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Human Resource Planning and Employee Performance in Multinational Companies in Nairobi, Kenya

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Abstract: Organizations spend more on specific human resources to achieve their objectives as well as their vision and mission. For an organization to surpass its expectation there is a need for employee continual appraisal, re-assessment as well as capacity building within the work context to sustain employee performance. To examine the effectiveness of HRP and employee performance in Multinational Companies and examined the influence of staff retention, and training & development. The success and the profitability of any organization are purely dependent on employees. General systems theory, strategic contingency theory and Maslow's hierarchy of needs theory were theoretical foundations. Since the goal of the study is to comprehend the research findings in a clear and concise manner, a descriptive research design was used. Unit of analysis was the staff working in Multinationals Companies. The study target population are 350 respondents with 186 responded sampled, the main data collection instrument in this study was structured questionnaires that was subjected to reliability testing using Cronbach Alpha of 0.7. Content validity was used to determine the relevance of the question to meeting study objectives. Data analysis was carried out through descriptive statistics while multiple linear regression showed cause and effect relationships using SPSS version 26 between independent and dependent variables. Pearson correlation helped in determining the association between variables about the direction and also magnitude at a 5% level of significance with a 95% level of confidence, tables were used in the data presented. Staff retention has a major impact on employee performance, according to the study, which also found that it positively and statistically significantly influences employee performance. Training and development had a statistically significant impact on employee performance, according to the study, which also found that a one-unit increase in training and development would result in an improvement in employee performance. The following recommendations for the benefit of multinational corporations and other organizations: By offering mechanisms like mentoring programs and funding further education for its staff, multinational corporations may capitalize on their workers' drive for growth. Organizations may enhance their talent pool and increase employee satisfaction by retraining and upskilling their workforce.

Keywords: *Human Resource Planning, Employee Performance, Staff Retention, Training & Development, Multinational Companies.*

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I. INTRODUCTION

Organizations spend more on specific human resources to achieve their objectives as well as their vision and mission. For an organization to surpass its expectation there is a need for employee continual appraisal, re-assessment as well as capacity building within the work context to sustain employee performance. Employee performance is associated with timelines output, efficiency, quality work, little or no absenteeism, and effectiveness of the duties to be completed (Bacheor & Thorburn, 2014). The best performing organization banks on their staff's knowledge of organizational structure roles such as work processes and their ability to learn. Developed countries have paid a lot of attention to talent management and many organizations in these countries are faced with human capital pressure that has been revolutionized by globalization. According to Vaiman, Scullion, and Collings (2012) firms all over the world are competing for the scarce talent available in the ever-changing market dynamics. The competitive advantage of any local and international organization weighed on the availability of a pool of talent, and best global human practices such as talent recruitment and employee development programmes. Organizations that succeed in this demanding environment

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seem to have developed local strategies for human resource planning and can attract the global best talent (Vaiman, Scullion, & Collings, 2012).

According to a report by Price Water House Coopers (2012) in Africa, HRP sprang to lame light in 2004 and 2006, and seventy-five per cent of managers and executives interviewed indicated they lacked adequate manpower and talent to achieve organizational goals. While 85% of the respondents thought that most of them have planned their strategy on HRP. According to Pfeffer and Sutton (2011), the cases of HRP in Africa are dire since all the best talent and manpower have been lost and drained by the developed economies U.K, U S, Australia and France. A study by AAPAM 2016 established that in countries in Africa most organizations are not able to retain the best talent as a result of poor remuneration, uncompetitive environments, poor growth opportunities, poor working environment, and regional conflicts. Like any other country in Africa, Kenya is not spared the challenges of HRP specifically on talent development, capacity development, recruitment process, and employee motivation. Kenya is still a distance and lags behind other countries in Africa such as South Africa and Egypt (Marachi & Wario, 2013). HRP is believed to have evolved in the United State, and it's directed to respond to challenges that were posed by the western world, the main concern was directed to improve employee motivation, and eliminate or reduce the need for unions to negotiate with organizations' management on collective bargaining agreements. In European countries, HRP evolved from a sociological aspect that was based on the social system, with the main concern on who has the authority to make leading efforts in promoting industrial democracy and policy that resulted in legislation for employee representation on work councils in countries such as France, Sweden, Netherlands, and Germany (Adebola, Akpo, & OtokitiIlori, 2017).

