

**EFFECT OF PERCEIVED HUMAN RESOURCE MANAGEMENT PRACTICES
ON EMPLOYEE JOB PERFORMANCE AT KENYA MEDICAL TRAINING
COLLEGE, NAIROBI CAMPUS**

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THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MSC.
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DECLARATION

I solemnly declare that this research project is my original work and has not been submitted in part at any other institution or college for any scholarly award

Signature..... Date.....

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D64/84326/2016

This Research Project has been presented for examination with my authorization as the university supervisor.

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DEDICATION

To my loving husband and children Dylan and Alyssa: you have been my strongest pillar and inspiration. The moral, spiritual and financial support has been immense. “The function of education is not to teach one to think intensively and think critically. Intelligence and character- that is the goal of true education” Martin Luther King Jr.

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LIST OF ABBREVIATIONS

HR	Human Resource(s)
HRM	Human Resource Management
HRMP	Human Resource Management Practices
KMTC	Kenya Medical Training College
KPLC	Kenya Power and Lighting Company
SD	Standard Deviation
SPSS	Statistical Package for Social Sciences

ABSTRACT

The study sought to establish effect of perceived Human Resource Management Practices on Employee Job Performance at Kenya Medical Training College, Nairobi Campus. Two theories informed this study: Universalistic Perspective and The Resource Based View. Descriptive research design in form of a descriptive survey was adopted. Primary source of data was used for the study which was collected by use of close-ended questionnaires that were self-administered and developed in form of a five point Likert scale. The study targeted 147 academic staff in the fifteen departments within Nairobi campus. Descriptive statistics was used in analysis of data; inferential statistics in form of regression analysis was used. Findings were presented by use of tables and pie charts in order to ascertain the effect of perceived human resource management practices on employee job performance. The findings concluded that there was an insignificant correspondence between perceived HRM practices and employee job performance thus raising the issue of reverse causality.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Worldwide, competitive businesses depend upon rareness and inimitability of the human resources in order to gain a competitive edge (Pfeffer, 1994). As such, HRM practices and their effect on performance, either individual or organizational has been extensively researched. Guest (1997) affirms that Human Resource Management Practices (HRMP) is an extremely central aspect and it is essential to analyze them in diverse situations to authenticate their influence employee job performance. HRMP have considerably changed in the preceding two decades owing to global environment, privatization, competition and technological advancement as well as the unstable social, political and economic factors that have ensured organizations implement innovative practices that guarantee performance that is top notch. Paul (2003) postulates that human resource (HR) practices are fundamental for any organization to grow and recognized several crucial HR practices such as; rewarding enhanced training, procurement of employees, evaluations, and security in employment. Hundley (2008) further notes that HRM has become an important facet to attain and sustainable competitive advantage. Human resource management opts for the finest recruits and coaches them with the precise expertise and capabilities that can notably equal the firms'.

Crane (2008) defines perception as explanation of a circumstance by an individual. It is a way of explaining the information in order to comprehend our environment. Precise perceptions allow employees to provide a rationalization of what they see and heed to in their workplaces while giving them an opportunity to select and conclude their tasks. In

the work place, perception allows the employer and employee to discern the realities that both parties face if excellent or awful. How the managers and workers perceive situations is critical in influencing the working environment so as to enhance performance. Perception can be influenced by intellect, character, anticipation and curiosity which makes individuals view effects in a differing manner even if the same thing is presented to them differently. Various empirical studies suggest that employee' perceptions of the significance given to HR management practices greatly differ with organization.

The theories supporting this study were the universalistic theory and the resource based theory. The universalistic theory was relevant in this study since it advocates in the best practices of Human Resource Management. The resource based theory was crucial for this study since it expounds on the valuability, rarity, inimitability and nonsubstitutability of human resources which in turn enables organizations to gain competitiveness. The research study was carried out at the KMTC Nairobi Campus that offers training to medical students. This organization presents a key service to the health sector. It is necessary to distinguish that HRM practices are obligatory to confer value of human resources needed to achieve future core objectives. Human resources have to be managed effectively and efficiently in order to achieve superior result. No systematic studies have been done about the effect perceived HRM practices on employee job performance at KMTC Nairobi campus.

1.1.1 Concept of Perception

Cole (1996) defines perception as the psychological process involved in recognizing and personally interpreting objects, concept and how to attain awareness, insight and understanding. It is a way of explaining the information in order to comprehend our environment. Precise perceptions allow employees to provide a rationalization of what they see and heed to in their workplaces while giving them an opportunity to select and conclude their tasks. In the work place, perception allows the employer and employee to discern the realities that both parties face if excellent or awful. Perception involves the process of selecting, organizing and interpreting of external stimuli to make it logical. In this consideration, ones opinion depends on the information available to them and the degree to which they can interpret the information acquired (Hodgetts&Hegar, 2008). Perception can be influenced by intellect, character; anticipation and curiosity which makes individuals view effects in a differing manner even if the same thing is presented to them differently.

1.1.2 Human Resource Management Practices

Minbaeva (2005) describes HRMP approaches used by organizations in managing employees by accelerating the progress of capabilities that are aimed at sustaining competitive advantage. Human Resource Management Practices (HRMP) are methods used in managing people, and organizations ought to execute best HRMP that suit how it operates (Armstrong, 2012). Delery and Doty (1996) described HRM practices as internally dependable policies that are designed and executed to ensure that organizations human resources add in to the realization of the set goals. Wright (2003) explained HRM practices as techniques an organization uses in order to manage their human capital by

ensuring the competency and skills are specific to the firm needs and in turn foster competitive advantage. For an organization to survive, attracting qualified staff, motivating, coaching and mentoring as well as retention should be the key focus (Jackson & Schuler, 2008). Nzuve (2007) argues that HRMP should be aligned with the strategy of the organization so as to encourage organizational and personal performance.

Armstrong (2011) states that human resource management practices (HRMP) deals with all aspects of how people are engaged in employment and managed within organizations. HRMP involves activities such as selecting and hiring, safety and health, CSR, managing legal issues, talent management, performance evaluation, change management, compensation, succession planning and industrial relations. When an organization has HRMP that are in tandem with one another, and with the organizations goals, efficiency is enhanced (Huselid, 1995). Six HR practices identified by Kidombo (2007) , were used for this study and they include; performance review, retention strategies, internal career opportunities, training and development, employee relations and compensation strategies.

