



**HUMAN RESOURCE STRATEGIES AND EMPLOYEE PERFORMANCE IN TAITA  
TAVETA UNIVERSITY KENYA**

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**Abstract**

Many organizations today are going through some structural operational and business strategic changes in order to improve their performance. Employers have implemented human resource policies and practices to improve employee performance. Although the above has been taken into consideration in many organizations, employee performance has remained low. This study assessed effects of Human Resource Strategies on Performance at Taita Taveta University with a view to establishing how employee performance could be affected by the Human Resource Strategies. The objectives of this study were to determine the impact of Creativity and Quality of Product and their effect on employee performance. The study employed Descriptive Research Design and a Census method. Data from 185 respondents was collected by use of questionnaires and face to face interviews. Analysis of the collected data was done with the aid of Statistical Package for Social Sciences (SPSS). Regression analysis, Chi-square testing, and descriptive statistics were used to examine the data and derive important conclusions. The results point to a significant association between employee performance and human resource strategies. Employee performance was found to be significantly influenced also by creativity, and employees were found to benefit from an innovative workplace culture. Furthermore, the study showed a clear relationship between employee performance and the quality of goods and services offered.

**Key Words:** Human Resource Strategies, Employee Performance, Taita Taveta University, Creativity, Quality of Product

## **Background of the Study**

The growth of strategic human resource management (SHRM) aims to reveal the advancement of strategic human resource management (Trerattanaset, 2020). The concept of Strategic Human Resource Management, firstly, started from personnel management before organizations recognized that the workers were critical asset and able to be improved (Trerattanaset, 2020). To date, the development of technology has transformed to managing and administrating of human resources (Trerattanaset, 2020). Therefore, the human resource management has been incorporated to organization's strategies (Trerattanaset, 2020).

Human Resource Strategy is commitment that sets out what the organization plans to do about its human resource (Armstring, 2023). Human resource strategy is flexible and purposeful as it provides a sense of direction and continuously adjusts to meet changed circumstances (Armstring, 2023). HR Strategy refers to a firm's utilization of its workforce in order to remain afloat and be able to compete against other players. (Opatha, 2023). Different Human Resource Strategies are composed of unique sets of mutually reinforcing human resource policies which work together to communicate different messages (Collins, 2021).

HRMS forms basis and guiding theory on how to manage employees of an organization: it involves planning, recruitment and selection, training and development, performance appraisal, salary and welfare and labour relations strategies (Wang, 2023). HR Strategies provides a schedule of plans on human resource policies and practices and their association with the business approach (Cai, 2021).

Performance is an outcome of carrying out tasks over a certain period of time in evaluating it to certain parameters such as targets and pre-determined standards (Al Mehrzi, 2016). Management as an activity increase performance of a company or performance of each individual and work group in an organization (Yang, 2016). (Shmailan, 2016) in his study posits that employee performance comes as a result of the laid down procedures in performing a task.

Individuals' capability, interest and environment can determine his performance. The various features in different individuals may influence their performance. According to (Pawirosumarto, 2016) in this competitive and globalized era, organizations will need to engage employees who are high achievers. Employee performance is anchored on factors such as performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security and organizational structure (Sandhu, 2017).

## **Statement of the Problem**

Universities like any other organizations has strived to survive in today's dynamic and complex business environment. They aimed to develop and survive in challenging market environment and as such make efforts to develop its strategic resources so that its goals could be achieved (Hamad, 2019). They faced financial and non-financial challenges coupled with international competition and the dynamic and changing requirements from the labour market (Hamad, 2019).

In order to bring strategic human resource into Universities, the administrative framework needed to be integrated within the academic process (Hamad, 2019). However, it was unfortunate that there were challenges in aligning the academic process with the management system (Hamad, 2019). Most Universities in Kenya aligned themselves to strategies related to academic excellency and left behind the issue of human resource management strategies which was key asset in the overall performance of any organization (Hamad, 2019).

