

## ABSTRACT

Public universities in Kenya have adopted Human Resource Standards (HRMS) as a form of best practices for handling Human Resource operations and administrative functions. Despite this adoption, there are numerous complaints about inefficiency and malpractices in work performance in institutions of higher learning. The objectives of the study were to establish the effectiveness of employment management standards in influencing employee work performance in selected public universities in Kenya; determine the effectiveness of performance management standards in influencing employee work performance in selected public universities in Kenya; and to assess the effectiveness of grievance management standards in influencing employee work performance in selected public universities in Kenya. The HRM standards that formed the basis of this study included employment management standards, performance management standards and grievance handling standards. In the conceptual framework, it was assumed that HRM Standards thus, employee management standards, performance management standards, grievance management standards and customer management standards had an effect on employee work performance. The literature was reviewed from a thematic approach to help point out issues that needed further research and to discover knowledge gaps that needed to be filled through empirical findings. The study was carried out in Masinde Muliro University of Science and Technology (MMUST), Jaramogi Oginga Odinga University of Science and Technology (JOOUST) and Maseno University. The target population for this study was 213 Heads of Departments and the sample of 64 was drawn from the three universities. The study adopted a mix of descriptive and cross sectional research designs. Descriptive design was used for qualitative data while cross sectional design was used to handle quantitative information. Research instruments that were employed were questionnaires, interview schedules for the HROs and document analysis. This study used internal and external validity. To achieve internal and external validity, questionnaires, interview schedules for HROs and documents analysis were used, and then triangulation was used to determine validity of the results. Reliability of the questionnaires was measured and calculated using the test-retest method. Primary and secondary data was collected and triangulated for validity. Data collected from the field was analyzed, coded and classified by the study objectives. Further, the responses in each of the specific objectives were categorized according to the type of question in the questionnaire. ANOVA test was used to establish if there were significant differences within the sampled population in terms of demographic characteristics. The Spearman's Rank Correlation computed between variables was interpreted by comparing its magnitude with its probable error. Analyzed data was subsequently presented using frequency distributions, percentages and appropriate tabulation. The findings of the study revealed that employee management standards account for 64.7% % of the unit Employee work performance; In other words, from the results, performance management standards account for 66.1% % of the unit Employee work performance and that grievance management standards account for 70.1% % of the unit Employee work performance. The study therefore concluded that employee, performance and grievance management standards had a statistically significant positive influence on employee work performance. The study recommended that universities should review the processes that guide the implementation of the employee, performance and grievance management standards so as to warrant full realization of the effectiveness of the standard in influencing employee work performance in selected public universities in Kenya.