1.1.3 Employee Job Performance

Campbell (1983) introduced the notion of employee job performance describing it as a specific behavior outcome emanating from the individual or performer Employee job performance is about the timeliness, effectiveness and efficiency in completion of tasks set out by an employer to the employee. Motivation and ability result in employee job performance according to Gilbert (1978). Today, several performance measures have been incorporated such as: the balanced Scoreboard, Performance Prism, the Cambridge performance measurement process, graphics rating scale and 360 degrees feedback.

Individual performance can be measured through creative works, innovativeness, satisfaction of clients and skillfulness at work. Employers should provide an enabling environment so as to support performance since lack of performance support hinders exemplary and skillful performance (Ströh, 2001).

Davis and Newstrom (1986) note that individuals bring with them needs that can affect their on-the-job performance once they join an organization. The needs could be physical while others are related to psychological and social values. They espouse that improved performance normally ensue to elevated cost effective, sociological, and emotional rewards but enhanced performance does not necessarily lead to job satisfaction.

1.1.4 Profile of the Kenya Medical Training College

Set up in 1927, KMTC is located along Ngong Road, next to Kenyatta National Hospital. It commenced with four trainees as a training institution located at the current Kenya School of Government in lower Kabete which was then the KIA. Through an Act of Parliament and the Kenyan laws, KMTC became a Semi-independent Government Agency in 1990 and the name Kenya Medical Training College was adopted to be a unifying identity for the institution. The college has expanded regionally into multiple disciplines in health training in the entire Africa attracting students from neighbouring Uganda, West Africa, Burundi, Tanzania, Rwanda and Sudan.

Kenya Medical Training College has custom-made courses that act in response to society's growing health requirements. 80% of Kenya's healthcare workers are a product of the college. Once the trainees leave KMTC they are competent and are able to provide efficient and high quality healthcare that is impartial, reachable and inexpensive to all. Certificate,

diploma and higher diploma are some of the courses offered by KMTC and this reflects the organizations sensitivity to the country's health needs. For this study, KMTC was preferred since it has elaborate HR structures that have facilitated them to deliver their HR agenda (KMTC HR Department Sept, 2017)

1.2 Research Problem

Human Resource Management is essential in today's highly dynamic and competitive environment. Success in organizations is being viewed to be as a result of enhanced HRMP and Employee job performance. Aquinas (2008) argues that the competition in the business environment as a result of globalization has made managers to focus more on human resources which is a key aspect for any organization to succeed. Robbins and Decenzo (2005) denote some of the challenges that may face the human resources such as diverse workforce, globalization, technological changes, shortage of labor, and change in skills required, decentralized workstations among others. Becker and Huselid (1992) argue that selective employee procurement positively correlates to enhanced employee job performance.

KMTC has a HR department which mainly deals with payroll and training of their employees. This therefore puts the organization at an awkward position to deal with other aspects of HRMP which are crucial for employee job performance. A research done by Saira (2016) on a study in Pakistan Textile industry indicated that practices such as Compensation, Career development, employee evaluation, and employee engagement impact positively on performance of employees. Amendi (2015) did a descriptive survey research on the impact of HRM practices on performance of SACCO's in Vihiga County,

Kenya. The study found that most practices of HR lead to employee performance. Dimba and K'Óbonyo (2009), investigated impact of HRP on performance of organizations. Results revealed innovative employee resourcing and compensation practices correlate positively with performance.

Camposino (2016) in his study on HRM Practices and performance established that various practices such as, resourcing, reward management as well as job evaluation relate positively with performance. KMTC had a research study done on job satisfaction and organization performance by Ndungu (2011). The study found that satisfied employees worked towards performing well in the organization. Studies previously done have focused on HRM practices in different settings but none has looked at the effect of the perceived HRMP on performance at KMTC. The intention of this research was to establish the effect of perceived of Human Resource Management practices on employee job performance at KMTC Nairobi Campus. The study seeks to address the research question: What is the effect of perceived Human resource management practices on employee job performance at KMTC Nairobi campus?

1.3 Objective of the Study

The core objective of this study was to find out the effect of perceived HRM practices on employee job performance in Kenya Medical Training College Nairobi Campus.

1.4 Value of the Study

The study would give more insight to policy makers on HRMP and lay down policy frameworks and legislation through which organizations can adopt the HRMP in their quest to gain competitiveness. The findings would help KMTC to review policies on HMP and their impact on employee performance so as maximize productivity and increase competitive advantage.

To scholars, it will broaden the existing literature besides adding more insight to the available knowledge as well as act as a source of literature for institutions of higher learning.

The findings would also assist the Kenyan government in formulation of guidelines and policies in the health sector and other government parastatals in adopting HRMP so as to enhance both employee and organizational performance. The government will be able to realize the level to which HRMP influence employee job performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter covers the review of literature on related studies based on published and unpublished journals. It focuses on the theoretical foundation, HRMP, employee job performance, employee perception on HRMP and the link between HRMP and employee job performance.

2.1 Theoretical Foundation

This study was anchored on two theories which are the Universalistic Perspective and the Resource Based Theory.

2.1.1 Universalistic Perspective

Researchers in the universalistic approach posit that some set of HRP are always superior to others and firms ought to embrace these practices to improve their performance. Best practices are appropriate for all organizations regardless of size, industry, or business strategy (Arthur, 1994; Delery & Doty, 1996). Researchers stress that internal fit and alignment of human resource practices helps to produce a considerable improvement of an organization's performance. The proponents of the universalistic model such as Pfeffer (1994, 1998) and Huselid (1996) have highlighted a number of best practices that comprise the best practice bundles that go along with performance. Delery and Doty (1996) recognized seven 'best practices' which include career development opportunities, official training structures, evaluation procedures, proceeds distribution, employment security, right to be heard means, and occupation description. The human resource management

practices are assumed to help a firm develop its human resources cost benefits, encourage operating efficiency, boost innovation and enhance organizational performance (Dyer, 1985).

