2018), who observed that while training programs in the South African tourism sector were generally seen as beneficial, employees often struggled to see a direct connection to improved performance. This suggests that the organization might need to refine training to make it more impactful and aligned with specific job requirements.

For the statement "I regularly receive coaching and feedback from my supervisors to improve my work performance," the mean of 3.17 shows that employees generally agree they receive regular feedback. However, the standard deviation of 1.42 indicates significant variability. An HR manager noted, *"We do provide feedback, but sometimes it's not specific enough for employees to take actionable steps."* This aligns with Chiwawa and Wissink (2021), who found that feedback quality and consistency were key factors in fostering employee engagement in the South African hospitality industry. Our study highlights the need for more consistent and specific feedback to support employee performance improvement.

The statement "My organization provides sufficient support for learning and skill enhancement through on-the-job training" received a mean of 3.13, indicating a slightly positive agreement, though closer to neutral. The standard deviation of 1.457 reveals high variability in responses, with some employees feeling that on-the-job training is sufficient, while others find it lacking. One senior staff member shared, *"On-the-job training opportunities are available, but they are not always tailored to the individual's specific career path."* This variability suggests that more personalized on-the-job training could improve employee engagement, as also noted by Muchibi, Mutua, and Juma (2022) in the Kenyan public health sector, where targeted career development programs were found to significantly enhance employee engagement and performance.

Lastly, regarding the statement "The e-learning programs offered by my organization are accessible and useful in enhancing my skills," the mean of 3.09 indicates a neutral-to-slight agreement. The standard deviation of 1.418 shows variability, with some employees finding the programs helpful, while others encounter challenges with accessibility or effectiveness. One employee remarked, *"The e-learning platform is there, but the content could be more engaging and relevant to our specific roles."* This feedback aligns with Batinoluho (2022), who found that in Tanzania's tourism sector, e-learning programs were underutilized due to lack of engagement and relevance to employees' daily tasks. Our study suggests that improving the content and accessibility of e-learning platforms could enhance employee participation and development.

Our findings on employee engagement in relation to training, feedback, and development are consistent with previous research. For instance, Mwangi (2019) and Rogerson (2018) highlighted the importance of tailored training and consistent feedback in enhancing employee engagement. Similar to Chiwawa and Wissink (2021), our study found significant variability in employees' perceptions of feedback, indicating that consistency and clarity in feedback are essential for improving employee performance and engagement. Moreover, as seen in Muchibi, Mutua, and Juma (2022), our research suggests that on-the-job training, when personalized and aligned with career paths, has the potential to significantly increase employee engagement.

Overall, while our study reinforces existing findings on the importance of training, feedback, and career development, it contributes to the body of knowledge by focusing on the unique context of Kenya's tourism parastatals, where these practices are influenced by both public-sector constraints and sector-specific challenges. Our findings underscore the need for more personalized training and consistent, actionable feedback to foster higher employee engagement and improve performance.

TABLE 15

Employee Productivity

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
I am able to complete my assigned tasks within the expected deadlines	1.7	13.9	38.9	30.1	15.5	3.44	0.969
I effectively manage my	2.70	16.60	36.10	28.00	16.60	3.39	1.033

time to meet performance targets in my daily work							
The quality of my work consistently meets the expectations of my supervisors	4.70	17.90	35.50	27.00	14.90	3.29	1.073
I pay attention to detail and strive to minimize errors in my work	4.40	20.90	31.40	29.70	13.50	3.27	1.074
I am satisfied with my job and plan to continue working in this organization	7.40	21.30	30.70	26.00	14.50	3.19	1.149
I feel motivated to grow my career within this tourism parastatal	10.10	19.30	27.40	27.40	15.90	3.2	1.214
I consistently provide high-quality service to both internal and external stakeholders	10.50	18.20	25.30	30.40	15.50	3.22	1.218
I handle customer or client	10.10	18.90	27.70	28.00	15.20	3.19	1.205

requests in a timely and professional manner

The results presented in Table 15 provide valuable insights into employee perceptions of time management, job satisfaction, work quality, and motivation, all of which are critical components of employee productivity.

For the statement "I am able to complete my assigned tasks within the expected deadlines," the mean of 3.44 indicates that employees generally agree they are able to meet deadlines. The low standard deviation of 0.969 indicates consistent agreement across employees. One HR manager mentioned, *"Deadlines are typically met, and employees are generally efficient, contributing to overall productivity."* This finding aligns with Kaleem (2019), who found that time management and meeting deadlines were significant factors influencing employee productivity in public service organizations. Our study highlights that meeting deadlines is a strong indicator of productivity in the tourism parastatal sector, where timely delivery is crucial to organizational success.

For the statement "I effectively manage my time to meet performance targets in my daily work," the mean of 3.39 suggests slight agreement, indicating that while many employees manage their time effectively, there is variability in how well they meet their performance targets. One senior staff member shared, *"Time management is a challenge for some, and we need to offer more tools and training to improve in this area."* This is consistent with Adejare et al. (2020), who found that time management issues in Nigerian public institutions negatively impacted productivity. Our study suggests that providing employees with better tools and training could help improve time management skills, leading to enhanced productivity.

For the statement "The quality of my work consistently meets the expectations of my supervisors," the mean of 3.29 indicates general agreement, but the response is closer to neutral, suggesting variability in work quality. One HR professional remarked, *"While most employees meet expectations, there are a few who struggle with consistency."* This variability aligns with Ali et al. (2019), who found that while employee performance in the public sector can be generally high, inconsistencies in work quality remain a challenge. Our study indicates that better training and clearer performance expectations could improve work consistency, ultimately boosting overall productivity.

The statement "I pay attention to detail and strive to minimize errors in my work" had a mean of 3.27, indicating that while employees generally strive to minimize errors, there is room for improvement in attention to detail. One manager commented, *"Attention to detail is critical, but some employees need additional support to minimize errors."* This feedback resonates with findings from Mutunga (2020), who identified that a lack of attention to detail in Kenyan public organizations sometimes leads to errors that undermine productivity. Our study suggests that enhanced training and supervision could help address these challenges and improve service quality and employee performance.

For the statement "I am satisfied with my job and plan to continue working in this organization," the mean of 3.19 suggests general agreement, but with variability in employee satisfaction. One senior staff member noted, *"There is general satisfaction, but we need to address the concerns of those who may be less satisfied to improve retention."* This variability is similar to Mwangi (2019), who found that job satisfaction in Kenyan public organizations was a significant driver of employee retention and productivity. Our study highlights that enhancing job satisfaction through clear career paths and addressing employee concerns could improve employee retention, leading to sustained productivity.

The statement "I feel motivated to grow my career within this tourism parastatal" had a mean of 3.20, indicating slight agreement that employees are motivated to grow their careers within the organization. One manager mentioned, *"Career growth is important, but there's a lack of clear pathways for some employees, which affects motivation."* This finding is consistent with Chiwawa and Wissink (2021), who noted that career development is a critical factor in employee motivation. Our study suggests that creating clear career advancement paths could increase employee engagement and enhance productivity in the long term.

Our findings on employee productivity are consistent with previous research, particularly regarding time management, work quality, and job satisfaction. For example, Kaleem (2019) highlighted that time management is a crucial driver of employee productivity in public institutions, which is supported by our finding that employees are generally able to meet deadlines. Similarly, Adejare et al. (2020) and Mutunga (2020) found that work quality and attention to detail are essential for maintaining productivity, but issues with inconsistency still persist, as seen in our study.

However, our research contributes to the body of knowledge by focusing specifically on Kenya's tourism parastatals, where employee engagement and career development appear to be key factors influencing overall productivity. By highlighting job satisfaction and career growth as critical areas for improvement, our study provides actionable insights into how public-sector tourism organizations can enhance employee performance through targeted initiatives in these areas.

4.6 Diagnostic Tests

We performed diagnostic statistics to validate the regression model's assumptions, ensuring accuracy in our analysis. This included tests for normality, linearity, multicollinearity, and homoscedasticity. By confirming these assumptions, we enhanced the reliability of our findings, ensuring that the results of the regression analysis on SHRM practices and productivity were robust and credible.

4.6.1 Normality Test

Normality tests were conducted to ensure that the residuals of the regression model followed a bell-shaped distribution, which is essential for valid hypothesis testing and confidence interval estimation. The results of these tests, including the Shapiro-Wilk test and visual inspections, are presented in Table 4.13, confirming the normality assumption for the regression analysis.

TABLE 16

Normality Test Results

	Kolmogorov-Smirnova			**Shapiro-Wilk**		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
Standardized Residual	0.03	296	.200*	0.994	296	0.345
* This is a lower bound of the true significance.						
a Lilliefors Significance Correction						

The results of the normality tests, presented in Table 16, provide insights into the distribution of the residuals in the regression analysis. Two normality tests were conducted: the Kolmogorov-Smirnov test and the Shapiro-Wilk test, both of which are commonly used to assess whether the residuals deviate from a normal distribution, as Ghasemi & Zahediasl

(2018) emphasize the importance of normality in regression analysis for valid hypothesis testing and confidence interval estimation.

For the Kolmogorov-Smirnov test, the statistic is 0.03, with a significance value of 0.200 ($p > 0.05$). According to Ghasemi & Zahediasl (2018), a p-value greater than 0.05 indicates that the residuals do not significantly deviate from normality. In this case, the non-significant result ($p > 0.05$) suggests that the residuals do not significantly differ from a normal distribution, meaning they are approximately normally distributed.