Various studies were conducted regarding strategies in Universities but none adequately addressed the issue of human resource strategies on employee performance in Universities. For instance, in an study conducted on business strategies in higher education service model of selected private

Universities in India indicated that business strategies for some of the private Universities were growth strategies in terms of infrastructure, Admission strategies, Innovative strategies in terms of innovative curriculum and quality education, research strategies in terms of research investments, research promotions and research outputs; collaboration strategies in terms of industry and other institutes collaborations and technology adoption strategies to add competitive values to services provided to stakeholders and students involvement in research (Aital P.S., 2018).

Regionally, a study conducted in Malawi showed that deteriorating human resource levels fueled an increased failure of public health services (Palmer, 2022). Increasing the number of employees could serve as a challenge in implementing this approach (Palmer, 2022). Therefore, supporters helped the government to formulate an emergency program increasing incentives on employing and retaining staff, widening the capacity for domestic training, giving international technical assistance and creating a more vigorous monitoring and evaluation capacity (Palmer, 2022).

Locally the information gathered from Kenya College of Accountancy University, University of Nairobi, Pwani University, Rongo University and Eldoret University in Kenya on Strategies they employ indicated that Universities mostly dwell on strategies that are geared towards the success on the University in terms of academic excellence. A lot of focus was given to academic excellence while forgetting that employees were an important asset that drove performance of the Universities.

The studies did not adequately address human resource strategies on employee performance in Universities hence a gap was found that needed to be addressed by conducting a study on Human Resource Strategies and Employee Performance in Taita Taveta University to establish whether incorporating human resource strategies in Universities could improve employee performance. In particular this study focused on Creativity and quality of product in relation to employee performance. It examined the influence of Human Resource Strategies and Employee Performance at Taita Taveta University.

### **Specific Objectives**

This study was guided by the following objectives:

- (i) To establish the influence of creativity on performance of employees' in Taita Taveta University, Kenya.
- (ii) To determine the influence of quality product on performance of employees in Taita Taveta University, Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Darwinian Theory of Creativity**

This theory was first developed jointly by Charles Darwin and Alfred Wallace in 1858. Charles Darwin theory provided a scientific explanation for the evolution of life "origin of species." Because Darwin argued that species evolved into new species through the process of natural selection, his explanation was often called "selection theory" However, selection theory did not constitute the sole process of Darwin's theory (Simonton, 2023).

On the contrary, selection depended on variation. Darwin assumed that organisms varied on numerous inheritable traits and that those traits conferred differential levels of adaptation. Those organisms that displayed superior fitness to the environment were likely to survive the "struggle for existence" and thereby passed their adaptive traits to the next generation. The variation side of Darwin's theory was in many respects more provocative than the selection side (Simonton, 2023).

In sense Darwin's theory was considered as an implicit theory of creativity albeit the creativity associated with life. It was a theory of how new forms emerged from the old. This theory even features a direct relation with the definition of creativity favored by most researchers. Specifically, creativity was defined as an idea that fulfilled two independent requirements. First a creative idea must be original, novel or surprising and secondly a creative idea must work or function (Simonton, 2023).

Darwin's theory was related to creativity in the sense that it factored on new forms emerging from the old which was similar to transformations that was seen in product development in organizations. Organizations were at all times looking for ways in which they could improve their products to suit the current demand as well as make the organization to remain competitive. Darwin's theory seems to embrace the fact that creativity was key for organizations survival in the market.

### **Theory of Constraints Methodology**

The theory of constraints is a methodology for assuming product quality that emphasized the importance of fixing production issues. This methodology allowed production teams to resolve issues during manufacturing to make operations more effective. The focus of this theory was constraints which were parts of a system that could impede the full potential of product development. The primary constraints included physical or tangible flaws, policy constraints and market constraints (Editorial, 2023).

A constraint limited the output of every system, whether we acknowledged it or not. When properly identified and managed, constraints provided the fastest route to significant improvement and from the bedrock for continuous growth. When ignored the constraints could lie idle, squandering systems capacity. An out of control constraint would also wreck havoc on delivery schedules and cause unpredictable delays. It was therefore crucial for any manager to make the most of their constraints and learn to manage it well (Goldratt, 2023).