In Africa, HRP was felt in the post-colonial era, and several countries had a concerted effort to develop social-economic status, especially in the public sector reforms that involved developing and managing the HR function. In South Africa, a civil service that is blotted led to the computerization of employee records and then the introduction of a medium-term expenditure framework that separated policy formulation from implementation. In Kenya lack of proper HRP has resulted in over employment that has resulted in a bloated civil service, which leads to the institutionalization of HRP in the government, and every ministry was expected to create strategic HR plans that regulated and rationalised hiring (Mulunda, 2014).

Kenya Country Commercial Guide (2019) report shows that Kenya is ranked as a market-based economy within the East Africa region as is considered a financial, economic, logistics and commercial hub that has attracted investors and importers from China and the United States of America). HRP involves establishing objectives, developing and implementing organisational programs that fall into seven main areas that are training and development, staffing, retention, workplace policies, employee protection, employment laws, and benefits and compensation that ensures that employees possess the abilities and expertise necessary and also well motivated to work (Moustaghfir, El Fatihi, & Benouarrek, 2020). Multinational companies have brought a lot of job opportunities to Kenya and the employee performance in these companies will depend on the practice of HRP.

II. EMPLOYEE PERFORMANCE

Armstrong and Taylor (2020) describe employee performance as the individual ability to accomplish duties and responsibilities as per organization expectations. HRD assesses individual employee performance on either a quarterly basis or an annual basis for staff development or improvement. According to Casio (2016), there are several ways of measuring employee performance and the common method that is used by most organizations is performance appraisal. This exercise is seen as the most daunting task of the HR department and if the process is not properly done it can cause ripples among the employees. The level of productivity is also another way of measuring performance; This is determined by the calibre and volume of products or services generated, including the ability to provide solutions to challenges that the organization faces and the completion of projects within the expected deadlines. The organization also uses key performance indicators (KPI) to measure employee proficiency, these organizations customize their indicators that organization management uses as rubrics to gauge, and analyze their staff and offer recommendations for improvements (Alagaraja & Shuck, 2015). Therefore, employee performance is an integral part of organizational performance that is key to achieving organizational goals and objectives. And this is the reason why organizations explore proper HRP to motivate their employees, and every HR policy is geared to improve employee productivity. This study enumerated the level of employee performance vis-a-vis employee job satisfaction, employee effectiveness, resource mobilization, and work efficiency as recommended by Ngurubu (2016). Employees will always perform better when there is planning, motivation and better remuneration.

- *Human Resource Planning*

Moustaghfir, El Fatihi, and Benouarrek (2020) refer to human resource planning (HRP) as an essential element of HRM that is adopted by various firms to ensure the quality of employees is selected for the right docket. According to Mutlu (2020), HRP is a core HR process that seeks to develop and prepare the organization for its workforce needs that ensures the right staff is placed at the right job. He further describes HRP as a process that deals with the organization's demand of labour force supply for current and future needs (Mutlu, 2020). HRP involves establishing objectives, developing and implementing organisational programs that fall into seven main areas that are training and development, staffing, retention, workplace policies, employee protection, employment laws, and benefits and compensation that ensures that employees possess the expertise and abilities and also well motivated to work. Therefore, HRP is the process of implementing developed organisational programs that are intended to improve employee performance as well as job

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performance that are to increase overall organizational performance (Moustaghfir, El Fatihi, & Benouarrek, 2020).

HRP is a major component of the HRM function that identifies the manpower that is required in an organization (Armstrong & Taylor, 2020). The role of HRP is to develop the interventions, initiatives, and innovations that assist the firms to meet their goals and objectives. The HRP process involves developing a job description and specifications as well as designing career growth guidelines for organization employees (Aslam, et. al, 2013). Therefore, the essential part of HRM is referred to as HRP that is crucial to meeting the organizational mission and vision. Kwak, McCarthy, and Paker (2017) outline the HRP as a section of HRM that focuses on achieving the desired quality of skilled staff that are required within the organization to meet its goals. Therefore, the goal of HRP is a critical function of Human resources that fosters competitiveness among staff and renews existing employee potential for performance improvements. Any organisation that does not adopt HRP puts its future success at risk (Adebola, Akpo, & OtokitiIlori, 2017). Therefore, effective HRP is a mechanism that an effective organization uses to build long-term organizational capacity to meet its workforce trials and tribulations. Human resource planning is made up of 3 main elements that are based on forecasting labor demand, balancing labor supply or demand and analyzing labor supply (Jonathan Rice, 2011). When these elements are factored in an organization it will greatly improve the employee performance as their needs was well catered for. To promote the performance of employees and the company, HRP focuses on staff satisfaction, compensation and incentive to boost morale hence achieving the highest employee performance.