Similarly, for the Shapiro-Wilk test, the statistic is 0.994, with a significance value of 0.345 ($p > 0.05$). The Shapiro-Wilk test, as highlighted by Flatt & Jacobs (2019), is particularly sensitive for smaller sample sizes, and a p-value greater than 0.05 supports the assumption of normality. In this case, the non-significant result ($p > 0.05$) further confirms that the residuals follow a normal distribution, as normality is essential for the validity of regression analysis.

Both tests (Kolmogorov-Smirnov and Shapiro-Wilk) indicate non-significant results ($p > 0.05$), which suggests that the residuals meet the normality assumption for regression analysis. This is crucial, as Flatt & Jacobs (2019) emphasize, confirming the normality of residuals ensures that inferences about the relationship between variables are valid and trustworthy.

The results from Table 4.13 confirm that the residuals meet the normality assumption, which is essential for the validity of the regression analysis. The non-significant p-values in both the Kolmogorov-Smirnov and Shapiro-Wilk tests support that the residuals are normally distributed, thereby ensuring the robustness and reliability of the regression model used in this study. As Ghasemi & Zahediasl (2018) note, confirming normality enhances the credibility of the regression analysis, allowing for accurate and meaningful conclusions.

In addition to the statistical tests, graphical methods were also employed to visually assess the normality of the residuals. As shown in Figure 8, a Q-Q plot (quantile-quantile plot) was generated to visually inspect the distribution of the residuals. The points on the Q-Q plot closely follow a straight diagonal line, indicating that the residuals are approximately normally distributed. This visual confirmation aligns with the results from the Shapiro-Wilk and Kolmogorov-Smirnov tests, further supporting the validity of the normality assumption.

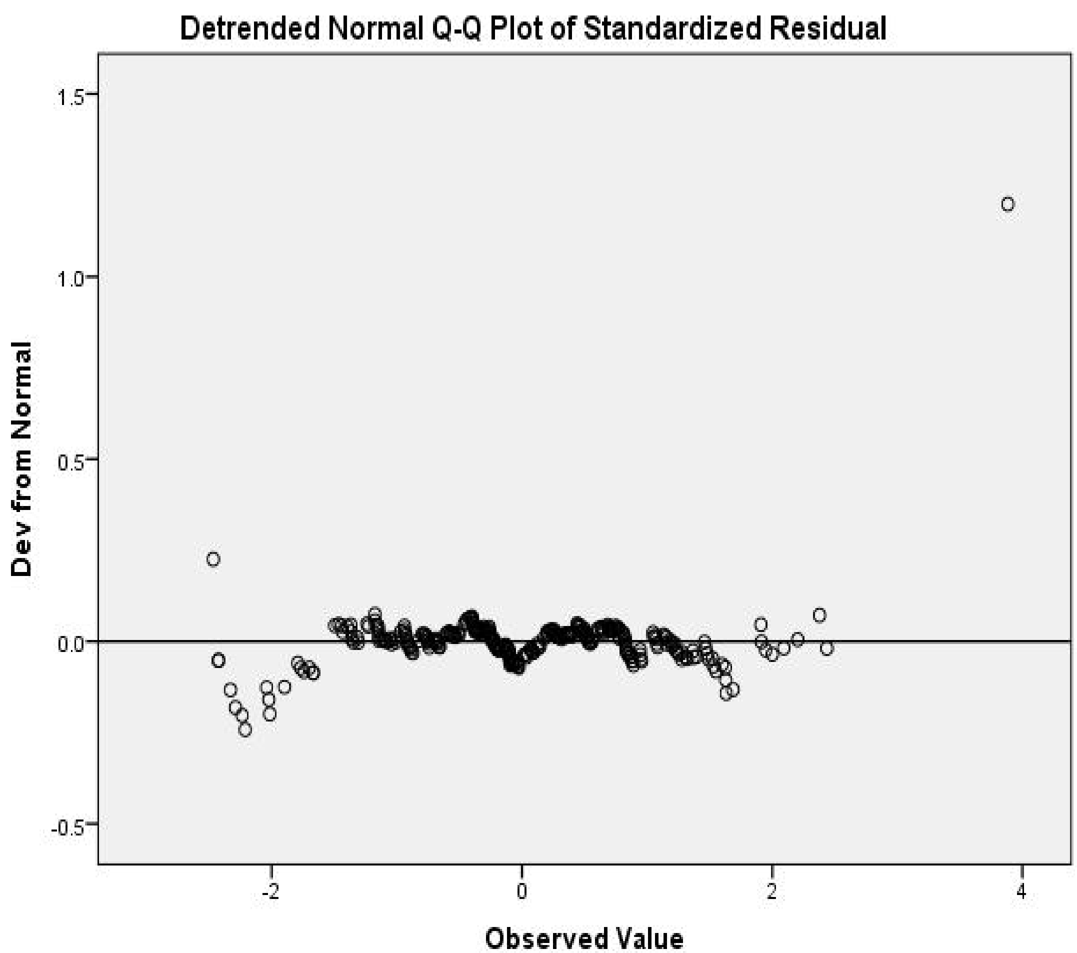


FIGURE 8

Q-Q Plot for Standardized Residuals

The Detrended Normal Q-Q Plot of standardized residuals shows how closely the residuals of the regression model follow a normal distribution. The x-axis represents the observed values, while the y-axis indicates the deviation from normality. In the plot, most of the points are closely aligned along the horizontal line at zero, suggesting that the residuals are approximately normally distributed. There are a few points deviating from the line, particularly on the far right, which may indicate potential outliers or extreme values. However, these deviations are minimal and do not significantly challenge the normality assumption. This visual confirmation is consistent with the results of the Shapiro-Wilk and Kolmogorov-Smirnov tests, where the residuals were found to meet the normality assumption, further supporting the validity of the regression model for hypothesis testing.

4.6.2 Linearity Tests

Linearity tests were conducted to verify the assumption that there is a straight-line relationship between Strategic Human Resource Management (SHRM) practices and employee productivity. To assess linearity, scatterplots, partial regression plots, and residual plots were examined. A random scatter of residuals around zero confirmed the linearity assumption, ensuring the validity of the regression model and supporting meaningful relationships between SHRM practices and productivity, as highlighted by Flatt & Jacobs (2019) and Salmerón et al. (2020).

Figure 9 presents a scatter plot for linearity, displaying the relationship between the unstandardized residuals (y-axis) and the MeanDV (independent variable on the x-axis). The plot shows that the residuals are generally randomly scattered around zero, indicating that the linearity assumption holds. There is no clear pattern or curve in the residuals, suggesting that the relationship between the independent and dependent variables is linear. However, a slight upward trend at higher values of MeanDV can be observed, which may suggest a minor violation of linearity. Overall, the scatter plot indicates that the regression model is appropriate, but further investigation may be needed to address the slight trend at higher values.

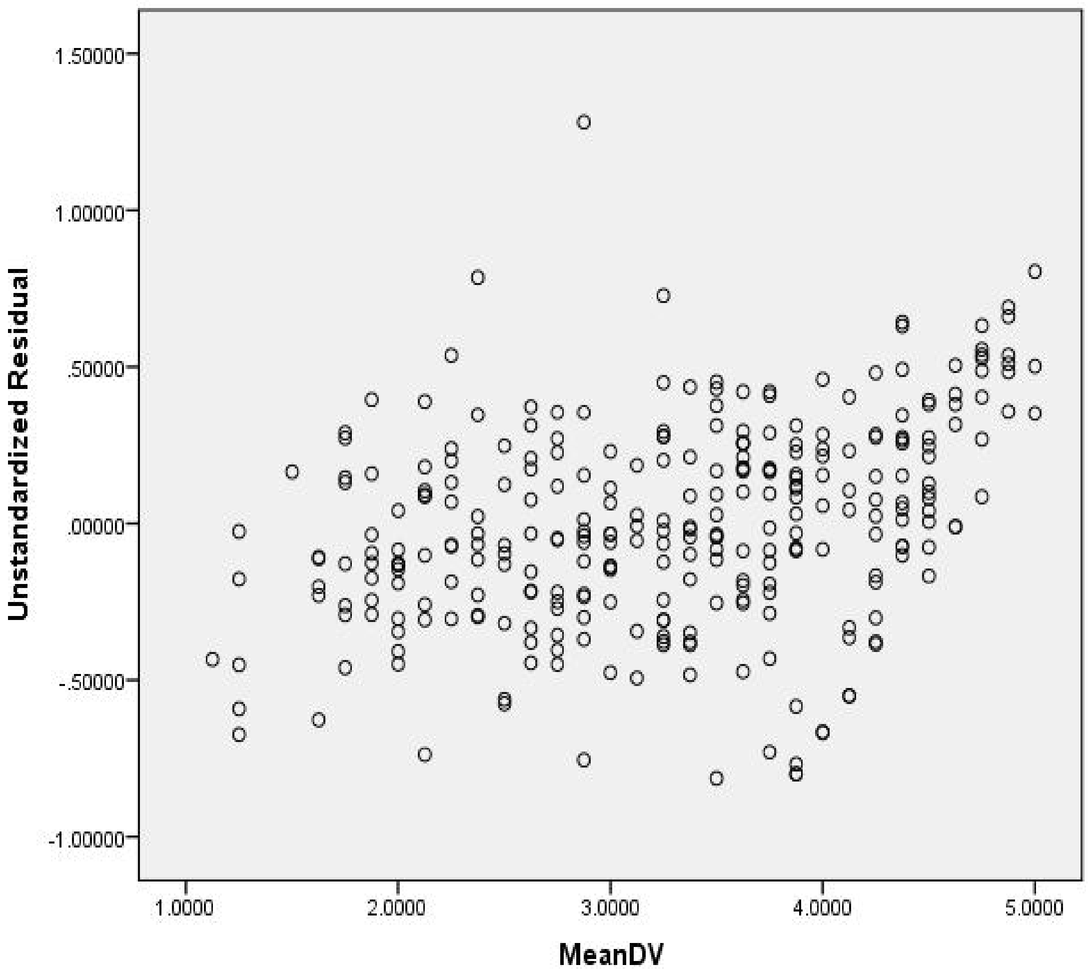


FIGURE 9

Scatter plot for Linearity

4.6.3 Multicollinearity Tests

Multicollinearity tests were conducted to assess whether the independent variables in the regression model (Mean_Succession Planning, Mean_Employee Training and Development, Mean_Performance Appraisal, Mean_Employee Engagement) are highly correlated with each other, as multicollinearity can distort the regression results. The results of these tests, including Tolerance and Variance Inflation Factor (VIF), are presented in Table 17.