Theory of Constraints shifted the focus of management from optimizing separated assets, functions and resources to increasing the flow throughout generated by the entire system. Theory of Constraints key processes were focused on remaining barriers that prevent each part from working together as an integrated whole. The theory of constraints came to encompass a wide variety of different concepts such as the five focusing steps, throughout accounting, Theory of Constraints thinking processes and philosophy and theory of constraints applications (Goldratt, 2023).

The theory of constraints methodology was related to product quality in that it took cognizance of the factors that are key in production of a product or service. The theory directs manufacturing team to resolve issues during manufacturing process a process that ensures products were of the best standard. For organizations to achieve best results in manufacturing products they needed to embrace the processes outlined by the theory of constraints.

### **Empirical Review**

#### **Creativity**

A study carried out in Cameroon on Academic Libraries posits that Cameroon had not yet crossed the stage of digitization (Roseline, 2019). It was still faced with enormous challenges like insufficient funding, absence of skilled library professionals, poor internal bandwidth and inadequate technology infrastructure (Roseline, 2019). Academic Libraries and Librarians should however brave the odds, re-strategize to embrace new methods of services, acquire novel skills and competencies and quickly adopt innovation as a solution (Roseline, 2019).

According to a study on the role of digital transformation in development conducted in Egypt indicate that Egypt's experience in infrastructure and infrastructure including its precious human capital as the building blocks for digital transformation and transforming the countries socio economics prospects while benefitting from the opportunities offered through emerging and innovative technology platforms of the fourth industrial revolution was undoubtedly the role of innovative technologies (Kamel, 2021).

A study that was carried out in Japan on Linguistic and cultural aspects of literacy translation and translation skills found that without linguistic and cultural knowledge and skills translator would not be able to achieve results, hence pay attention to training and of qualified translation specialists, because the concept of linguoculture would continue to be updated (Tursunovich, 2022). There was also fiction that that would definitely be in demand and needed translation, thus translators needed support translators and create conditions for them to acquire both theoretical and practical knowledge (Tursunovich, 2022).

According to a study carried out in France on examining the wellbeing and creativity of school children posits that it was necessary to take into account the gender of children and the level of parental involvement which appeared to have moderating effect on the relationship between wellbeing and creativity scores and school performance (Fanchini, 2023). Creativity and wellbeing through their distinct components appeared to be a shared competence between schools and families that relate significantly to student success (Fanchini, 2023).

### **Quality of Product**

According to a study conducted in China on measurement and evolution of high quality development level of marine fishery in China found that based on the connotation of new development concept and food security, the evaluation index system of high quality development of marine fisheries in six dimensions was constructed (Zun, 2023). The entropy method was used to measure the development level of high quality marine fishery and the temporal and spatial evolution law of high quality. Analysis was done on the high quality development of marine fishery industry chain (Zun, 2023).