The universalistic theory implies there are some best HRM practices that contribute to enhanced performance of an organization. Although many scholars agree with this assumption of Best HRMP there has been little concurrence as to what constitutes the 'best practice', which seems to undermine this approach in some way. Certain inconsistencies have arisen from the universalistic model such as researchers use different practices when examining best practices.

2.1.2 Resource Based Theory

The resource based view provides an explanation of how the human resources of an organization contribute to enhanced performance and competitiveness. It recommends that the competitive edge arises from the internal resources within an organization reach. Wright et al. (2001) alleges that these resources must be valuable, rare, inimitable and non-substitutable in order to lead to competitive edge. When the human capital within an organization meet the criteria of valuability, rarity, inimitability and non substitutability they contribute to competitiveness of the organization by having resources that cannot be imitated by competitors.

This view found that HR practices or HR systems could easily be replicated by other firms whilst the knowledge skills and abilities possessed by individuals within a firm (human resources) would be harder to imitate.

This view focuses on the unique resources an organization possess and explains why the rarity, inimitability, non substitutability and valuability of the human resources might lead to a sustained competitive niche, thus leading to enhanced organizational performance. with its focus on the internal resources possessed by a firm has given the field a theoretical understanding of why human resource systems might lead to sustained competitive advantage that cause a better firm performance. It further contends that the HR systems can be easily imitated but the resources are hard to imitate as they differ and are unique in their own way. However, RBV has been criticized for not having looked beyond the properties of resources to explain sustained competitive advantage. In particular, it has not examined the extent to which an employee becomes a —resource.

2.2 Human Resource Management Practices

Human Resource Management Practices (HRMP) are methods used in managing people, and organizations ought to execute best HRMP that suit how it operates (Armstrong, 2012). Delery and Doty (1996) described HRM practices as internally dependable policies that are designed and executed to ensure that organizations human resources add in to the realization of the set goals. Wright (2003) explained HRM practices as techniques an organization uses in order to manage their human capital by ensuring the competency and skills are specific to the firm needs and in turn foster competitive advantage. For an organization to survive, attracting qualified staff, motivating, coaching and mentoring as well as retention should be the key focus (Jackson & Schuler, 2008). Nzuve (2007) argues that HRMP should be aligned with the strategy of the organization so as to encourage organizational and personal performance.

HRMP have considerably changed in the preceding two decades owing to global environment, privatization, competition and technological advancement as well as the unstable social, political and economic factors that have ensured organizations implement innovative practices that guarantee performance that is top notch. Paul (2003) postulates that human resource (HR) practices are fundamental for any organization to grow and recognized several crucial HR practices such as; rewarding enhanced training, procurement of employees, evaluations, and security in employment. Hundley (2008) further notes that HRM has become an important facet to attain and sustainable competitive advantage. Human resource management opts for the finest recruits and coaches them with the precise expertise and capabilities that can notably equal the firms’.

Jackson and Schuler (2008) argue that procuring, training, rewarding and retention of employees is a crucial aspect in ensuring the survival of any organization. HRMP should be consistent with the strategies of the organization so as to stimulate enhanced performance. This study used best HRM practices identified by Kidombo (2007) which include: performance review; internal career development; training & development; retention strategies; employee relations and compensation strategies.

2.2.1 Retention Strategies

Retention strategies are approaches used in human resource management where employees are motivated to linger in the organization for a longer time. Every employer, therefore, has a duty to ensure they retain their best employees (Carsen, 2005). Employee turnover that reflects the number of staff who has departed within a particular period is, therefore, one of the largest though widely unknown costs an organization faces. Although it is

difficult to hold onto all desired staff, the loss can be certainly minimized. In most business settings, the primary goal of human resource managers is to minimize the attrition rate. The process of employee retention will benefit the organization as follows; first the cost of employee turnover increases company's expenditure and reduces profits (Connel 2003). A higher retention rate tends to motivate potential employees to join the organization and also helps in regaining efficiency. If an employee quits, considerable effort is wasted in re-hires, subsequently other costs such as training of new hire and other costs are suffered directly by firms often without their realization. Moreover, even after these companies rehire, there is no assurance of efficiency from the new employee (Connel, 2003). It should be done by aligning the firms' human capital processes such as recruitment, with its overall business strategy. The procedure involves boosting the retention strategies to a more strategic point which in turn yields irrefutable business advantages and employee's satisfaction to remain with the organization. In the next step, organizations must regularly review and analyze the productivity of these systems, ensuring that all personnel data are captured and aligned. The result will help raise the productivity of the organization and also serve as an early caution for problem areas (Ulrich & Smallwood, 2005).

2.2.2 Training and Development

Tzafirir (2005) posits that training is a key aspect in enhancing the human resources. Training programs can make employees feel indebted to the company since training as a practice of HR is viewed to have a very encouraging impact on the job performance of employees. Training acquaints employees with the proficiency, capabilities and information necessary to perform at their work.

Organizations can offer training and development programs to its workers so as to give them confidence that they can be counted upon in future. This ensures employees put more effort and deliver in an effective manner so that they are not a let down to the organization.

Formal training as opposed to casual training is more efficient and is considerably related to improved performance. Trainer chosen is usually dependent on the type of training to be done. For instance, external trainers convey diverse and crucial knowledge from the corporate world sharing it with learners as well as in-house instructors too (Jayawarna et al., 2007). Denby (2010) espoused that training is an ongoing process and needs to be continually refreshed and improved according to the desires and needs of an individual and organization. Training needs analysis should to be carried out by organization to ascertain how often they should carry out training programs either yearly, half yearly or every three months since the training needs may vary from organizations and also within different individuals.

2.2.3 Compensation Strategies

Compensation involves the provision of fiscal value to its staff for the work they perform. Compensation includes Base Pay, Overtime, Bonuses and allowances, Profit Sharing, Stock Options and Commissions. Compensation and rewarding strategies not only focus on the attracting, retaining and motivating workers but can be used in the attainment and sustenance of an organizations competitive edge. Reward and compensation strategies are vital practices that significantly enhance individual and organizational performance. A key responsibility in employee resourcing is retention of a skilled workforce. Individual compensation may be affected by their needs, level of education and training, social class or environment (Gerhart, 2003).