TABLE 17

Multicollinearity Tests

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.425	0.07		6.073	.000		
	Mean_Succession Planning	0.065	0.022	0.079	3.014	0.003	0.602	1.661
	Mean_Employee Training and Development	0.062	0.021	0.08	2.95	0.003	0.567	1.764
	Mean_Performance Appraisal	0.676	0.037	0.792	18.065	.000	0.217	4.607
	Mean_Employee Engagement	0.047	0.024	0.061	1.924	0.040	0.413	2.422

a Dependent Variable: Mean_Employee Productivity

The Tolerance and VIF values, presented in Table 17, indicate that Mean_Succession Planning and Mean_Employee Training and Development show no significant multicollinearity issues, with acceptable VIF and Tolerance values. However, Mean_Performance Appraisal has a low Tolerance value of 0.217 and a VIF of 4.607, suggesting moderate multicollinearity with other variables. Mean_Employee Engagement also shows no multicollinearity concerns, with a Tolerance of 0.413 and a VIF of 2.422. Overall, the variables were unaffected by multicollinearity.

4.6.4 Homoscedasticity Tests

Homoscedasticity tests were conducted to ensure that the variance of residuals remains constant across all levels of the independent variables. The results of these tests, including any relevant visual inspections and formal tests, are presented in Table 18. These tests help confirm that the assumptions of equal variance are met, ensuring the accuracy of the regression model's estimates.

TABLE 18

Homoscedasticity Results

Breusch-Pagan Chi2	Prob > Chi2
6.861819	0.1441 > 0.05

The Breusch-Pagan test results show a Chi-squared statistic of 6.861819 and a p-value of 0.1441. Since the p-value is greater than the significance level of 0.05, this suggests that there is no significant evidence of heteroscedasticity. This indicates that the residuals of the regression model do not exhibit non-constant variance across different levels of the independent variables. Therefore, the assumption of homoscedasticity holds, meaning the model is not affected by heteroscedasticity.

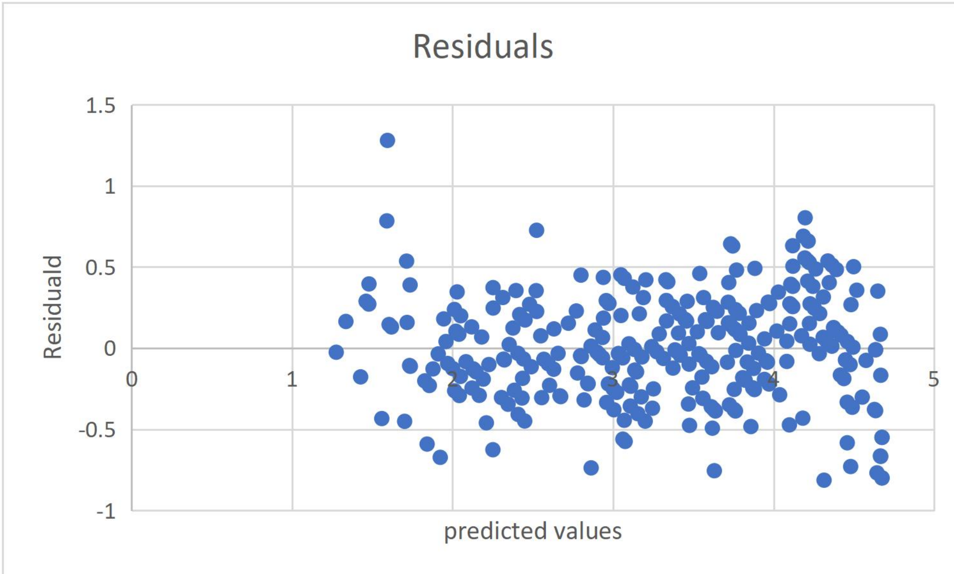


FIGURE 10

Scatter Plot Residuals vs Fitted Values

From Figure 10 , we observe that the residuals are evenly scattered around zero, without any significant trend or funnel shape. This suggests that the variance of the residuals remains relatively constant across different levels of the predicted values, supporting the assumption of homoscedasticity. The spread of the residuals does not increase or decrease as the predicted values change, which indicates no obvious issues with the model's error variance.

Both the Breusch-Pagan test and the scatter plot of residuals vs. fitted values suggest that the assumption of homoscedasticity is valid in this model. The residuals exhibit a constant variance, and there is no significant evidence of heteroscedasticity, which supports the reliability of the regression results and the validity of the model's inferences.

4.7 Correlation Analysis

A correlation analysis was conducted to explore the relationships between the key study variables, including Succession Planning, Employee Training and Development, Performance Appraisal, Employee Engagement, and Employee Productivity. This analysis was used to identify potential linear relationships and the strength of associations between the variables, which could provide insights into how these factors are related. The findings from the correlation analysis offer a deeper understanding of the interdependencies among these variables, informing the subsequent regression analysis and interpretation.

TABLE 19

Correlation Analysis

		Mean_Succession Planning	Mean_Employee Training and Development	Mean_Performance Appraisal	Mean_Employee Engagement	Mean_Employee Productivity
Mean_Succession Planning	Pearson Correlation	1	.220**	.589**	.374**	.587**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	296	296	296	296	296
Mean_Employee Training and Development	Pearson Correlation	.220**	1	.614**	.371**	.607**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	296	296	296	296	296
Mean_Performance Appraisal	Pearson Correlation	.589**	.614**	1	.750**	.934**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	296	296	296	296	296
Mean_Employee Engagement	Pearson Correlation	.374**	.371**	.750**	1	.714**
	Sig. (2-	0.000	0.000	0.000		0.000

	tailed)					
	N	296	296	296	296	296
Mean_Employee Productivity	Pearson Correlation	.587**	.607**	.934**	.714**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	296	296	296	296	296

** Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation analysis presented in Table 19 explores the relationships between the independent variables (succession planning, employee training and development, performance appraisal, and employee engagement) and the dependent variable (employee productivity). All correlations are statistically significant at the 0.01 level (2-tailed), indicating a strong relationship between the variables.

The correlation between succession planning and employee productivity is 0.587. This strong positive correlation suggests that as the effectiveness of succession planning improves, employee productivity also increases. Organizations with structured succession planning frameworks tend to see higher employee productivity, which aligns with the findings of Hassan and Siddiqui (2020) and Rotich and Kiiru (2021), who demonstrated that clear succession pathways improve workforce efficiency and retention. The results in this study reinforce that investing in succession planning can lead to more productive employees within Kenyan tourism parastatals.

The correlation between employee training and development and employee productivity is 0.607, indicating a strong positive relationship. This suggests that enhanced training and development initiatives lead to improved employee productivity. This finding is consistent with Gitongu (2021) and Rogerson (2018), who found that continuous training significantly improves employee performance and operational efficiency. The data supports the idea that when tourism parastatals in Kenya invest in structured training programs, it leads to higher productivity, better service quality, and increased employee satisfaction.

The correlation between performance appraisal and employee productivity is 0.934, the highest correlation in the table, signifying a very strong relationship. This result suggests that performance appraisals are critical to improving employee productivity. The high correlation aligns with the findings of Matookchund and Steyn (2020) and Kagema and Irungu (2018), who highlighted that effective performance appraisal systems enhance employee motivation and productivity. The study indicates that tourism parastatals that implement regular and well-structured performance appraisals can expect significant improvements in workforce efficiency and service delivery.

The correlation between employee engagement and employee productivity is 0.714, also a strong positive relationship. Engaged employees are more productive, as engagement enhances motivation, job satisfaction, and commitment to work. This finding is consistent with Mwangi (2019) and Muchibi, Mutua, and Juma (2022), who emphasized that engaged employees are more likely to contribute to higher levels of productivity. The data in this study supports the view that fostering employee engagement in Kenyan tourism parastatals can enhance productivity by increasing motivation and job satisfaction.

The correlation analysis confirms that all the independent variables (succession planning, employee training and development, performance appraisal, and employee engagement) have a significant positive impact on employee productivity. These findings align with existing literature and underscore the importance of integrating strategic HRM practices into the management of tourism parastatals in Kenya. Specifically, the study shows that focusing on effective succession planning, training, performance appraisals, and employee engagement can enhance productivity, improve employee satisfaction, and ultimately contribute to the long-term success of these public organizations.