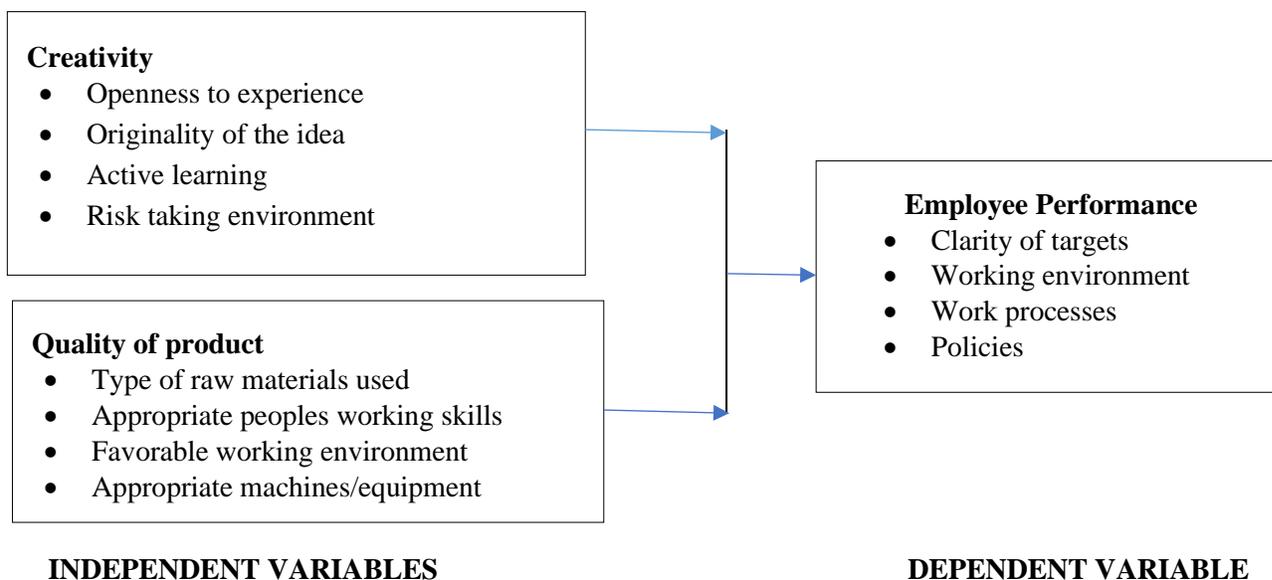
A study conducted in South Africa on Green Packaging and Green Advertising as precursors of competitive advantage and business performance among manufacturing small and medium enterprises found that Green packaging and green advertising were instrumental in stimulating competitive advantage and business performance of manufacturing SMEs (Maziriri, 2023). On the practical front, since green packaging was and green advertising exerted a positive influence on competitive advantage and business performance of manufacturing SMEs, Managers tried to implement policies and practice green marketing (Maziriri, 2023).

According to a study conducted in Uganda on From Fake solar to Full Service: An empirical analysis of the solar home systems market found that full service and plug and play solar home systems were relatively high quality technologies whereas component based mix and match system offered a cheaper low quality alternative (Greenewoudt, 2023). To summarize, the analysis showed that in contrast to what was typically assumed, neither high quality nor low quality solar products on their own offered a win win situation if we were to achieve access to affordable, reliable, sustainable and modern energy for all (Greenewoudt, 2023).

A study conducted in USA on a review of the current state of knowledge of growing conditions, agronomic soil health practices and utilities of hemp indicated that hemp production was on the rise since the 21<sup>st</sup> century and more US states had attempted to establish a hemp production system following deregulation according to the 2018 US Farm Bill (Adesina, 2023). This review indicated

that although there was a renewed interest in the adoption of hemp, its production in the USA remained limited partly because of unclear agronomic guidance (Adesina, 2023).

### Conceptual Framework



**Figure 2. 1:** *Conceptual Framework on Human Resource Strategies and Employee Performance at Taita Taveta University*

#### Creativity

Creativity is an act arising out of perception of the environment that acknowledges a certain disequilibrium, resulting in productive activity that challenges patterned thought processes and norms and gives rise to something new in the form of a physical object or even a mental or an emotional construct (Walia, 2023). The act of creativity leads to original ideas and generates possible options, but most importantly it seeks to address the disequilibrium in society (Walia, 2023).

#### Quality of product

Competition in the increasingly open business world makes entrepreneurs look for the right strategy to market their products (Sinurat, 2021). Product quality is the ability of a product to perform its functions; this includes overall durability, reliability, accuracy, ease of operation and repair as well as other product attributes (Sinurat, 2021). Customer satisfaction needed efforts to improve good product quality; customer satisfaction was increased by providing the right product quality (Sinurat, 2021).

### RESEARCH METHODOLOGY

For purposes of this study, a descriptive design specifically a survey was employed using quantitative approaches. The method was preferred as it permits gathering of data from all the respondents in a population. The target population of the study were all employees of Taita Taveta University which had a population of two hundred and thirty-five (235) employees on permanent and pensionable terms and Contract basis. The accessible population was all permanent and contract employees from both the academic and non-academic divisions. The study was conducted using the method of census survey since the population was quite small. This is a method which involves gathering of information from all units of a population.

This study used questionnaires and in collecting data from the employees. Data was collected by administering questionnaires to all members of the population and also by subjecting some to face to face interview. It was conducted on ten percent of the total population which translated to 24 employees of the Technical University of Mombasa.