➢ *Staff Retention*

The first variable that the study discusses under HRP is staff retention. Bibi, Ahmad, and Majid, (2018) describe staff retention as an organized procedure adopted by organizations to create and foster an environment that inspires employees to continue being part and parcel of the company practice as well as strategies adopted to cater to diverse staff needs. The reason why organizations retain employees is to bypass the huge budget allocated for training and recruiting new staff. The cost of such exercise is 25 per cent of the average staff remuneration (Fahim, 2018). According to Bibi, Ahmad, and Majid, (2018) employee retention is a way that organizations develop a strong and effective workforce and organizations with advanced and higher retention rates tend to attract prospective employees. Organizations depend on monetary as well as non-monetary strategies to retain employees; monetary rewards that are commonly adopted by organizations to retain staff are offered in terms of cash, while non-monetary adopted by organizations include health and safety, workplace diversity, employee engagement, work-life balance, wellness programs, Flexi working arrangements and paid in vacations among others. Staff at entry and junior levels prefer monetary (Bibi, Ahmad, & Majid, 2018). Therefore, the issue of retention is paramount and is one of the keys that are necessary for organizational success (Armstrong & Taylor, 2020).

➢ *Training and Development*

This is another variable that influence, and also determine employee performance; Armstrong and Taylor (2020) define training and development as a logical process that individual gain knowledge as well as skills through learning. It is a fundamental process that HRM managers use to improve and sharpen employees' skills that help carry out their daily operations. The training and development program goal is to impact individuals or teams with skills, and knowledge for application in everyday activities (Dixit & Sinha, 2020). Training and development play an important part in employee and organization performance for it plays an important part in a firm's competitive advantage and it is regarded as a route used to build intellectual capital (Indarti, 2020). According to Amin (2013), training and development have been endorsed as the parameter that an organization uses to enhance staff abilities to achieve organizational goals, and it is significant for creating a dynamic approach for the firm to have controls to deliver consistent results. The HR function is deemed operational when training and development are seen to run through all of them, therefore, training and development is an important function in a firm's survival (Indarti, 2020).

➢ *Objectives*

- To examine the influence of staff retention on employee performance in Multinational companies.
- To determine the influence of training and development on employee performance in Multinational companies.

III. THEORETICAL REVIEW

➢ *General Systems Theory*

In 1968 Von Bertalanffy proposed and developed general system theory under his work on teamwork. The general system according to Von is a complex of interacting elements that are receptive to and engage with their surroundings. A system is about connecting various elements to make one whole. Each part of a bigger whole is a subsystem and in terms of employees in an organization, the subsystem was the various departments. For synergy to occur the various departments must work together as a whole rather than each department working individually the output is much greater when the work is as a whole. System boundaries should be more flexible in an organization to ensure there is greater output. A system in terms of employee Human resources occurs when the human resources function as one then there is synergy and the inputs was transformed into good outputs. General system theory was adopted as the lead theory of this study for the study variables are all grounded in this theory and it also supports employee performance.

➢ *Strategic Contingency Theory*

In 1971 D.J Hickson developed and proposed strategic contingency theory in his view on leadership and employee performance. This study used this theory as a supplementary to general systems theory. The theory applies to workstations and it shows that a leader has bargaining and negotiating ability that can be depended upon by subordinates or a manager has the sole responsibility of ensuring staff deficiency needs are taken care of. It further indicates that the

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dependency of subunits is influenced by centrality, uncertainty and substitutability. The dependency of other departments or employees on one leader makes the leader more powerful and hence motivated. This theory is based on power and thus when power is given to employees such that they can provide solutions to uncertainties they feel involved and more powerful. This theory is applicable and was adopted by the study as supports employee performance and the variable of staff retention.