4.8 Regression Analysis

The regression analysis was conducted to examine the relationship between the independent variables (succession planning, employee training and development, performance appraisal, and employee engagement) and the dependent variable (employee productivity). The analysis included the generation of the model summary, the Analysis of Variance (ANOVA), and the regression coefficients tables. These outputs were used to assess the strength and significance of the relationships between the variables, as well as the overall fit of the model. The results from the model summary provided insights into the proportion of variance in employee productivity explained by the independent variables. The ANOVA table was used to determine whether the regression model was statistically significant, and the regression coefficients were interpreted to understand the individual contributions of each independent variable to employee productivity.

4.8.1 Relationship Between Succession Planning and Employee Productivity at Tourism Parastatals In Kenya

TABLE 20

A Model Summary of Bivariate Regression Analysis between Succession Planning and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587a	0.344	0.342	0.762611

a Predictors: (Constant), Mean_Succession Planning
b Dependent Variable: Mean_Employee Productivity

The regression analysis results in Table 20 indicate a moderate positive correlation of 0.587 between succession planning and employee productivity, suggesting that effective succession planning improves productivity. The R^2 value of 0.344 shows that succession planning explains 34.4% of the variability in employee productivity, indicating its significant influence but also highlighting that other factors contribute to the remaining variance. The Adjusted R^2 of 0.342 supports the robustness of the model. The Standard Error of the Estimate (0.762611) indicates a moderate level of prediction accuracy. These results align with findings by Hassan and Siddiqui (2020) and Rotich and Kiiru (2021), suggesting that well-structured succession planning enhances productivity, but other HR practices may also play a role.

TABLE 21

ANOVA for Succession Planning and Employee Productivity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.74534	1	89.74534	154.314	.000[b]
	Residual	170.9833	294	0.581576		
	Total	260.7287	295			

a. Dependent Variable: Mean_Employee Productivity
b. Predictors: (Constant), Mean_Succession Planning

The ANOVA results in Table 21 indicate that the regression model predicting employee productivity from succession planning is statistically significant ($F = 154.314$, $p < 0.001$). This means that succession planning significantly explains variations in employee productivity. The regression model accounts for a meaningful portion of the variability in the dependent variable, supporting the notion that structured succession planning positively influences employee performance. These findings are consistent with previous studies by Hassan and Siddiqui (2020) and Rotich and Kiiru (2021), which reported that succession planning enhances workforce efficiency and operational effectiveness.

TABLE 22

Regression of Coefficients for Succession Planning and Employee Productivity

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.777	0.128		13.832	0.000
	Mean_Succession Planning	0.48	0.039	0.587	12.422	0.000

a Dependent Variable: Mean_Employee Productivity

The regression coefficients in Table 22 show that succession planning has a positive and significant effect on employee productivity. The unstandardized coefficient (B = 0.48, $p < 0.001$) indicates that for every one-unit increase in succession planning, employee productivity increases by 0.48 units, holding other factors constant. The standardized coefficient (Beta = 0.587) confirms a strong positive relationship. The constant term (B = 1.777, $p < 0.001$) represents the baseline level of employee productivity when succession planning is zero.

These results align with the findings of Hassan and Siddiqui (2020) and Rotich and Kiiru (2021), who reported that structured succession planning enhances employee performance, engagement, and overall organizational efficiency. The findings suggest that investing in clear succession pathways can substantially improve workforce productivity in tourism parastatals in Kenya.

The regression model can therefore be expressed as:

Employee Productivity = 1.777+0.48 (Succession Planning) + ϵ

A linear trend of the equation above

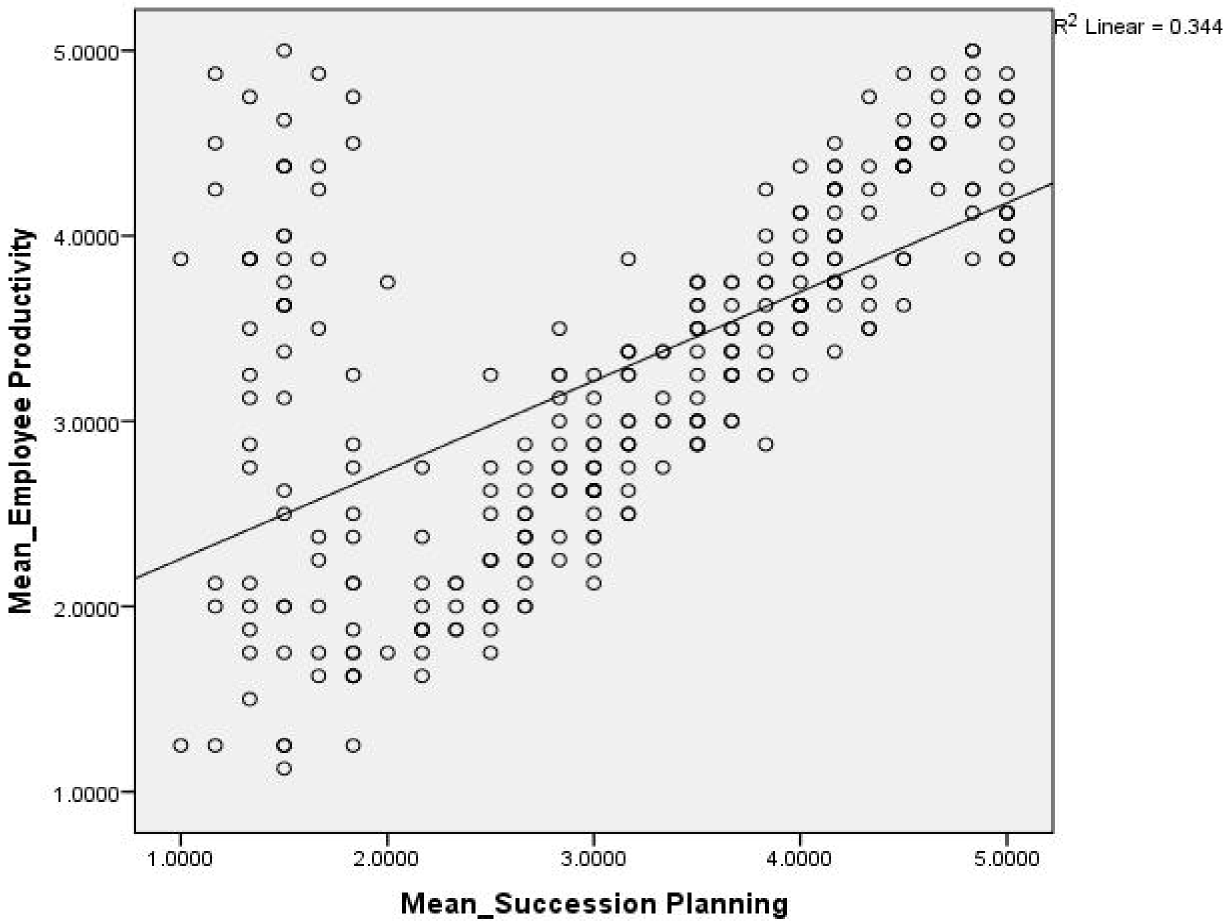


FIGURE 11

Linear Trend of Succession Planning and Employee Productivity

The graph depicts a scatter plot showing the relationship between Mean Succession Planning (X-axis) and Mean Employee Productivity (Y-axis) in tourism parastatals. The plot includes a linear trend line, which suggests a positive correlation between the two variables, meaning that as succession planning increases, employee productivity also tends to increase.

The R^2 value of 0.344 indicates that approximately 34.4% of the variability in employee productivity can be explained by succession planning. This suggests a moderate positive effect of succession planning on employee productivity, but also implies that other factors might influence productivity.

4.8.2 The Connection Between Employee Training and Development and Employee Productivity at Tourism Parastatals in Kenya

TABLE 23

A Model Summary of Bivariate Regression Analysis between Employee Training and Development and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607a	0.368	0.366	0.748674

a Predictors: (Constant), Mean_Employee Training and Development
b Dependent Variable: Mean_Employee Productivity

The regression results shown in Table 23 show that Employee Training and Development has a positive relationship with Employee Productivity. The model yields an R value of 0.607, indicating a moderate positive correlation between the independent variable and the dependent variable. The R^2 value of 0.368 suggests that approximately 36.8% of the variation in employee productivity can be explained by training and development initiatives in the tourism parastatals. The adjusted R^2 of 0.366 confirms that the model is reasonably reliable for predicting productivity based on training programs, accounting for the sample size. The standard error of the estimate (0.749) indicates the average deviation of observed productivity scores from the predicted scores.

These findings are consistent with prior studies which found that structured employee training programs enhance workforce efficiency, motivation, and service delivery (Gitongu, 2021; Adejare et al., 2020; Rogerson, 2018). This supports the argument that continuous investment in training is a significant driver of productivity in public-sector tourism organizations.

TABLE 24

ANOVA for Employee Training and Development and Employee Productivity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.938	1	95.938	171.161	.000b
	Residual	164.791	294	0.561		
	Total	260.729	295			

a Dependent Variable: Mean_Employee Productivity
b Predictors: (Constant), Mean_Employee Training and Development

The ANOVA results in Table 24 indicate that the regression model predicting Employee Productivity from Employee Training and Development is statistically significant. The model produces an F-value of 171.161 with a p-value of 0.000, which is below the 0.05 significance level. This confirms that training and development significantly predicts employee productivity in tourism parastatals.