Data analysis and presentation in this study was conducted by use of Statistical Package for Social Sciences (SPSS) version 20 and was presented using tables. Chi-square test was conducted to determine whether there was any association between employee performance and human resource strategies.

## **DATA ANALYSIS AND PRESENTATION**

In this study, the target population consisted of 235 employees of Taita Taveta University, Kenya. A total of 185 questionnaires were answered and returned, indicating a 78.7% response rate. A response rate of above 50% was adequate for analysis (Baruch, 1999).

### **Descriptive statistics of the study variables**

#### **Descriptive Statistics of Creativity related questions**

The creativity related questions aimed to gauge how respondents perceived the University's initiatives to encourage creativity and innovation among its employees. The participants were asked if the University assessed ideas that were brought forth by the employees and rewarded the employees depending on the weight of their ideas: Approximately 28.6% of participants "Agreed" with this practice while 8.1% strongly agreed, indicating recognition of the University's efforts to evaluate and acknowledge employee-generated ideas. Moreover, a substantial 35.7% chose the "Neutral" option, reflecting a degree of ambivalence or a balanced perspective. Conversely, 27.6% either "Disagreed" or "Strongly Disagreed," suggesting there may be room for enhancing the University's approach to assessing and rewarding creative input from its staff.

The second question was whether the University facilitated its employees to attend training that focused on creative thinking: Here, 7.6% strongly agreed and 25.9% agreed with the statement, acknowledging the University's commitment to providing training opportunities for creative thinking. However, a considerable 37.3% remained Neutral, suggesting a lack of strong opinion, while 29.2% either disagreed or strongly disagreed, indicating the potential for improving the University's training programs in this regard. Table 1 below shows the summary results for the Creativity related questions.

**Table 1: Descriptive Statistics of Creativity Related Questions**

Creativity related questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The University assessed ideas that were brought forth by the employees and rewarded the employees depending on the weight of the idea .	15(8.1%)	53(28.6%)	66(35.7%)	29(15.7%)	22(11.9%)	185(100%)
The University facilitated its employees to attend training that focused on creative thinking.	14(7.6%)	48(25.9%)	69(37.3%)	36(19.5%)	18(9.7%)	185(100%)
The University had a pool of documented ideas that were filed for future references	6(3.2%)	60(32.4%)	85(45.9%)	23(12.4%)	11(5.9%)	185(100%)
The University had committed to consider employees with creative ideas for promotion	21(11.4%)	77(41.6%)	38(20.5%)	29(15.7%)	20(10.8%)	185(100%)
The University had to a great extent adopted some of the ideas brought about by employees	20(10.8%)	85(45.9%)	50(27.0%)	19(10.3%)	11(5.9%)	185(100%)

Concerning whether the University had a pool of documented ideas that were filed for future references: About 32.4% Agreed with the existence of a documented pool of ideas for future reference, reflecting confidence in the University's knowledge management practices. However, a significant 45.9% chose Neutral, possibly due to a lack of awareness or clarity about this practice, while 18.3% either disagreed or strongly disagreed.

The fourth question the participants of this study were asked concerning creativity was on whether the University had committed to consider employees with creative ideas for promotion: Notably, 41.6% Agreed with this statement, signifying trust in the University's dedication to promoting employees based on their creative ideas. However, 20.5% remained Neutral, potentially indicating a need for more communication and transparency, while 15.7% Disagreed, and 10.8% Strongly Disagreed.

The last question on Creativity was if the University had, to a greater extent, adopted some of the ideas brought about by employees: Here, 45.9% Agreed with this statement, indicating a perception that the University had effectively integrated employee-generated ideas into its practices. Nevertheless, 27.0% remained Neutral, while 10.3% Disagreed, and 5.9% Strongly Disagreed.

### **Descriptive Statistics for Quality of Product related questions**

The descriptive statistics for Quality of Product-related questions based on the responses of 185 participants is as shown in the table below. The respondents were asked if their University was equipped with modern and comfortable furniture and equipment: Approximately 17.8% of respondents strongly agreed, and 27.0% agreed with this statement, indicating a positive perception of the University's facilities. However, 29.7% were neutral, and 25.4% disagreed or strongly disagreed, suggesting varying opinions regarding the quality of the University's furniture and equipment.