Most of the organizations use compensation focused on performance to reward employees since it positively impacts employee's performance (Brown *et al.*, 2003). Teseema and Soeters (2006) reveal there is a positive link between compensation and employee performance. It is imperative that employers have good faith since the practice greatly influences employee recruitment, turnover and productivity. Organizations should effectively maintain and establish compensation systems that are efficient so as to link employee job performance with improved overall firm performance. A study done revealed that reward benefits has influence on employee performance as it helps increase the energy level, enhance employee proficiency, capability and knowledge base so as to spur achievement of organizational goals.

2.2.4 Performance Review

Performance review involves logical assessment of how an employee performs in his delegated duties (Singh, 2004). Performance review is a crucial aspect of HRP for the progression of the employees as well as operations of a firm (Francis & Kleiner 1994). Rating the employees is obligatory as it helps to identify the strengths as well as areas of improvement by an employee. The execution of the performance evaluation system is a sophisticated job since it requires a precise and objective judgment of an employee's performance, rather than being subjective. However, most performance reviews are always seen to be subjective. Evaluations of performance should be geared towards self-esteem and increased motivation. Performance evaluation should enhance improvement.

A well designed performance review system that incorporates fairness and equity of the results in contentment, enhanced performance, enthusiasm and positive awareness towards performance reviews. In order to reap from the performance reviews, supervisors should

ensure that they notify the appraiser of the improvement required in the skills, knowledge and attitudes so as to have a substantial improvement. Feedback in performance review is a vital factor while focusing on the factors relating to the job rather than the personality characteristics that may lead to subjectivity. Other competencies of an employee can actually be discovered during the appraisal process as fellow employees are given a chance to rate the colleagues and this may lead to personal growth and innovation within the organization. Accuracy, clarity of the goals as well as measurable standards should be used during the review process. Organizations should ensure that they carry out the evaluation either annually, semi-annually or quarterly.

2.2.5 Internal Career Development

Internal career development is an uninterrupted process of work life that ensures employees are developed for future positions within or outside the organization. Opportunity for career development in an organization leads to committed, qualified as well as competitive workforce. The practice of internal career development enables employees to fit in positions that are relevant to their career ambitions, needs and aspirations. This encourages optimal employee contentment and best use of employee capabilities.

Additionally, career development aids in retention and motivation of employees. Career development assists employees to set realistic goals and enhance the skills required and abilities for targeted positions (Hall & Lorgan, 1979). According to French (1940), career development practices represent efforts to increase organizations current and potential abilities to meet its goals by providing career planning, advancement in education and training and development experiences. Internal career opportunity provides internal

promotions that woo employees to remain longer in the organization since it creates a chance for career growth. Career progression is a form of urge seen by supervisors as a means for improvement.

2.2.6 Employee Relations

Employee relation covers a whole range of collective and individual interactions and communication between employers and employees. According to Verma (1999) employee relation is that facet of the organization that deals with the man power of the industry. The manpower includes all the workers, operators and managers. He continues to say cordial and peaceful relations are highly essential for increasing production and economic growth of the industry. Poor labor relations in the industry are responsible for troubles like strikes, protest, agitations, frustrations and labor turnover. Employee relations is concerned with development, negotiations, applications of formal systems which include rules, procedures that govern collective bargaining, handling of disputes or grievances, disciplinary procedures and health and safety regulations among others.

Harrison (2001) views employee relations as an interaction between employers and the workforce in which collective behaviour is channelled through the working of trade unions. Therefore, employee relation requires employers and trade unions to work collectively with each other through collective bargaining procedural, norms, consultation and consideration. Industrial relations system in Kenya are governed and regulated by the trade disputes Act Cap 234 laws of Kenya. The act set out policies on industrial relations system and specifically covers issues related to trade unions, employees and employers respectively. The management in some organizations may consider unions as an impediment to workplace performance that leads to competitiveness, and this has resulted

in avoidance of unions, suppression and replacement. On the contrary, unions can help in promoting long-term investment in positive change for the organization and provide communication infrastructure, employee trust, teamwork and job security for the employees at workplace so as to lead to competitive advantage (Abbot, 2006).

2.3 Measures of Employee Job Performance

Employee job performance is assessed in terms of the adeptness with which one carries out duties in ones' job description. Employee job performance is about the timeliness, effectiveness and efficiency in completion of tasks set out by an employer to the employee. Mathis and Jackson, (2009) agree that performance is linked to amount, excellence, aptness, turnout, competence, efficacy and dependability while at work. Motivation and ability result in employee job performance according to Gilbert (1978). Today, several performance measures have been incorporated such as: the balanced Scoreboard, Performance Prism, the Cambridge performance measurement process, graphics rating scale and 360 degrees feedback. Individual performance can be measured through creative works, innovativeness, satisfaction of clients and skilfulness at work. Employers should provide an enabling environment so as to support performance since lack of performance support hinders exemplary and skilful performance (Ströh, 2001).

Davis and Newstrom (1986) note that individuals bring with them needs that can affect their on-the-job performance once they join an organization. The needs could be physical, while others are related to psychological and social values. They espouse that improved performance normally ensue to elevated cost-effective, sociological, and emotional rewards but enhanced performance does not necessarily lead to job satisfaction.

2.4 Employee Perception on Human Resource Management Practices

Gibb (2001) opines that employee perception is essential since it allows a different assessment of HRM practices from those provided by management, which divulge the interests of the shareholders, the interim costs, and performance concerns as well as enable a deeper estimation from one centered on economic theory, which may limit the full apprehension of the impact of HRM. Conversely, hardly any studies describe the function of HR practices being experienced individually by employees. The exclusion is significant, as various studies have lately shown that it is employees' perceptions and understanding of HR practices rather than definite HR practices that have a nearer correlation with employees' effect and behaviors (Kehoe & Wright, 2013). It is thus paramount to take account of employees' perceptions in intentional HRM research, particularly whilst probing results. Diverse staff might perceive a similar HR practice in an array of ways and thus have various perceptions of HR practices which would differ from the intent of the organization (Nishii & Wright, 2008). Moreover, latest empirical studies suggest that employee' perceptions of the significance given to HR management practices considerably differ with organization (Liao et al., 2009; Hinkin & Tracey, 2010)

For instance, several studies noted that HR practices that were perceived by the managers were not extensively correlated to HR practices perceived by employees. As a result, the pragmatic indication brings forth key reservations that strategic HRM researchers face. Comprehension of the differences in employees' opinions of HR practices is correlated positively to a strong HR system. Shared perception is exceptionally essential if organizations have to improve preferred goals of the organization through the aspects of employees. Workers construe their own understanding of practices in HR especially where

a strong HR structure is devoid and as such this could or could not be consistent with the intentions of the organization. Nishii and Wright's (2008) argue that employee' individual qualities such as traits, principles, and biographic attributes; coupled with their exchanges with considerable others may persuade the degree to which they amass and develop HR information from outside environment. It has however been pointed out by researchers perception of practices in HR practices may be influenced by coworkers and their social interactions as well as similar work experiences within the work place. More so, it is imperative to note that managers should not be seen as the only spring through which HR information can be accessed by employees (Nishii & Wright, 2008).