➢ *Maslow's Hierarchy of Needs Theory*

The hierarchy of needs hypothesis was created by Maslow (1943) as part of his research on human motivation. The patterns of human motivations according to Maslow have six levels, but with regards to staff motivation, the theory places staff needs into five broad categories. The theory stipulates that employers should meet employees' needs at all levels of the hierarchy, for the employee to meet organizational goals and objectives. The most basic and lowest requirement in the hierarchy of wants are physiological needs, which are located at the base of the triangle. These needs include the basic biological drives that humans require for survival, such as food, shelter, air, and water. According to Maslow, a company needs to be able to pay its workers. The second level of human wants is occupied by safety demands. Maslow describes the desire as a safe workplace that is triggered following the satisfaction of physiological requirements. The idea behind a safe workplace is that workers should be able to carry out their responsibilities without worrying about getting hurt. Social needs, Maslow's third requirement in the hierarchy, are triggered as soon as safety needs are met and are linked to the need for acceptance and affection from others. Employers should permit their employees to take part in social events like office parties and team-building exercises. The idea behind putting esteem needs on the fourth level of wants—which is linked to the desire for respect from others and self-respect—is that businesses ought to honour and reward their workers' accomplishments. Self-actualization, the final level at the apex of the triangle, denotes the capacity to reach one's greatest potential (Armstrong & Taylor, 2020).

Where employers fail to meet these needs it offers an alternative for professionals to seek new and greater chances to meet their needs. According to the hierarchy needs hypothesis, companies must be able to pay workers enough to cover the cost of a reasonable standard of living. The theory suggests that there is a need for a secure working environment that is free from harm and once this is achieved social needs are activated (Armstrong & Taylor, 2020). The hierarchy of needs theory was adopted as one of the lead theories of this study for the study variables are all grounded in this theory and it also supports employee performance. The theory supports the study variable training as the human need for self-actualization, development programmes help in improving employee performance.

IV. EMPIRICAL REVIEW

➢ *Staff Retention and Employee Performance*

Amdany (2017) with reference to Safaricom examined how career development relates to employee retention. Research design adopted was a descriptive survey. With 240 respondents selected from 2,400. Data were analyzed through SPSS and multiple regression was adopted to show how career development and employee retention are related. Findings show career development has a great influence on employee retention (Amdany, 2017). Author suggested a study of other sectors to validate the findings therefore; the study has provided a contextual as well as empirical gap. The present study will concentrate on international corporations, with Safaricom serving as the study's context. The study did not use a hierarchy of needs and goals setting theory and the current study used these theories.

Muindi and Odandi (2016) in hospitals in rural Kenya examined staff retention factors. The study collected data from all medical staff working in Siaya county Hospitals and a stratified sampling technique was adopted. Questionnaires were administered as primary data collection tools, For analysis, descriptive statistics were used, and findings showed career development, training, and development opportunities influence staff retention. The study also established that the compensation and management style adopted by the hospitals don't encourage the retention of health workers (Muindi & Odandi, 2016). The study provides a contextual gap. The gap context is the hospitals while the current study is on multinational companies.

Gicho (2015) carried out a study with the title effects of staff retention strategies and performance confined to Eagle Africa with a target population of 85 employees, the adopted census method and data were gathered through the use of questionnaires and examined with inferential statistics, and correlation showed the strengths of independent and dependent variables. The findings showed that flexible work arrangements improved employees' performance, and job sharing has influence on performance and also the organization as a platform for career development (Gicho, 2015). The study provides a methodological gap. The study used census while stratified sampling was adopted.

➢ *Training & Development and Employee Performance*

Khaemba (2017) using Kakamega General Hospital as a study case examined how training influence employee performance, descriptive surveys were used as the research design. With a target population of 1,250, and 93 respondents representing the data were collected using questionnaires, and analyzed with inferential statistics, and correlation showed that employees attend at least one training per year, and respondents concurred employee performance is greatly affected training and development, and also it increases employee morale (Khaemba, 2017). Study highlights a contextual gap that has to be addressed by examining the variable in a different sector. The study was based in hospitals while the current study will focus on multinational companies.