When the statement: Employee performance at the University was measured and rated in terms of excellence of the product or service, only 2.7% of participants strongly agreed, but a substantial 38.9% agreed with this statement, indicating recognition of the University's approach to measuring employee performance based on the quality of products and services. However, 37.3% were neutral, and 21.1% disagreed or strongly disagreed, reflecting diverse opinions regarding this measurement. Table 2 gave the descriptive statistics for the Quality of Product/Service related questions.

**Table 2:** *Descriptive Statistics for Quality of Product Related Questions*

Quality of Product related questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The University was equipped with modern and comfortable furniture and equipment	33(17.8%)	50(27.0%)	55(29.7%)	32(17.3%)	15(8.1%)	185(100%)
Employee performance at the University was measured and rated in terms of excellence of product or service	5(2.7%)	72(38.9%)	69(37.3%)	29(15.7%)	10(5.4%)	185(100%)
The University was committed to ensure that employees who failed to deliver the right standard of product or service were summoned	3(1.6%)	60(32.4%)	88(47.6%)	24(13.0%)	10(5.4%)	185(100%)
To improve on the standard of products/service in the University employees were subjected to trainings inhouse or externally.	10(5.4%)	69(37.3%)	63(34.1%)	31(16.8%)	12(6.5%)	185(100%)
There was routine maintenance of equipment at the University to ensure the flow of production was not interfered with	42(22.7%)	63(34.1%)	40(21.6%)	30(16.2%)	10(5.4%)	185(100%)

They were further asked if their University was committed to ensuring that employees who failed to deliver the right standard of a product or service were summoned: A mere 1.6% strongly agreed, while 32.4% agreed with this statement, suggesting an acknowledgment of the University's commitment to addressing substandard work. However, 47.6% were neutral, and 18.4% disagreed or strongly disagreed.

The fourth question related to Quality of product that was asked was if to improve the standard of products/services in the University, employees were subjected to training in-house or externally: About 5.4% strongly agreed, and 37.3% agreed with this statement, reflecting support for the idea of employee training to enhance product and service quality. However, 34.1% were neutral, and 22.3% disagreed or strongly disagreed.

The last question that was asked in this category was if there was routine maintenance of equipment at the University to ensure the flow of production was not interfered with: A significant 22.7% strongly agreed, and 34.1% agreed, demonstrating support for the University's commitment to equipment maintenance. However, 21.6% were neutral, and 21.6% disagreed or strongly disagreed.

### **Descriptive Statistics for Employee Performance related questions**

These descriptive statistics provided valuable insights into how participants perceived employee performance-related practices at the University. The participants were asked if their University set targets with individual employees at the beginning of every year: Around 28.6% of respondents strongly agreed, and 47.6% agreed with this statement, indicating recognition of the University's

practice of setting targets with individual employees. However, 14.1% were neutral, and 9.8% disagreed or strongly disagreed.

Concerning whether their supervisors assigned tasks to employees in accordance with knowledge, skills, and capabilities: A notable 18.5% strongly agreed, 59.5% agreed with this statement, showing strong support for the University's approach to task assignment based on employee competencies. However, 9.7% were neutral, and 11.8% disagreed or strongly disagreed, indicating mixed opinions on this approach. The results of the descriptives on Employee performance related questions were presented in Table 3 below.

**Table 3:** *Descriptive Statistics for Employee Performance Related Questions*

Employee Performance related questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The University set targets with individual employees at the beginning of every year	53(28.6%)	88(47.6%)	26(14.1%)	9(4.9%)	9(4.9%)	185(100%)
Supervisors assigned tasks to employees in accordance with knowledge, skills and capabilities	35(18.9%)	110(59.5%)	18(9.7%)	16(8.6%)	6(3.2%)	185(100%)
The University provided feedback on staff performance at the end of each year in order to find a way forward of an employee	4(2.2%)	45(24.3%)	61(33.0%)	51(27.6%)	24(13.0%)	185(100%)
The University operated on an open door policy where employees can meet and discuss matters related to their work with the superiors	39(21.1%)	87(47.0%)	31(16.8%)	14(7.6%)	14(7.6%)	185(100%)
The University strived to improve the relationship between supervisor and employee in order to improve the performance	12(6.5%)	106(57.3%)	35(18.9%)	23(12.4%)	9(4.9%)	185(100%)