2.5 Human Resource Management Practices and Employee Job Performance

A number of studies done earlier offer proof that human resource management practices indeed positively impact performance. Tessemer (2006) looked at the degree to which HRP affected performance in Eritrea. It was established that execution of HR practices successfully can boost performance. Kiptis et.al (2014) studied HRMP effect on employee performance in Kuresoi South District. He found correlation between wellbeing practices, reward, job security and performance of employees. In order to motivate workers in the large scale tea farms both comprehensive training and job security measures should be enhanced. Kai (2007), in a study on firms listed on the Australian Stock Exchange established that HRP have a connection with performance.

Kagwiria (2015) in her study on the alignment of human resource practices and business strategy of Coca-Cola Company LTD Nairobi, found that HR practices aimed at enhancing employees performance in customer delivery were allied to the organizations business strategy thus creating efficiency and effectiveness. David (2002) assessed the link between

human resource practices and performance in Singapore. The findings signified that human resource practices elements have affirmative effect on the business strategy of a firm. Som (2008) in his research on human resource practices on achievement of organization objectives found out that informed employee resourcing and financial and non-financial rewards positively influenced performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The following chapter describes the proposed research design, population of the study, data analysis and collection procedures.

3.2 Research Design

Descriptive research design was adopted for this study. Gay (1981) defines descriptive research as the process of collecting data in order to test hypothesis concerning the current status of the subjects in the study. The design is considered suitable because the key focus was to discover the possible relationship between matters under investigation. This research design was used to enable the researcher establish the effect of perceived HRMP on employee job performance at KMTC Nairobi campus.

3.3 Population of Study

Population targeted in this study was the KMTC academic staff, working at Nairobi Campus which has a workforce of 147 employees. Since the workforce is relatively small, a census investigation was undertaken for all the academic staff in the 15 departments as indicated in Table 3.1.

Table 3.1: Departments at KMTC Nairobi Campus

Departments	Number of staff
Clinical	10
Dental	11
Health records and IT	13
Medical laboratory	16
Nutrition	6
Optometry	5
Environmental health	19
Medical engineering	8
Medical imaging	6
Nursing	26
Occupational therapy	5
Orthopedic	7
Physiotherapy	5
Community Oral Health	3
Pharmacy	7
Total	147

Source: KMTC, Sept 2017

3.4 Data Collection

Structured questionnaire were distributed to collect primary data. The questionnaire was administered to all academic staff of KMTC through a drop and pick later method. The questionnaire had three parts; Part A: Biodata, Part B: Human Resources Management Practices and Part C: Employee Job Performance. The questionnaire was based on a five-point Likert scale.

3.5 Data Analysis and Presentation

A descriptive statistic in form of mean, standard deviation, percentages obtained through the use of SPSS, was used in analysis of data. Findings were presented by use of tables and charts. Linear Regression Analysis was used to ascertain the impact of perceived human resource management practices on employee job performance.

$$Y_1 = \beta_0 + \beta_1 X_1 + \varepsilon$$

Y_1 = Employee job performance (Dependent Variable)

β_0 = Intercept

β_1 = Coefficient

X_1 = Human Resource Management Practices (Independent Variable)

ε = Error

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter indicates the results of the study based on the collected data. The purpose of the study was to ascertain the influence of perceived HRMP on employee job performance at KMTC Nairobi campus. The study targeted 147 academic staff at KMTC Nairobi. Section one represents the demographic information, section two the descriptive statistics while section three has the inferential statistics using the linear regression analysis.

4.2 Response Rate

The researcher distributed 147 questionnaires to the academic staff of KMTC, in an effort to gather appropriate data to the study. Out of 147 questionnaires, only 97 were filled and returned. This represents 66% of the total duly filled and returned while 50 were never returned which represent 34%. This response rate is relatively good, representative and satisfactory according to Mugenda and Mugenda (1999) as shown in Figure 4.1

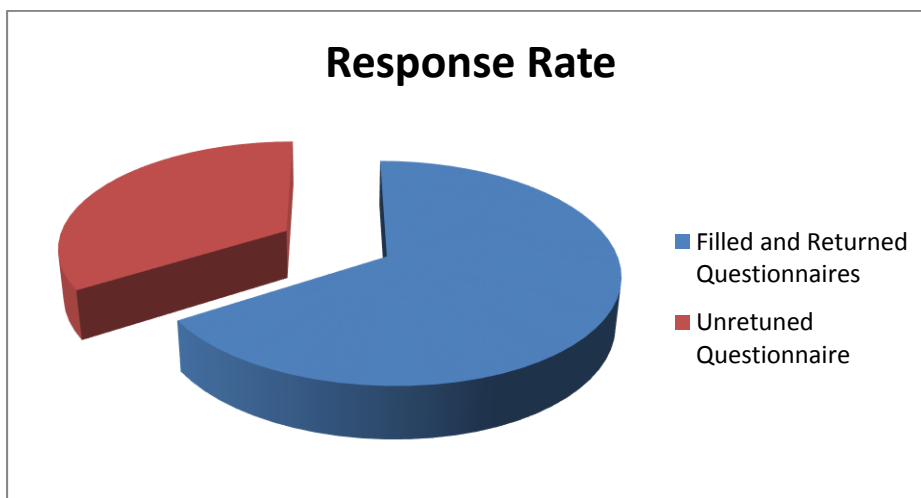


Figure 4.1: Response Rate

4.3 Demographic Data

The section seeks to present data findings on the characteristics of the interviewees' based on their age, gender, educational level, and length of service.