The regression sum of squares (95.938) represents the portion of variation in productivity explained by training and development, whereas the residual sum of squares (164.791) represents unexplained variation. The large F-value demonstrates that the independent variable (training and development) has a meaningful effect on the dependent variable (employee productivity). These findings are consistent with prior studies highlighting the importance of employee training and development in enhancing productivity (Noe, 2017; Gitongu, 2021; Adejare et al., 2020).

TABLE 25

Regression of Coefficients for Employee Training and Development and Employee Productivity

Mo del		Unstandardized Coefficients		Standardized Coefficients	t	Sig .
		B	Std. Error	Beta		
1	(Constant)	1.872	0.116		16.1 72	0.0 00
	Mean_Employee Training	0.468	0.036	0.607	13.0	0.0

and Development	83	00

a Dependent Variable: Mean_Employee Productivity

The results in Table 25 show that Employee Training and Development has a positive and statistically significant effect on Employee Productivity. The unstandardized coefficient (B = 0.468, p = 0.000) indicates that for every one-unit increase in training and development, employee productivity increases by 0.468 units, holding other factors constant. The standardized coefficient (Beta = 0.607) shows a strong positive relationship, confirming that training and development is a major predictor of productivity. The intercept (B = 1.872, p = 0.000) represents the expected productivity when training and development is zero.

These findings align with prior research emphasizing that structured employee training and development programs enhance productivity (Noe, 2017; Gitongu, 2021; Adejare et al., 2020).

The model was expressed as follows;

Employee Productivity = 1.872 + 0.468 (Employee Training and Development) + ϵ

The graphical representation of the model is as below

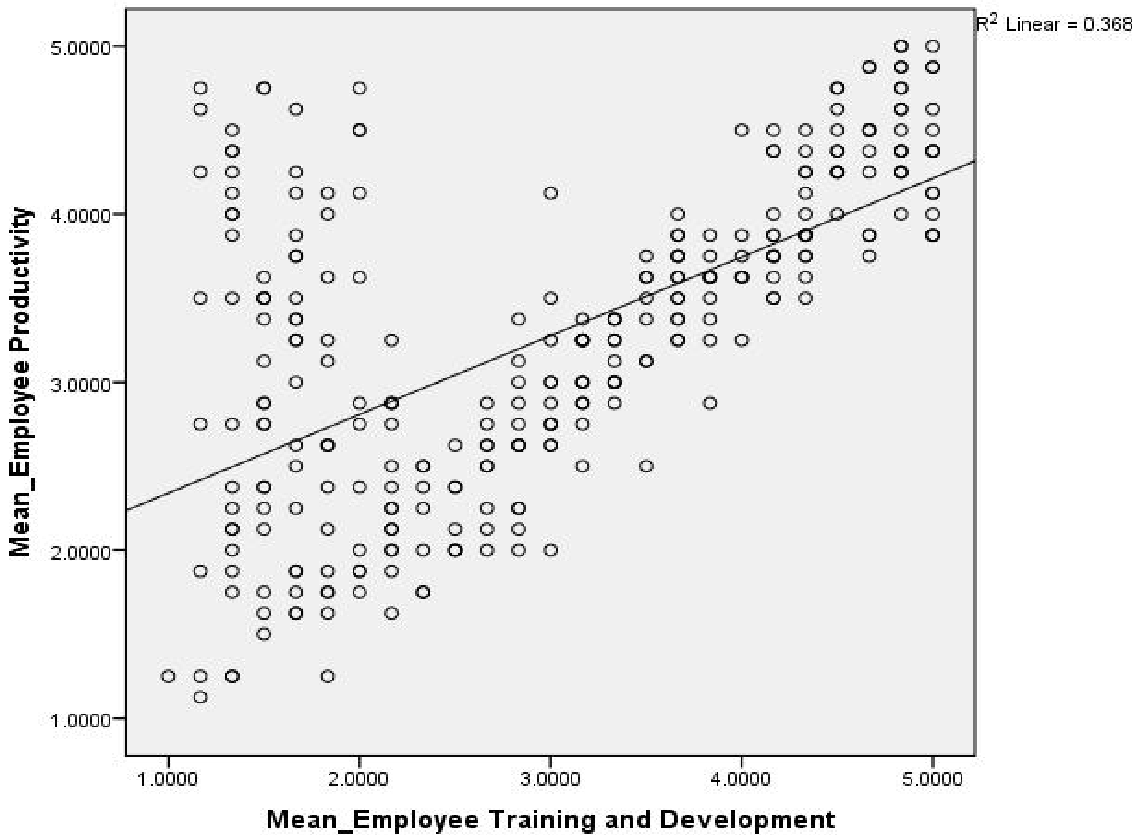


FIGURE 12

Linear Trend of Employee Training and Development and Employee Productivity

Figure 12 shows a scatter plot depicting the relationship between Mean Employee Training and Development (X-axis) and Mean Employee Productivity (Y-axis). A linear trend line is overlaid on the plot, demonstrating a positive correlation between the two variables, meaning that as employee training and development increases, employee productivity also increases.

The R^2 value of 0.368 indicates that 36.8% of the variation in employee productivity can be explained by employee training and development. This suggests that training programs have a moderate positive effect on productivity, but there are likely other factors not included in the model that also contribute to productivity levels.

4.8.3 How Employee Engagement is Associated with Employee Productivity at Tourism Parastatals in Kenya

TABLE 26

A Model Summary of Bivariate Regression Analysis between Employee Engagement Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714a	0.51	0.509	0.659049

a Predictors: (Constant), Mean_Employee Engagement
b Dependent Variable: Mean_Employee Productivity

The regression results in Table 26 indicates a strong positive relationship between employee engagement and employee productivity. The R value of 0.714 suggests a moderate to strong correlation, meaning that as employee engagement increases, employee productivity also increases. The R^2 value of 0.51 reveals that 51% of the variation in employee productivity can be explained by employee engagement, indicating a substantial proportion of the variability in productivity is explained by engagement. The Adjusted R^2 value of 0.509 confirms the model's robustness after accounting for the number of predictors. The standard error of the estimate (0.6590491) shows the average deviation of observed productivity from the predicted values, indicating a moderate prediction accuracy.

These results align with Mwangi (2019) and Muchibi, Mutua, and Juma (2022), who found that employee engagement significantly enhances productivity in public-sector organizations, including tourism parastatals.

TABLE 27

ANOVA for Employee Engagement Employee Productivity

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	133.031	1	133.031	306.279	.000b
	Residual	127.698	294	0.434		
	Total	260.729	295			

a Dependent Variable: Mean_Employee Productivity
b Predictors: (Constant), Mean_Employee Engagement

The ANOVA results in Table 27 indicate that the regression model predicting employee productivity from employee engagement is statistically significant. The F-value of 306.279 with a p-value of 0.000 shows that employee engagement significantly affects employee productivity in tourism parastatals. The regression sum of squares (133.031) represents the variation in employee productivity explained by employee engagement, while the residual sum of squares (127.698) represents the unexplained variation. The large F-value further confirms that employee engagement is a meaningful predictor of productivity.

These findings align with the work of Mwangi (2019) and Muchibi, Mutua, and Juma (2022), who found that higher levels of engagement significantly contribute to increased productivity in public-sector organizations.

TABLE 28

Regression of Coefficients for Employee Engagement Employee Productivity

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.55	0.106		14.663	.000
	Mean_Employee Engagement	0.546	0.031	0.714	17.501	.000

a Dependent Variable: Mean_Employee Productivity

The results in Table 28 indicate that employee engagement has a strong positive and statistically significant effect on employee productivity. The unstandardized coefficient (B =

0.546, $p = 0.000$) suggests that for each one-unit increase in employee engagement, employee productivity increases by 0.546 units, assuming other factors remain constant. The standardized coefficient (Beta = 0.714) shows a strong positive relationship between the two variables, indicating that employee engagement has a significant and impactful contribution to productivity.

The constant term ($B = 1.55$, $p = 0.000$) represents the baseline level of employee productivity when engagement is zero.

These results align with Mwangi (2019) and Muchibi, Mutua, and Juma (2022), who found that higher levels of employee engagement lead to increased productivity and workforce efficiency, especially in the public sector.

Regression Model:

Employee Productivity= 1.55 + 0.546 (Employee Engagement) + ϵ

This model indicates that employee engagement plays a key role in enhancing employee productivity within Kenyan tourism parastatals.