When the question, "The University provides feedback on staff performance at the end of each year to find a way forward for employees" was posed to them, 2.2% strongly agreed, 24.3% agreed with this statement, suggesting an acknowledgment of the University's feedback process. However, 33.0% were neutral, and 40.6% disagreed or strongly disagreed.

The respondents were also asked if the University operated on an open-door policy where employees met and discussed matters related to their work with superiors: About 21.1% strongly agreed, and 47.0% agreed with this statement, indicating strong support for the University's open-door policy. However, 16.8% were neutral, and 15.2% disagreed or strongly disagreed.

Lastly the participants for the survey were asked if the University strived to improve the relationship between supervisors and employees to enhance performance: Approximately 6.5% strongly agreed, and 57.3% agreed with this statement, showing strong support for the University's efforts to enhance the supervisor-employee relationship. However, 18.9% were neutral, and 17.3% disagreed or strongly disagreed.

## Inferential Analysis

### Chi-Square Test

The Chi-square test, often called the Pearson Chi-square test, was a statistical technique used to evaluate the relationship or independence between two category variables (Waller & Johnson, 2013). Researchers frequently used it to determine whether two features or characteristics that could be divided into distinct groups or levels had a significant association (McHugh, 2013). By using this test, researchers could determine whether the associations they found between these variables were real or just the result of chance. In this study, the dependent and the independent variables were of categorical nature, thus a Chi-square square test was used to investigate whether there was a statistically significant association between the variables. The results were presented in Table 3 below.

**Table 3:** *Chi-Square Test results*

Variable	Pearson Value	Chi-square	df	Approx. Sig
Creativity	78.720		16	0.000
Product Quality	84.787		16	0.000

Dependent variable: Employee performance

Creativity and Employee Performance at Taita Taveta University in Kenya were significantly associated as per the results of the Chi-square test. The aforementioned suggests that the degree to which employees fulfilled their job duties was significantly influenced by the University's promotion of a creative culture and its endorsement of creative ideas (Pearson Chi-square Value=78.72, p-value<0.001).

The results of the Chi-square test further showed that there was a statistically significant association between employee performance and quality of the product/Service (Pearson Chi-square Value=84.79, p-value<0.001). This highlighted the critical significance that maintaining high standards for goods and services inside the institution played a big role in determining how well staff members carried out their duties.

### Regression Analysis Results

The findings of the regression analysis shed important light on the connections between a number of independent factors and employee performance at Kenya's Taita Taveta University. A complete understanding of how each predictor influences Employee Performance was provided by the model summary, ANOVA, and coefficients.

The determinants of creativity, and quality of product comprised the model, which accounted for a sizable amount of the variance in employee performance. These variables accounted for 56.8% of the variability in employee performance, according to the R-squared value of 0.568. The model's goodness of fit was supported by the adjusted R-squared value of 0.559, and the standard error of the estimate (0.66435217) showed the typical error in forecasting employee performance (Table 4.20).

**Table 4:** *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.754 <sup>a</sup>	.568	.559	.66435217

a. Predictors: (Constant), Quality of product, Creativity

The statistical significance of the regression model was demonstrated by the analysis of variance (ANOVA) Table 5. With four degrees of freedom and a regression sum of squares of 104.555, the mean square was 26.139. According to the corresponding p-value of 0.000 and the F-statistic of 59.222, at least one of the predictors significantly affected employee performance.

**Table 5: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	104.555	4	26.139	59.222	.000 <sup>b</sup>
Residual	79.445	180	.441		
Total	184.000	184			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Quality of product, Succession Planning, Creativity

The result in Table 6 presented the coefficient estimates and their significance in the multiple linear regression model. After adjusting for the other variables, the coefficients table showed the relative contributions of each predictor. Since the constant term (Constant) was negligible and nearly zero, Employee Performance was effectively zero when all predictor variables were zero.