4.3.1 Gender

The study wanted to ascertain the gender of the respondents in the study. The findings were shown in Table 4.1

Table 4.1: Gender of Respondents

Gender	No. of respondents	Percent %
Male	65	67
Female	32	33
Total	97	100

Source: Research Data (2017)

The results revealed that more male respondents 67% than female 33% participated in the study. The results implied that both genders participated and thus biasness was avoided though there was evidence of gender imbalance.

4.3.2 Age of Respondents

The respondents were asked to specify their age cohort in the questionnaire and the results were summarized in the Table 4.2.

Table 4.2: Age of Respondents

Age	No. of respondents	Percentage
30 years and below	0	0
31-35	26	26.8
36-40	16	16.5
41-45	23	23.7
46-50	16	16.5
Above 51	16	16.5
Total	97	100

Source: Research data (2017)

Research results from the study revealed that within the range of 31-35 years there were more respondents represented 26.8%. Indicating that a youthful population participated in the research. The respondents between 36-40 years were 16 (16.5 %), 41-45 years 23 (23.7%), 46-50 years 16 (16.5%), and above 51 years were 16 (16.5%).

4.3.3 Education Level

The respondents were asked to point out the highest education level they have attained and it was recorded as shown in table 4.3

Table 4. 3:Education level

Educational level	Frequency	%
Diploma	48	49.5
Degree	41	42.3
Masters	8	8.2
Total	97	100

Source: Research Data (2017)

Results of the research reveal that a good figure of the respondents 48 were diploma holders which represents 49.5%, 41 had Bachelor’s Degree which is 42.3% while 8 which is a representation of 8.2% had Master’s Degree and none of the respondents was a certificate or PHD holder. The findings indicate that most respondents were educated and knowledgeable on the on the concept of HRMP and employee job performance.

4.3.4 Length of Service

The research sought to know how long respondents had worked for the organization and the results are indicated below in Table 4.4.

Table 4.4: Length of Service

Years of experience	Frequency	Percentage
5 years and below	14	14.4
6-10 years	29	30
11-15 years	6	6.1
16 years and above	48	49.5
Total	97	100

Source: Research Data (2017)

Results of the study as shown revealed that majority had above 16 years of working experience represented 49.5%; 6-10 years were 30%; below 5yrs were 14.4% while those who have worked between 11-15 years represented only 6.1%. The findings imply that a good number of respondents had worked for over 16 years and had thus amassed immense experience on their fields.

4.4 Human Resource Management Practices

The section focuses on the research findings of the various human resource practices that were examined under this study and their effect on employee job performance at KMTC Nairobi Campus. It indicates the means and standard deviations of the following training and development, performance review, retention strategies, internal career development, employee relations and compensation strategies. Twenty seven statements were used for all the practices. The study used a likert scale in which 5,4,3,2, and 1 indicated continuum scores.

4.4.1 Internal Career Development

The researcher required the respondents to point out the level in which they were in agreement with the statements under internal career opportunities. The outcome was tabulated in Table 4.5.

Table 4.5: Internal Career Development

Statements	Mean	Std. Deviation
New employees in my organization are recruited mainly at job entry level.	4.48	.618
Vacant managerial positions and technical positions in my organization are solely filled from within.	4.06	.909
Advancement of career in my organization is greatly acknowledged	4.04	1.016
Overall business policies are allied with HR strategies.	3.92	.647
Overall	4.13	0.798

Source: Research Data (2017)

Most respondents agreed to all aspects of internal career development with the highest mean of new employees in my organization are recruited mainly at job entry level (Mean=4.48) while the least of overall business policies are allied with HR strategies at (Mean=3.92). The overall mean=4.13 and SD = 0.798 which was relatively small implied that most respondents had similar opinions on this aspect. The findings imply that KMTC believe in internal career development.

4.4.2 Retention Strategies

These are actions geared towards retaining employees for an extended period in the organization. This aspect had five statements and respondents were requested to show the degree to which they were in agreement with the listed statements under the Retention strategies practice. The results are summarized in Table 4.6

Table 4.6: Retention Strategies

Statements	Mean	Std. Deviation
Permanent employment is guaranteed to all employees of KMTC	4.21	1.184
Growth and development opportunities exist in my organization	3.60	1.233
Jobs are designed to provide intrinsic satisfaction and capitalize on autonomy	3.54	1.071
Employees' promotion is based on performance	3.29	1.071
Work setting in my organization is satisfying.	3.02	1.246
Overall	3.53	1.161

Source: Research Data (2017)

The research findings as shown above established that most people agreed to the information that Permanent job is guaranteed (Mean=4.21). To a moderate extent the findings indicated that work setting in my organization is satisfying (Mean=3.02). Overall the respondents agree to that aspect of retention with a mean of 3.53 and SD of 1.161. The higher SD indicated that respondents had diverse opinions on retention strategies. The results signify that KMTC has guaranteed permanent job to its employees but should work towards ensuring a satisfying environment to its workers.

4.4.3 Training and Development

This aspect contained four statements which the respondents were required to react to and the results are indicated in Table 4.7 below.

Table 4.7: Training and Development

Statements	Mean	Std. Deviation
Formal and comprehensive training happens to all employees to enable them achieve the organizational goals	4.29	1.968
Recruitment is focused more on aptitude and trainability rather than formal paper qualifications	3.56	1.165
The training programs are assessed to establish whether the training objectives have been met	3.35	1.229
Managerial succession planning is highly encouraged in my organization	3.12	1.084
Overall	3.58	1.362

Source: Research Data (2017)

The findings on training revealed that most respondents agreed that Formal and comprehensive training happens to all employees to enable them achieve the organizational goals (Mean=4.29) and SD =1.968 while some of the respondents were neutral on the aspect Managerial succession planning is highly encouraged in my organization (Mean=3.12) and SD of 1.084. Generally training and development had a mean of 3.58 and SD of 1.362 which indicated that the respondents agreed on the aspects of training but their opinions were varied thus the higher standard deviation.

The results imply that formal and comprehensive training happens to all employees to enable them achieve the organizational goals and that KMTC ensured recruitment focused more on aptitude and trainability rather than formal paper qualifications. However, the organization should work towards having managerial succession planning.