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Odhiambo (2018) using Safaricom Company Ltd as a study case examined training effects on employee performance. The study's theoretical base was goal-setting, human capital, and social learning that targeted 1,892 employees at Safaricom Head office in Nairobi; using the stratified random technique a sample of 377 respondents was selected. Structured questionnaire data were analyzed using SPSS. The results of the study demonstrated a relationship between employee performance and training approaches, and training needs assessment has a significant effect on employee performance. The study also established that training development programs significantly influence employee performance (Odhiambo, 2018). It provides contextual gap that needs to be filled from a different organizational setup. It was based on Safaricom Company while this one is on multinational companies also did not factor in training evaluation and current study will look into training evaluation under training and development in multinational companies.

Nurani, Noermijati, and Rofiaty (2020) using job satisfaction as moderating effect examined training on performance. The study adopted a saturated sampling technique that sampled 105. partial least square version 6.0 was used for data analysis. The study established training affects employee performance and job satisfaction (Nurani, Noermijati, & Rofiaty, 2020). The study provides methodological and empirical. It adopted census to select sample while the current study used stratified sampling. the research did not also focus on training needs identification and for the current study, training needs identification was focused on undertraining and development. Tsuma (2017) also surveyed the effects of electronic recruitment and employee retention in multinational companies. A sample of 80 respondents were selected from 217 employees in multinational corporations in Nairobi county where they responded to structured questionnaires. SPSS, correlations analysis, and linear was adopted to establish how e-recruitment and employee retention. Finding show corporate websites are a significant source of explanation for employee retention, and social networks influence self-selection in commercial sites (Tsuma, 2017). The study provided an empirical gap and it did not factor in the process cost, candidate qualification and recruitment policy the current study will do further studies by factoring in process cost, candidate qualification and recruitment policy in multinational companies.

➢ *Conceptual Framework*

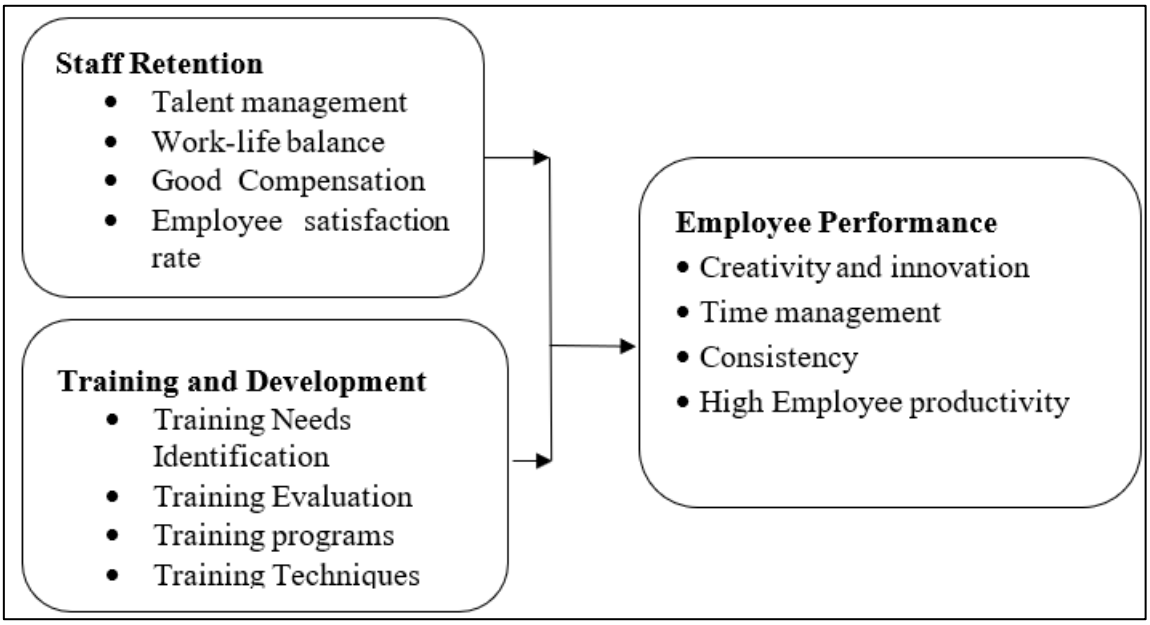

Fig 1: Conceptual Framework

V. METHODOLOGY

Descriptive research design was adopted. The study adopted this design as it helps in getting the recent, relevant, and in-depth literature on the subject therefore, this assisted the study to have a critical view of the problem in question (Bordens & Abbott, 2017). This was an exploratory to answer the what, why and how questions and a descriptive cross-sectional study that will employ both quantitative and qualitative approaches and staff working at multinational companies. population was 350 employees of eight Multinationals Companies in Nairobi City County where the study targets senior and middle-level managers as well as non-management staff.