**Table 6: Coefficients**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	-2.765E-017	.049		.000	1.000
Creativity	.160	.081	.160	1.960	.052
Quality of product	.486	.073	.486	6.637	.000

a. Dependent Variable: Employee Performance, (factor scores used)

From the results in Table 6, the multiple linear regression model was expressed as:

$$Y = .160X_1 + 0.486X_2$$

where:

$$Y = \text{Employee performance}$$

$$X_1 = \text{Creativity}$$

$$X_2 = \text{Quality of product}$$

The positive standardized coefficients for creativity ( $\beta_2 = 0.160$ ), and quality of product ( $\beta_4 = 0.486$ ) implies that each of the predictor variables had a positive influence on Employee Performance. Specifically, the results implies that holding all the other independent variables constant,

- i) a unit increase in creativity score increased employee performance score by 0.160
- ii) a unit increase in the quality of product score increased the employee performance score by 0.486

The significance of each predictor's unique contribution to the model was shown by the t-values and corresponding p-values. For the quality of product, the p-value was 0.000 (i.e. <0.001) and this indicated the extremely significant effects of quality of product on employee performance. All the

other independent variables were found to have a non-significant effect on employee performance since the p-values corresponding to their coefficient estimates were greater than 0.05.

## **Conclusion**

Creativity was recognized as another significant factor determining employee performance at Taita Taveta University. The study emphasized how crucial it is to support an innovative and creative thinking culture among staff members. Employee performance is typically higher in companies when staff members are given the chance to develop and apply their own ideas. Employee performance has been found to improve when employees are recognized for their innovative ideas and encouraged to think creatively.

The quality of the products and services provided by Taita Taveta University were directly associated with employee performance. According to this research, maintaining high standards for products and services was necessary to meet the expectations of stakeholders and consumers. When employees received training and support to ensure they were ready to deliver high-quality goods and services, their performance significantly improved.

## **Recommendations**

- i. **Promote a Culture of Creativity:** It was discovered that employee performance was positively impacted by creativity. The University ought to promote a creative culture by honoring and praising staff members for their original ideas. A creative atmosphere could also be promoted by offering instruction in creative thinking and recording these concepts for later use.
- ii. **Emphasize Product/Service Quality:** The institution needed to spend money on new furnishings and equipment in order to preserve and raise the quality of its products and services. A worker's performance ought to be assessed according to how well the good or service they provide is executed. To maintain continuous production, equipment should also undergo routine maintenance. Providing internal and external training programs could assist staff in staying current with best practices.
- iii. **Individualized Performance Targets:** At the start of the year, the University could improve staff performance by assigning personalized performance goals. Managers ought to delegate work in accordance with staff members' qualifications, talents, and experience. Giving employees feedback at the end of the year and maintaining an open door policy that allowed them to speak with superiors about work-related issues would both help to improve employee performance.

## **Future Research**

- i. **Longitudinal Studies:** Conducting longitudinal studies, which monitor personnel over a longer period of time, could be beneficial for future research. This method would offer a more thorough comprehension of the ways in which employee performance was affected over time by human resource strategy.
- ii. **Comparative Studies:** Comparative research could be useful in determining the ways in which different Universities or sectors were affected differently by Human Resource practices. Finding optimal practices and contextual variations could be aided by this.
- iii. **Mixed-Methods Approach:** Bringing together qualitative information from focus groups and interviews with quantitative data could provide a more thorough understanding of the topic. A deeper understanding of the effects of Human Resource policies could be gained through qualitative research, which delve into the specifics of employee experiences.
- iv. **Effect of Leadership:** More research was required in the field of examining how leadership mediates the relationship between Human Resource Strategy and Employee Performance.

Positive outcomes from Human Resource policies could be largely attributed to effective leadership.

- v. Sustainability Practices: Future studies could examine the effects of sustainability and green efforts on worker performance, given the significance of sustainability. In the context of institutions that could set the standard for sustainable behavior, this was especially pertinent.

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