4.4.4 Performance Review

In line with this practice the respondents were asked to point out the level to which they were in agreement with the five aspects listed under this practice. Results were presented below in Table 4.8.

Table 4.8: Performance Review

Statements	Mean	Std. Deviation
The overall objectives of the organization are coupled to performance targets of employees	4.21	.410
Openness, transparency and participation is exhibited in the appraisal process.	4.19	.394
Performance reviews are used to ensure competencies and not only to focus on outcomes	4.10	.592
Performance reviews are established to ensure enhanced employee job performance	4.06	.561
Delivery of the organization key objectives is the focus of performance reviews	3.81	.704
Overall	4.07	0.532

Source: Research Data (2017)

Generally performance review had 4.07 mean and SD of 0.532 which imply that majority agreed to the practice of performance review and the smaller SD indicated that they had similar opinions on this aspect.

The study results indicated that most of the respondents agreed with this aspect of performance review that overall objectives of the organization are coupled to performance targets of employees (Mean=4.21) while the least mean on delivery of the organization key objectives is the focus of performance reviews (Mean=3.81). Therefore the findings imply that performance review is an important tool at KMTC that is transparent and open and ensures delivery of objectives.

4.4.5 Compensation Strategy

The respondents were requested to show the degree to which they were in agreement with the five aspects listed under this practice. Results are tabulated in Table 4.9.

Table 4.9: Compensation Strategy

Statements	Mean	Std. Deviation
KMTC ensures recognition, promotion and financial rewards to high performing employees	3.38	1.214
Performance and ability determines the pay and compensation practices at KMTC	3.35	1.263
KMTC encourages merit pay and profit sharing	3.23	1.096
Regular salary surveys are conducted within my organization	2.94	1.479
The compensation management policy at KMTC enhances employee job performance	2.85	1.288
Overall	3.15	1.268

Source: Research Data (2017)

Findings reveal that most of the respondents were moderate with all the aspects of reward strategies. KMTC has recognition, promotion and financial rewards to high-performing employees (Mean=3.38) and SD of 1.214; while the least mean was on KMTC has a compensation management policy at KMTC enhances employee job performance (Mean=2.85). In a general view, compensation strategy had a mean of 3.15 and SD of 1.268 which showed that respondents were neutral on the aspect and the opinions varied from one respondent to another. It is evident that the practice of compensation at KMTC needs to be improved so as to enhance employee job performance.

4.4.6 Employee Relations

Four statements were used and the respondents were requested to point out the level to which they were in agreement with this aspect. Summarized results were presented in Table 4.10.

Table 4.10: Employee Relations

Statements	Mean	Std. Deviation
Open and transparent communication is encouraged in my organization.	4.35	.483
Mutual and committed relations exist between management and union to ensure maximum potential in my organization.	4.17	.753
Justice and fairness is practiced in the management practices in my organization	4.13	.570
Mechanisms have been established to ensure favorable employee and industrial relations to minimize interference and promote efficiency	2.87	.733
Overall	3.88	0.635

Source: Researcher (2017)

The results signify that most of the respondents were in agreement with most the aspects under this practice. Open and transparent communication is encouraged in my organization. (Mean=4.35 while they were neutral on the aspect of mechanisms have been established to ensure favorable employee and industrial relations to minimize interference and promote efficiency (Mean=2.87). The findings thus imply that management practices at KMTC are just and fair. On the contrary employees feel that mechanisms to deal with employee and industrial relations should be established to minimize interference and promote efficiency.

4.5 Employee Job Performance

The section focuses on the employee job performance indicators that were investigated under this study. It indicates the means and standard deviations of the following: quality, quantity, dependability, team work and attendance. The study used a five point likert scale of 5,4,3,2, and1. Standard deviation was used to indicate the variation of the mean. This aspect presented twenty statements to which the respondents were required to react to as indicated in Table 4.11.

Table 4.11: Means and standard deviations for measures of employee job performance

Statements	Mean	Std. Deviation
Quality		
I pay close attention to details and comply with the standards of KMTC	4.56	0.412
I accomplish my work quickly and accurately	4.48	0.618
I ensure service delivery to customers is top notch.	4.60	0.707
I do my work keenly and I use reasonable amount of time	4.83	0.376
Aggregate mean &Std Dev.	4.62	0.526
Quantity		
I usually meet the productivity standards.	4.5	0.583
I always seek opportunities to be more productive	4.46	0.617
I offer outstanding suggestions to be more productive	4.48	0.572
I usually meet the set targets	4.69	0.552
Aggregate mean &Std Dev.	4.53	0.581
Dependability		
I am capable of working independently and with minimal supervision	4.65	0.729
I take instructions and orders well and positively	4.87	0.334
I generally with stand pressure that may arise from my work	4.4	0.676
I always gets the job done on time and with persistence	4.46	0.617

Aggregate mean &Std Dev.	4.59	0.589
Team work		
I am cooperative and always get along with others	4.54	0.621
I am able to know when and how to delegate work	4.48	0.618
I am a team player and have a good attitude towards my colleagues	4.62	0.498
I am a good listener and keep others informed	4.44	0.616
Aggregate mean &Std Dev.	4.52	0.588
Attendance		
I am usually present and on time	4.42	0.498
I schedule and use my leave time in an appropriate manner	4.48	0.493
I normally pre-plan my absences	4.33	0.781
I usually adhere to my work schedule	4.6	0.505
Aggregate mean &Std Dev.	4.46	0.569

Source: Research Data (2017)

From the results, it can be deciphered that respondents strongly agreed on the aspect of quality (Mean=4.62) and SD (0.526). The small standard deviation implied that the respondents had opinions that were similar to each other. The statement, I do my work keenly and I use reasonable amount of time (Mean=4.83); while I accomplish my work quickly and accurately (Mean=4.48). This implies that most employees strive towards the achievement of quality service in the organization. On dependability most respondents strongly agreed on all the aspects (Mean= 4.59) and standard deviation =0.589. I take instructions and orders well and positively (Mean=4.87); while some employees agreed to the fact that generally they are able to withstand pressure that may arise from my work (Mean=4.40). This thus implies that most employees are able to take instructions positively and unable to work under pressure.