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Table 1 : Target population

Category	Population	Sample size	(%)
Senior Managers	10	3	1.61%
Middle-level Managers	40	27	14.52%
Non-management staff	300	156	83.87%
Total	**350**	**186**	**100**

Bordens and Abbott (2017) indicate that any sample that represents 10-20 per cent of the study target population should be adequate for generalizing study results when a stratified sampling technique is used. This is echoed by Thornhill, Lewis, and Saunders, (2019) for populations below ten thousand. In this context, the Yamane formula was used.

Yamane (1967) formula is

$$n = \frac{N}{1+N(e)^2}$$

Whereby: n = the sample size; N = the population size while e = the level of precision. at 95% confidence level and P = 0.05.

Questionnaires that were given to the study sample size served as the primary data gathering tool in this investigation. The university and NACOSTI granted the researcher authorisation authorises that facilitated the process of data collection using questionnaires and this also showed the respondents the study is not illegal. Secondary data that was used in the literature review was collected from documented sources that was accessible. The researcher had the opportunity to rectify them earlier before administered to the respondents. Content validity was used by the researcher to determine the relevance of the questions to meeting study objectives (Saunders, Lewis, & Thornhill, 2018). The supervisor played a very important part in this section. The study adopted and use a co-efficient of above 0.6 for this study. Cronbach Alpha was used as the construct multiple as recommended by Easterby-Smith, Thorpe, Jackson, and Jaspersen (2018), and the acceptable reliability coefficient is 0.6. Research questions should be reliable if tested in a pilot study to the actual sample size. If a data collection tool is consistent it should be in a better position to give similar results every time it is used, therefore the questions in the questionnaires was administered during the pilot study and in case there is inconsistency, the process was repeated after one week. This study generated quantitative data that was analyzed using SPSS v.26 as well as inferential statistics that established and show relationships between variables. The responses were analyzed using mean and SD and tabulated in tables. Pearson correlation coefficient will help in determining the association between the independent and dependent variables regarding direction and also magnitude at a 5% level of significance. Research authorization permits was obtained and participants was required to sign a consent to participate. Therefore, the respondents were made aware of the above requirement before they participate in the study. Participation was voluntary without any pressure (Trochim, 2016). Questionnaires were only given by the researcher to participants who had signed consent forms. Confidentiality of information was maintained during the study period.

VI. FINDINGS, CONCLUSION AND RECOMMENDATIONS

Table 2: Staff Retention Responses

Staff Retention Questions	N	Mean	SD
Our organization uses talent management to retain employees through mentorship	**150**	4.54	.614
Our organization culture offers retention packages that attract workers who prioritise their careers since their jobs are stable and secure	**150**	4.35	.795
The compensation rates offered by our organization are competitive	**150**	4.32	.742
Benefits are a popular strategy employed by employers as a means of luring and keeping employees.	**150**	4.28	.903
In our organization promotions are based on merit which plays an important role in employee satisfaction	**150**	4.30	.679
The organization offers work-life balance programs as a way of retaining staff	**150**	4.21	.833
Aggregate		**4.33**	**.761**

The responses are presented in Table 2, and the study's responses on staff retention are discussed using descriptive statistics. The respondents were asked if their organization uses talent management to retain employees through mentorship. mean (4.54) and SD(.614,) this shows that respondents strongly agreed with the statement. The study also inquired if respondent's organization culture offers retention packages that attract workers who prioritise their careers since their jobs are stable and secure. Mean (4.35) and SD (.795), this implies that the respondents strongly agreed with the statement. If the compensation rates offered by their organization are competitive. The statement mean (4.32) and SD (.742), and respondents strongly agreed with the statement. The respondents were also asked if Benefits are a popular strategy employed by employers as a means of luring and keeping employees, mean (4.28)and SD(.903) this shows