The linear trend line is as shown below

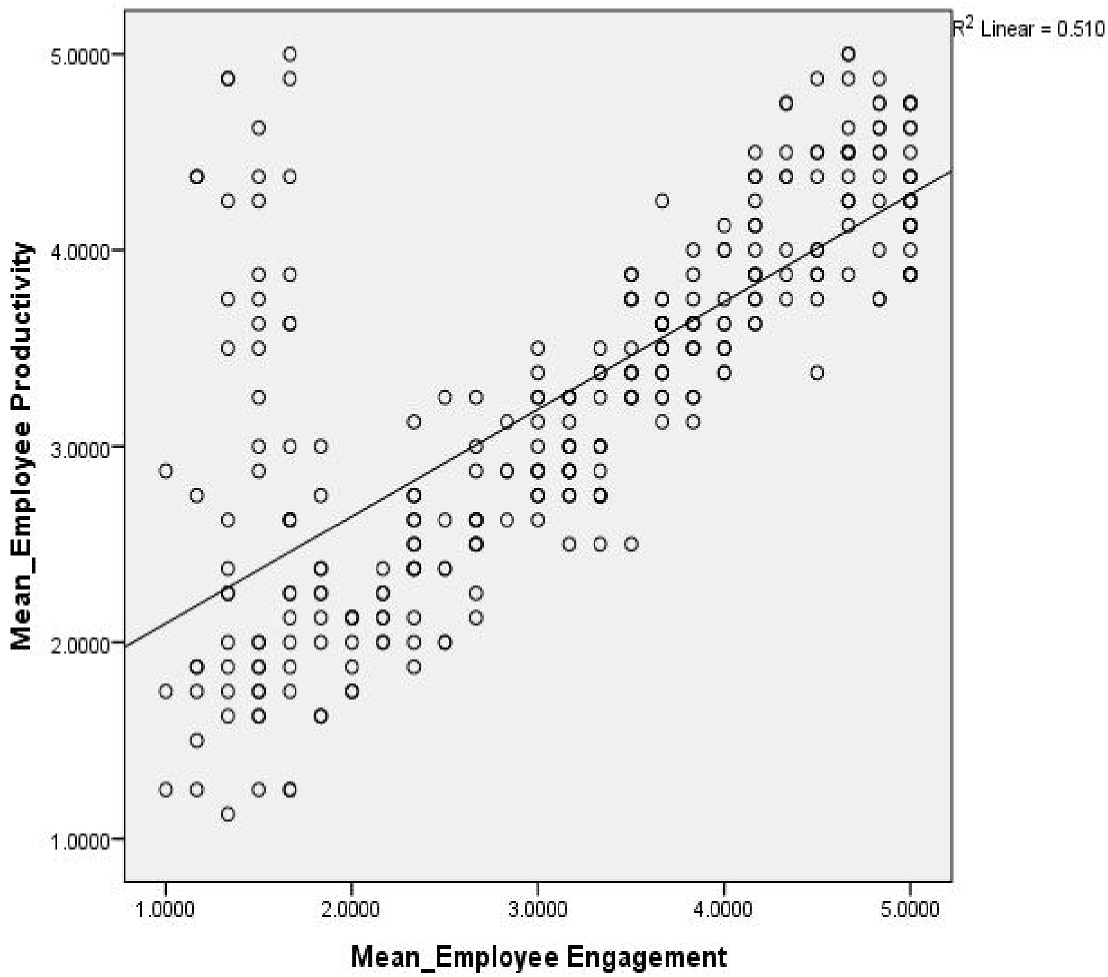


FIGURE 13

Linear Trend of Employee Engagement and Employee Productivity

Figure 13 shows a scatter plot illustrating the relationship between Mean Employee Engagement (X-axis) and Mean Employee Productivity (Y-axis). The plot includes a linear trend line, indicating a positive correlation between the two variables. This suggests that as employee engagement increases, employee productivity also tends to increase.

The R^2 value of 0.510 indicates that 51% of the variation in employee productivity can be explained by employee engagement. This implies that employee engagement has a moderate-to-strong positive impact on productivity, but other factors beyond engagement likely also contribute to productivity levels.

4.8.4 The Link Between Performance Appraisal and Employee Productivity at Tourism Parastatals in Kenya.

TABLE 29

A Model Summary of Bivariate Regression Analysis between Performance Appraisal and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934a	0.872	0.872	0.336741

a Predictors: (Constant), Mean_Performance Appraisal
b Dependent Variable: Mean_Employee Productivity

The regression results in Table 29 indicate a very strong positive relationship between performance appraisal and employee productivity. The R value of 0.934 suggests a very high correlation, meaning that performance appraisal is strongly associated with employee productivity. The R^2 value of 0.872 indicates that 87.2% of the variance in employee productivity can be explained by performance appraisal, which is a substantial proportion. The Adjusted R^2 of 0.872 confirms that the model is robust and reliable, accounting for the number of predictors in the model. The Standard Error of the Estimate (0.336741) indicates that the observed values of productivity deviate from the predicted values by an average of approximately 0.337 units, suggesting a good fit of the model.

These findings align with previous studies, including Matookchund and Steyn (2020) and Kagema and Irungu (2018), who highlighted that well-structured performance appraisals are critical for enhancing employee motivation and productivity.

TABLE 30

ANOVA for Performance Appraisal and Employee Productivity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	227.3906	1	227.3906	2005.301	.000[b]
	Residual	33.33806	294	0.113395		
	Total	260.7287	295			

a. Dependent Variable: Mean_Employee Productivity
b. Predictors: (Constant), Mean_Performance Appraisal

The ANOVA results in Table 30 indicate that the regression model predicting employee productivity from performance appraisal is statistically significant. The F-value of 2005.301 with a p-value of 0.000 confirms that performance appraisal is a highly significant predictor of employee productivity in tourism parastatals. The regression sum of squares (227.3906) represents the variation in employee productivity explained by performance appraisal, while the residual sum of squares (33.3381) represents the unexplained variation. The extremely large F-value demonstrates the strength of the relationship, suggesting that performance appraisal plays a crucial role in improving employee productivity.

These findings align with studies by Matookchund and Steyn (2020) and Kagema and Irungu (2018), which showed that structured performance appraisals significantly enhance motivation and overall productivity in public-sector organizations.

TABLE 31

Regression of Coefficients for Performance Appraisal and Employee Productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.547	0.064		8.544	.000
	Mean_Performance Appraisal	0.797	0.018	0.934	44.781	.000

a Dependent Variable: Mean_Employee Productivity

The regression coefficients in Table 31 show a strong and statistically significant relationship between performance appraisal and employee productivity. The unstandardized coefficient (B = 0.797, p = 0.000) indicates that for every one-unit increase in performance appraisal, employee productivity increases by 0.797 units, while holding other factors constant. The standardized coefficient (Beta = 0.934) further supports the strength of the relationship, indicating that performance appraisal has a very strong effect on employee productivity. The constant term (B = 0.547, p = 0.000) represents the baseline level of employee productivity when performance appraisal is zero.

These results align with Matookchund and Steyn (2020) and Kagema and Irungu (2018), who found that structured performance appraisals significantly improve employee motivation and productivity. In the context of Kenyan tourism parastatals, these results suggest that implementing effective performance appraisal systems can substantially enhance employee productivity.

Regression Model:

Employee Productivity = 0.547 + 0.797 (Performance Appraisal) + ϵ

The graphical representation of the model is

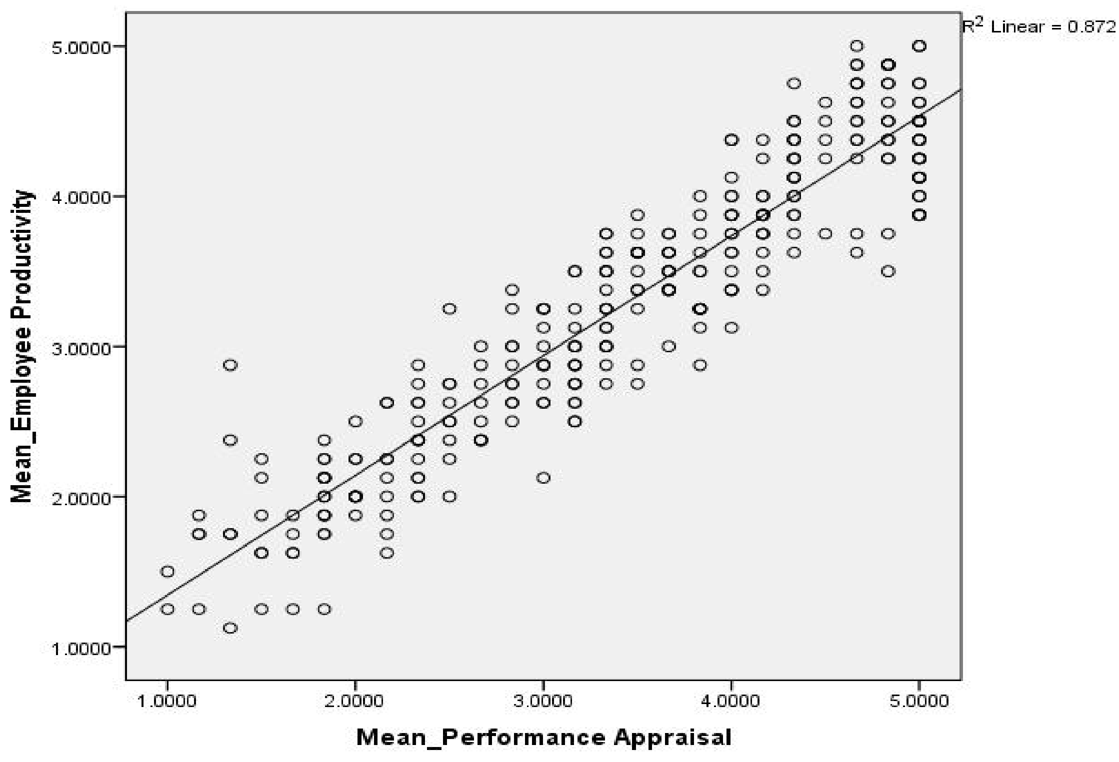


FIGURE 14

Linear Trend of Performance Appraisal and Employee Productivity

Figure 14 illustrates a scatter plot showing the relationship between Mean Performance Appraisal (X-axis) and Mean Employee Productivity (Y-axis). The plot includes a linear trend line, which indicates a strong positive correlation between the two variables, suggesting that as performance appraisal increases, employee productivity also tends to increase.

The R^2 value of 0.872 indicates that 87.2% of the variation in employee productivity can be explained by performance appraisal. This suggests a very strong impact of performance appraisal on employee productivity, with the model being highly reliable in predicting productivity based on appraisal scores.

4.8.5 Assessing the Combined Influence of HRM Practices on Employee Productivity

Having analyzed the individual relationships between each of the key variables succession planning, employee training and development, employee engagement, and performance appraisal and employee productivity, it is now important to understand the combined effect of these factors. By considering these variables together in a multiple regression analysis, we can assess how they interact and contribute collectively to employee productivity, offering a more comprehensive understanding of the drivers of productivity in tourism parastatals.

TABLE 32

A Model Summary of Bivariate Regression Analysis between HRM Practices and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937a	0.879	0.877	0.329882

a Predictors: (Constant), Mean_Performance Appraisal, Mean_Succession Planning, Mean_Employee Training and Development, Mean_Employee Engagement
b Dependent Variable: Mean_Employee Productivity

The results presented in Table 32 demonstrate that the multiple regression model effectively predicts employee productivity based on the combined influences of performance appraisal, succession planning, employee training and development, and employee engagement. The R value of 0.937 indicates a very strong positive correlation between these predictors and employee productivity. Additionally, the R^2 value of 0.879 shows that 87.9% of the variation in productivity can be explained by these four independent variables, highlighting the model's strong explanatory power. The Adjusted R^2 value of 0.877 further confirms the robustness of the model, accounting for the number of predictors used. The Standard Error of the Estimate (0.329882) indicates a relatively small prediction error, with the model's predicted values deviating from actual values by approximately 0.33 units. These findings suggest that the combination of these HRM practices plays a significant role in enhancing employee productivity in tourism parastatals.

TABLE 33

ANOVA for HRM Practices and Employee Productivity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	229.061	4	57.265	526.229	.000b
	Residual	31.667	291	0.109		
	Total	260.729	295			

a Dependent Variable: Mean_Employee Productivity
b Predictors: (Constant), Mean_Performance Appraisal, Mean_Succession Planning, Mean_Employee Training and Development, Mean_Employee Engagement

Table 33 presents the ANOVA results for the multiple regression model, where employee productivity is predicted by performance appraisal, succession planning, employee training and development, and employee engagement. The F-value of 526.229 with a p-value of 0.000 indicates that the model is statistically significant. This suggests that the combination of these four predictors collectively explains a substantial portion of the variation in employee productivity. The regression sum of squares (229.061) represents the variance in employee productivity explained by the predictors, while the residual sum of squares (31.667) indicates the unexplained variance. The large F-value further supports the strong contribution of these variables to the model, highlighting that performance appraisal, succession planning, training and development, and employee engagement play significant roles in enhancing employee productivity in tourism parastatals.

TABLE 34

Regression of Coefficients for HRM Practices and Employee Productivity

Mo del	Unstandardized Coefficients	Standardiz ed Coefficient s	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	0.425	0.07		6.073	0.000
	Mean_Succession Planning	0.065	0.022	0.079	3.014	0.003
	Mean_Employee Training and Development	0.062	0.021	0.08	2.95	0.003
	Mean_Employee Engagement	0.047	0.024	0.061	1.924	0.040
	Mean_Performance Appraisal	0.676	0.037	0.792	18.065	0.000

a Dependent Variable: Mean_Employee Productivity

Table 34 presents the regression coefficients for the multiple regression model, where employee productivity is predicted by succession planning, employee training and development, employee engagement, and performance appraisal. The results indicate that performance appraisal has the most substantial impact on employee productivity, with an unstandardized coefficient of 0.676 ($p = 0.000$), meaning that a one-unit increase in performance appraisal results in a 0.676 increase in employee productivity. The standardized coefficient (Beta = 0.792) for performance appraisal further underscores its strong influence compared to the other variables.

Succession planning ($B = 0.065$, $p = 0.003$) and employee training and development ($B = 0.062$, $p = 0.003$) also have significant positive effects on productivity, although their impact is weaker than performance appraisal, as reflected by their Beta values of 0.079 and 0.08, respectively. Employee engagement ($B = 0.047$, $p = 0.040$) has a smaller but still significant impact on productivity (Beta = 0.061).

These findings suggest that enhancing HR practices, particularly performance appraisal, is crucial for improving employee productivity in tourism parastatals.

Regression Model:

Employee Productivity = 0.425 + 0.065 (Succession Planning) + 0.062 (Employee Training and Development) + 0.047 (Employee Engagement) + 0.676 (Performance Appraisal)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of the Findings

This study aimed to explore the relationship between Strategic Human Resource Management (SHRM) practices and employee productivity in tourism parastatals in Kenya. The analysis revealed significant findings based on the objectives related to succession planning, employee training and development, employee engagement, and performance appraisal.

5.1.1 Succession Planning

The results indicated a moderate positive relationship between succession planning and employee productivity, with a correlation of 0.587 and R^2 value of 0.344. Succession planning was shown to explain 34.4% of the variation in productivity, suggesting that clear strategies for leadership development and employee career growth positively influence productivity. However, feedback from senior staff highlighted that more communication and consistency in implementation could further enhance the effectiveness of succession planning programs.

5.1.2 Employee Training and Development

A strong positive correlation of 0.607 was observed between employee training and development and productivity, with 36.8% of the variation in productivity explained by training initiatives. The results underscore the importance of structured training programs, though variability in employee responses indicated that training could be more targeted and tailored to meet specific role-based needs. The variability suggests room for improving the relevance and accessibility of training programs, as echoed by HR professionals in interviews.

5.1.3 Employee Engagement

The analysis found a robust positive relationship between employee engagement and productivity, with a correlation of 0.714 and R^2 of 0.51. Employee engagement accounted for 51% of the variation in productivity, reinforcing the importance of fostering an engaged workforce. Engagement was seen as a critical driver for improving motivation and job satisfaction, which directly enhances productivity. The variability in responses indicated that while many employees feel engaged, there is room for improvement in creating consistent engagement strategies across departments.

5.1.4 Performance Appraisal and Employee Productivity

Performance appraisal demonstrated the strongest relationship with productivity, with a high correlation of 0.934 and an R^2 of 0.872. The results emphasized that effective performance appraisals, particularly those based on measurable outcomes and relevant KPIs, are key drivers of employee productivity. HR managers confirmed the critical role of performance appraisals in motivating employees and aligning their performance with organizational goals. However, feedback indicated that appraisals could be more consistent and aligned with individual job responsibilities.

5.1.5 Combined Influence of HRM Practices on Employee Productivity

The multiple regression model combining all four HRM practices showed a very strong explanatory power ($R^2 = 0.879$), indicating that the collective influence of succession planning, training and development, employee engagement, and performance appraisal explains a significant portion of the variance in employee productivity. Performance appraisal had the most substantial impact, followed by succession planning, training and development, and employee engagement, confirming that all these practices work synergistically to enhance productivity.

5.2 Conclusion

5.2.1 Succession Planning and Employee Productivity

Based on the findings, the study concluded that succession planning has a positive influence on employee productivity in tourism parastatals in Kenya. Effective succession planning is associated with improved employee performance, as it ensures a clear pathway for leadership development and employee growth. Employees perceive succession planning as beneficial for their long-term career development, and when it is well-structured, it contributes to a more motivated and productive workforce. However, there are some concerns about the transparency and communication of succession planning processes, which may require further attention to ensure its full effectiveness.

5.2.2 Employee Training and Development

The study found a strong positive relationship between employee training and development and employee productivity. Employees believe that training programs, particularly those focused on job-specific skills, improve their ability to perform effectively. While training is generally seen as beneficial, there is variability in perceptions regarding its adequacy and relevance to specific job roles. Some employees expressed the need for more targeted training initiatives that align closely with their daily responsibilities. Overall, continuous investment in training and development initiatives positively impacts employee productivity, ensuring that the workforce is equipped with the skills necessary to meet organizational goals.

5.2.3 Performance Appraisal and Employee Productivity

The findings suggest that performance appraisal has the most substantial impact on employee productivity. A well-structured and fair performance appraisal system motivates employees and enhances their work performance. Employees feel that regular, constructive feedback during performance appraisals helps them improve their performance. However, inconsistencies in feedback delivery and perceived subjectivity in evaluations highlight areas for improvement. Organizations should focus on enhancing the clarity and consistency of performance criteria and ensure that feedback is timely and actionable.

5.2.4 Employee Engagement and Employee Productivity

The study also concluded that employee engagement is positively associated with employee productivity. Engaged employees demonstrate higher levels of motivation and commitment to their work, leading to increased productivity. The study highlights that fostering a culture of engagement through recognition, involvement in decision-making, and open communication can significantly enhance employee productivity. However, some employees felt that engagement efforts could be strengthened, particularly in providing more opportunities for career growth and recognizing employee contributions.

5.3 Recommendations

Based on the findings, the study recomments that;

1. Tourism parastatals should establish clear and transparent succession planning frameworks, ensuring regular assessments of high-potential employees and better communication about leadership development opportunities.
2. Organizations need to invest in targeted training programs, enhancing on-the-job training and e-learning initiatives to meet role-specific needs and improve employee performance.