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that the organization attract and retain employees, and the second last issue asked was if respondents organization promotions are based on merit which plays an important role in employee satisfaction mean (4.30) and SD (.679) shows that multinational organization offers promotions to employees based on merit and finally the respondents were asked if the organization offers work-life balance programs as a way of retaining staff; mean (4.21) and SD (.833) the responses shows that these organization offer life work balance to retain employees. The overall mean and average SD for the study variable "staff perception on employee performance" have an aggregate mean (4.33) and SD (.761). Employee performance appears to be significantly impacted by staff retention. The study's conclusions are similar to those of Amdany (2017), who found that employee retention was significantly impacted by career development. Muindi and Odandi (2016) discovered that career growth, training, and development opportunities had an influence on retention. And also hospitals' salary and management styles do not motivate health workers to stay. According to Gicho's (2015) results, flexible work arrangements enhanced worker performance, and task sharing affected worker performance as well as the company as a platform for career development.

Table 3: Training and Development Responses

Training and development question	N	Mean	SD
Our organization performs training needs identification before training is offered to employees	150	4.20	1.095
Employees are evaluated after every training sponsored by the organization	150	4.14	.807
Training programmes in our organization are aimed at improving employee performance	150	4.13	.905
In our organization training offered is relevant to duties performed by each employee	150	3.96	1.152
Training techniques adopted are effective and positively affect the performance of employees	150	3.90	1.318
Every employee is subject to the training policy of our company.	150	3.86	1.240
Employees are trained according to their positions in the organization	150	3.84	1.152
All new employees are properly inducted before taking their new roles in the organization	150	3.81	1.370
Aggregate		**3.98**	**1.1299**

Table 3 presents the study's responses on training and development have been discussed using descriptive statistics. The respondents were asked if their organization performs training that needs identification before training is offered to employees. The question mean(4.20) and SD(1.095), which shows that the majority agreed with the statement. With mean(4.14) and SD(.807), participants concurred that employees are evaluated after every training sponsored by the organization. The study also inquired if training programs in their organization are aimed at improving employee performance. The statement had mean(4.13) and SD(.905), which shows that the statement was affirmed. With mean(3.90) and SD(1.152), the participants concurred that in their organization the training offered is relevant to the duties performed by each employee. Respondents also agreed that the training techniques adopted are effective and positively affect the performance of employees. The statement had mean(3.90) and SD(1.318). With mean(3.86) and SD(1.240), it shows that the respondent's organization has a training policy that applies to all employees. Respondents were asked if employees in their organization are trained according to their positions in the organization; they agreed with the statement; it had mean(3.84) and SD(1.152, which shows that training is offered as per employee position in the organization; and finally, with mean(3.81 and SD(1.370, it shows that all new employees are properly inducted before taking on their new roles in the organization. With an aggregate SD(1.1299) and aggregate mean(3.98) the study variable. This implies that employee performance is significantly impacted by training and development. The study's conclusions align with those of earlier investigations, such as the study by Khaemba (2017), which proved that training and development improves employee performance while also increasing staff morale. According to the findings of Odhiambo's (2018) employee performance and training methods are linked to training and development, and employee performance is significantly impacted by the evaluation of training needs. Additionally, the poll discovered that employee performance was significantly impacted by training and development initiatives. According to Nurani, Noermijati, and Rofiaty's (2020) research, training influences employee performance and job satisfaction.

Table 4: Employee Performance

Question	N	Mean	SD
Employees significantly participate in deciding the types of training they require as a department that contributes to job satisfaction	150	3.76	1.828
Creativity and innovation are natural in our organization by allowing employees to bring out new ideas and showcase their creativity.	150	3.10	1.405
Effectiveness of employees performance is incorporated in the staff recommendations in the strategic plan	150	3.11	1.405
Time management is encouraged in our organization and this has improved performance	150	4.20	1.155
Organization has a well-defined approach for managing employee performance.	150	4.11	1.638
Aggregate		**3.66**	**1.486**