3. A focus on clear, consistent performance criteria and regular, actionable feedback will improve the effectiveness of performance appraisals, ensuring alignment with measurable outcomes and job responsibilities.
4. Strengthening employee engagement through decision-making opportunities, recognition, and clearer career development paths will foster motivation, satisfaction, and productivity.
5. SHRM practices should be integrated and assessed regularly to ensure they address both organizational goals and employee needs, leading to greater productivity and organizational success.

5.4 Research Limitations

While the findings of this study provide valuable insights, several limitations must be acknowledged. First, the study utilized a cross-sectional design, limiting the ability to establish causal relationships between SHRM practices and employee productivity. This design captures only a snapshot of the current state, making it difficult to assess changes over time or causal effects.

Second, the research focused solely on tourism parastatals in Kenya, which may limit the generalizability of the findings to other sectors or countries. The context-specific nature of the sample means that the conclusions may not apply universally across different industries or regions with differing organizational practices.

A third limitation is the reliance on self-reported data from employees, which is susceptible to biases such as social desirability or response bias. Employees might have responded in a way that they believed was expected, rather than reflecting their true views or experiences. This could affect the accuracy of the data regarding SHRM practices and employee productivity.

Finally, while the study examined key SHRM practices such as succession planning, training, employee engagement, and performance appraisal, it did not account for other potential influences on employee productivity, such as organizational culture, leadership styles, and external environmental factors. These factors could play a significant role in shaping productivity outcomes.

5.5 Areas of Further Studies

Future studies should employ a longitudinal approach to explore the long-term effects of SHRM practices on employee productivity. This would allow for the assessment of causal relationships and provide insights into how SHRM practices evolve and affect employee outcomes over time.

To improve generalizability, future research should consider expanding the sample to include other sectors beyond tourism parastatals, or even conduct cross-country comparisons. This would offer a broader perspective on the role of SHRM practices in different organizational contexts and regions.

Incorporating multiple data sources, such as objective performance data, managerial assessments, or external evaluations, would help mitigate biases inherent in self-reported data. This would lead to a more comprehensive and accurate understanding of SHRM practices and their impact on employee productivity.

Future studies could explore other variables that may influence employee productivity, such as leadership styles, organizational culture, and external factors like economic conditions. A more holistic approach would help build a comprehensive model of the factors contributing to productivity within the tourism parastatal sector and beyond.

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APPENDICES

Appendix I: Letter to Respondents

Peninah Jebet

KCA University

Nairobi.

Dear Respondent,

I am conducting research on **"Strategic Human Resource Management Practices and Employee Productivity at Tourism Parastatals in Kenya"** and would appreciate your participation in completing a questionnaire. Your responses will help us understand the impact of HR practices on employee productivity within Kenya's tourism sector.

The survey is anonymous, and your participation is voluntary. It will take approximately [estimated time] to complete. All responses will be confidential and used only for research purposes.

Thank you for your valuable contribution to this study. If you have any questions, feel free to contact me at [contact details].

Sincerely,

Peninah Jebet

Appendix II: Research Questionnaire

This questionnaire aims to collect data on how Strategic Human Resource Management (SHRM) practices influence employee productivity at tourism parastatals in Kenya. We kindly request that you respond truthfully and honestly to the statements below. Please indicate your level of agreement with each statement by ticking the appropriate box.

Section A: Demographic Information

Age

18-25 ☐

26-35 ☐

36-45 ☐

46-55 ☐

56 and above ☐

Gender

Male ☐

Female ☐

Level of Education

High school ☐

College diploma ☐

Bachelor's degree ☐

Master's degree ☐

Doctorate degree ☐

Position/Role in the Organization

Management ☐

Support staff ☐

Frontline staff ☐

Years of Experience:

Less than 1 year ☐

1-5 years ☐

6-10 years ☐

11-15 years ☐

16+ years ☐

Department

HR ☐

Finance ☐

Operations ☐

Marketing ☐

Customer Service ☐

Type of Employment

Permanent ☐

Contract ☐

Temporary ☐

Section B: Succession Planning

This section consists of statements regarding the influence of **Succession Planning** on employee productivity at tourism parastatals in Kenya. Please indicate your level of agreement with each statement using the scale provided below:

1 = Strongly Disagree, **2** = Disagree, **3** = Moderately Agree, **4** = Agree, **5** = Strongly Agree.

Statements	1	2	3	4	5
My organization has a clear strategy for developing future leaders from within.					
I am aware of leadership development programs available in this institution					
Employees with high potential are identified and nurtured for future roles.					
The selection process for succession candidates in my organization is fair and transparent.					
There are clear career advancement opportunities within my organization.					
My organization provides adequate support for employees seeking to grow into leadership positions.					

Section C: Employee Training and Development

This section consists of statements regarding the influence of Employee Training and Development on employee productivity at tourism parastatals in Kenya. Please indicate your level of agreement with each statement using the scale provided below:

1 = Strongly Disagree, 2 = Disagree, 3 = Moderately Agree, 4 = Agree, 5 = Strongly Agree

Statements	1	2	3	4	5
I receive adequate skills training that is relevant to my job responsibilities.					
training programs I participate in improve my ability to perform my duties effectively.					
I regularly receive coaching and feedback from my supervisors to improve my work performance.					
My organization provides sufficient support for learning and skill enhancement through on-the-job training.					
The e-learning programs offered by my organization are accessible and useful in enhancing my skills.					
I am encouraged to participate in e-learning programs to improve my knowledge and job performance.					

Section D: Performance Appraisal

This section consists of statements regarding the influence of Performance Appraisal practices on employee productivity at tourism parastatals in Kenya. Please indicate your level of agreement with each statement using the scale provided below:

1 = Strongly Disagree, 2 = Disagree, 3 = Moderately Agree, 4 = Agree, 5 = Strongly Agree.

Statements	1	2	3	4	5
The performance appraisal process in my organization accurately reflects my job performance.					
I am regularly assessed based on clear and consistent performance criteria.					
I receive constructive feedback on my performance from my supervisor.					
The feedback provided during performance appraisals helps					

me improve my work performance.					
The key performance indicators (KPIs) used to evaluate my performance are relevant to my role.					
My performance appraisal is based on measurable outcomes that align with my job responsibilities.					

Section E: Employee Engagement

This section consists of statements regarding the influence of Employee Engagement practices on employee productivity at tourism parastatals in Kenya. Please indicate your level of agreement with each statement using the scale provided below:

1 = Strongly Disagree, 2 = Disagree, 3 = Moderately Agree, 4 = Agree, 5 = Strongly Agree.

Statements	1	2	3	4	5
I feel involved in the work processes and activities within my department.					
My contributions are valued and taken into account by my colleagues and managers.					
I am motivated to perform my job to the best of my ability.					
I receive sufficient recognition for my efforts and accomplishments at work.					
I am encouraged to share my opinions and ideas during team or organizational meetings.					
I have opportunities to participate in decision-making processes that affect my work.					

Section F: Employee Productivity

This section consists of statements regarding **Employee Productivity** in tourism parastatals in Kenya. Please indicate your level of agreement with each statement using the scale provided below:

1 = Strongly Disagree, **2** = Disagree, **3** = Moderately Agree, **4** = Agree, **5** = Strongly Agree.

Statements	1	2	3	4	5

I am able to complete my assigned tasks within the expected deadlines.					
I effectively manage my time to meet performance targets in my daily work.					
The quality of my work consistently meets the expectations of my supervisors					
I pay attention to detail and strive to minimize errors in my work					
I am satisfied with my job and plan to continue working in this organization					
I feel motivated to grow my career within this tourism parastatal.					
I consistently provide high-quality service to both internal and external stakeholders					
I handle customer or client requests in a timely and professional manner.					

THANK YOU

Appendix III: Interview Guide

1) How does your organization identify and prepare employees for leadership or critical roles?
2) Are there formal succession planning policies in place? If yes, how effective are they?
3) What training and development opportunities are provided to employees?
4) How do you determine employee training needs?
5) Could you describe how employee performance is evaluated here?
6) Are performance reviews linked to rewards, promotions, or further development?
7) What strategies does your organization use to keep employees motivated and involved?
8) How is employee feedback gathered and used?
9) In your view, how do SHRM practices impact employee productivity in your organization?
10) Have you observed any measurable improvements in productivity linked to HR initiatives?
11) What challenges does your organization face in implementing strategic HR practices?
12) What improvements would you recommend to enhance employee productivity through HR?

Appendix IV: Budget

Budget items/activities	Cost (Kshs.)	Total Cost (Kshs.)
Proposal Development		
Stationeries	5,000	
Printing & Binding	5,000	
Transport Cost	3,000	
Data collection and analysis		
Printing Questionnaires	5,000.00	
Research Assistants	10,000.00	
Transport Cost	6,000.00	
Software for data analysis	15,000.00	
Completion		
Printing and Binding final Thesis report	10,000.00	59,000.00

Appendix V: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **312206**

Date of Issue: **06/August/2025**

RESEARCH LICENSE

This is to Certify that Ms.. Peninah Jebet Jebet of KCA University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PRODUCTIVITY AT TOURISM PARASTATALS IN KENYA for the period ending : 06/August/2026.

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2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
   i. Endanger national security
   ii. Adversely affect the lives of Kenyans
   iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
   iv. Result in exploitation of intellectual property rights of communities in Kenya
   v. Adversely affect the environment
   vi. Adversely affect the rights of communities
   vii. Endanger public safety and national cohesion
   viii. Plagiarize someone else's work
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14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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