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Table 4 presents the study's responses on employee performance discussed using descriptive statistics. With mean(3.76) and SD(1.828), participants concurred that employees significantly participate in deciding the types of training they require as a department, which contributes to job satisfaction. Creativity and innovation are natural in the respondent's organization because it allows employees to bring out new ideas and showcase their creativity. The statement had a response mean (3.10) and SD(1.405), which shows that innovation and creativity are embraced by multinationals. With SD(1.405) and mean (3.11), participants concurred that the effectiveness of employee's performance is incorporated into the staff recommendations in the strategic plan. Respondents strongly affirmed that time management is encouraged in the organization, and this has improved performance. Response mean(4.20) and SD(1.155), and finally, with SD (1.638) and mean (3.66), It demonstrated that the company has a clear strategy for handling worker performance. Numerous organisational elements have a substantial impact on employee performance, including staff benefits, training and development, staff retention, and recruitment and selection, with mean (3.66) and SD (1.486). The study's findings are comparable with those of previous research, such as Ngurubu (2016), findings that shows that employees will always perform better when there is planning, motivation and better remuneration. Fabian (2015) also noted that varying degrees of employee training that improves their employability have an impact on the outcomes of workers.

- *Inferential Analysis*

Results show a very high positive linear connection between these variables, with a staff retention on employee performance correlation coefficient of.711 and p-value (0.000), which was less than 0.05. The relationship between training and development and employee performance was.834 with a p-value of 0.000, less than 0.05, showing that training and development had a very substantial impact on employee performance. A Pearson's r value (.753) and p-value(0.001), both less than 0.05, for the staff benefits variable show a significant positive link between staff benefits and employee performance. Employee performance and recruiting and selection have a strong positive linear relationship, as shown by the correlation between recruitment and selection and employee performance of.660 with a p-value of 0.000, < 0.05.

- *Regression Analysis*

In order to quantify how one variable will change in relation to another, regression analysis was done. Table 5 below provides the model summary.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803a	.645	.640	0.27371

Table 5 indicate that the adjusted R square value was at.640, which is a 64.0% increase and indicates how much staff retention, and training and development affects employee performance. This suggests that there are other factors beyond the scope of this study that affect 36.0% of employee performance in multinational companies in Kenya.

- *Analysis of Variance (ANOVA)*

This was carried out in order to assess the model's (variables') significance, as shown in Table 6.

Table 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.042	2	10.262	135.966	.000b
	Residual	22.623	148	0.074		
	Total	63.665	150			

The significant value of.000, which is less than 0.05, demonstrated the model's significance and provided a clear indicator of how employee performance was impacted by staff retention, training and development, employee benefits, and recruiting and selection. At a 5% level of significance, the F statistical value was calculated to be 135.966, which was higher than the statistical mean value of 10.262. This demonstrates how the model may be used to additional statistical analysis.

The research determined that staff retention had t-value (3.265)and p-value(0.000>0.005). This demonstrated that employee performance was positively and statistically significantly influenced by staff retention. With t-value(1.532) and a significance value of 0.000, which is less than 0.05, the study likewise found that training and development had a statistically significant beneficial influence on employee performance. With t-value (5.254) and significance value (0.001), which < 0.05, the staff benefits were shown to positively statistically significantly affect employee performance. The study discovered that selection and recruiting had a beneficial impact on employee performance since the resultant t-value (3.388) and the significance value (0.001), which < 0.05. The regression analysis confirmed that recruiting and selection had a considerable impact on employee performance.

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RECOMMENDATIONS

The research report suggests the following changes for the benefit of multinational corporations and other organizations: Organizations may enhance their talent pool and increase employee satisfaction by retraining and upskilling their workforce. In today's competitive environment, compensation is an essential part of any company's retention strategy. Employees who feel underpaid for their work are more likely to think about quitting their current job, regardless of how highly respected they may feel. Employers who have a simple, uncomplicated pay policy and pay transparency are more likely to draw in new hires. Given the lack of progress since the pandemic's height, it makes sense that over half of workers say they feel burned out as a result of rising living costs, complex personal lives, and unstable political and economic conditions. Making sure that workers have manageable workloads, keeping lines of communication open with management, and creating a positive work atmosphere are the best ways to avoid burnout. However, businesses may also consider doing more to promote the mental and physical well-being of their staff. Multinationals should have to have an organized interviewing procedure. In order to choose the best candidates for the open positions, the interview process must be open and equitable. In order for the ideal candidates to apply, multinationals should include accurate job descriptions in their job adverts. The job descriptions should be utilized to evaluate candidates during interviews as well. The study makes recommendations for management of multinational corporations to widen the external sources of employing competent workers to increase employee performance and provide equity for job seekers through human capital recruitment.

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