Findings revealed that most respondents strongly agreed to most aspects of quantity (Mean=4.53) and a standard deviation of (0.581) which was minimal and hence closer to the mean. I usually meet the set targets (Mean=4.69); and I seek opportunities to be more

productive (Mean=4.46). The findings imply that most employees unanimously agreed to a great extent on all the aspects of quantity. The findings show that most respondents to a greater extent agreed to the aspects of teamwork (Mean=4.52) and (SD=0.588) I am a team player and have a good attitude towards my colleagues (Mean=4.62); and I am a good listener and keep others informed (Mean=4.44). It is evident from the findings that most employees are team players and hold a good attitude towards their fellow colleagues. It's worth noting that some improvement should be done on information sharing as well as the listening skills of the employees.

From the findings on attendance most respondents strongly agreed on most aspects of the same (Mean=4.46) and (SD=0.569). I usually adhere to my work schedule (Mean=4.60); Moreover, some respondents agreed that they normally pre-plan their absences (Mean=4.33). It is implied from the findings that most staff adhered to their work schedule while on the hand the issue of preplanning absences should be addressed.

4.6 Linear Regression Analysis

Inferential statistics in form of linear regression was done to ascertain the relationship between the dependent and independent variable, where a composite index was used.

Table 4.12: Linear Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.043 ^a	.020	-.020	.18879	.020	.840	1	96	.773

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.030	1	.030	.840	.773 ^b
	Residual	16.406	96	.36		
	Total	16.436	97			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	4.295	.491		8.740	.000			
	D1.HRP	.039	.133	.043	.290	.773	.043	.043	.043

a. Predictors: (Constant), D1.HRP

b. Dependent Variable: D2.EJP

The regression results presented above indicate an insignificant relationship between HRMP and employee job performance (R Square = 0.02, F = 0.840, at $p > 0.05$). The F quotient indicated that the regression model on HRMP and employee job performance was insignificant. The model does not explain 98 per cent of the variations in HRMP. This suggests that there are other factors associated with HRMP that the regression model did not explain. The model summary indicates that it has no significance at 0.773 when the HRMP were regressed against the employee job performance. For the model to be significant, $P < 0.05$. The coefficients too were not significant since the t value at 0.290 whereas it is recommended to be above 1.96 for it to be significant.

From the summary of the regression analysis it can be inferred that:

$$Y = 4.295 + 0.039X_1 + 0.043$$

The findings indicate that the model of regression has no significance with HRMP and Employee job performance aspects.

4.7 Discussion of the Findings

The current study reveals that the link between HRMP and Employee Job Performance is insignificant. This is in line with a case study done in Pakistan by Ahmad & Shahzad (2011) found that the practices of performance evaluation and promotion have no significant correlation with performance. A study done by Odo (2014) on HR strategic orientation, Employee job performance and performance of state corporations in Tanzania found out that there is indirect and no significant link between HR strategic orientation and the performance. Also, a study done by Ghalayini (2017) on HRMP and Organization performance in public sector in Kuwait indicate that some aspects of HRM practices moderate negatively to employee outcomes thus questioning the common presumption of cause and effect. Sagwa (2014) in his research on HRMP and performance of firms listed on the NSE found that employee outcomes did not have a significant association with HRMP and performance. This was a rather unanticipated revelation as it was differing with the expected results.

However, previous researches done reveal a significant connection between HRMP and Employee job performance: such as a study done by Omayya (2016), at Jeff Hamilton established that there was a positive connection between HRM practices and employee performance. Arthur (1994) established that dedication to HRM practices were related with enhanced performance, punctuality and higher retention rates. Pfeffer and Viega (1999) also established that human resource practices collectively lead to higher job performance.

From the research findings, this is contrary to the universal model of HRM, which argues that these practices are universally applicable and can lead to enhanced job performance. This study brings forth a new aspect with regards to the HRMP and employee job performance; that the HRM Practices should not be generalized or will necessarily lead to employee job performance. Managers should not simply assume that HR management practices and principles can and will work anywhere with the same results. Undoubtedly, from the review of literature, it is evident that the practices adopted by KMTC Nairobi that is: training and development, retention, reward strategies, employee relations, performance review and internal career development have no significant influence on employee job performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter represents the summary of the findings, conclusion based on the research objective and recommendations. It also discusses the constraints experienced and suggestion for future research.

5.2 Summary of the Findings

The study acknowledged that out of the 147 copies of questionnaire disseminated to the academic staff of KMTC only 97 which represents 66% of the total were duly filled and returned while 50 were never returned which represent 34%. The findings revealed that more males at 67% than females at 33% participated and thus biasness was avoided though gender balance was not achieved since more males than females participated in the study. The studies found out that respondents between 31-35 years (26.8%) participated. The study on education qualification illustrate that most employees were diploma holders at 49.5%. This indicated that the majority of the respondents were literate on HRMP and employee job performance concept. A greater part of the respondents had been employed for over 16 years and this gave them vast experience on the area of study. The results of the study on human resource practices established that most of the respondents agreed with the aspect of internal career development (Mean=4.13) and standard deviation=0.798. The standard deviation was less than one which indicates that the opinions of the respondents were closely related. This implies that career development is highly accepted within KMTC.

On the practice of performance review, most of the respondents agreed (Mean=4.07) and SD=0.523. The findings established that performance evaluation was carried out to ensure the delivery of organizational objectives. It was also evident that performance targets should have a link to overall objectives. Retention strategies at KMTC were found to be agreeing with the opinions of most respondents at (3.53) and a standard deviation of 1.161. The bigger standard deviation of above one indicated that the respondents had varying opinions on this aspect. More so, the statement on guarantee to permanent jobs at KMTC was rated highly at (4.21).

Most respondents agreed with the aspect of training and development (3.58) and SD=1.362. They felt that KMTC offers comprehensive training programs to its employees in order to help them achieve the set organizational goals (4.29). However, KMTC should focus on managerial succession planning to ensure a smooth transition of power. The aspect on employee relations was concurred with by the respondents (3.88) and SD =0.635. It is imperative to note that the findings denote that KMTC has open and transparent communication (4.35) while on the other hand they should improve on the mechanisms used in industrial and employee relations in order to minimize interference and promote efficiency at the work place (2.87).

The practice on compensation was found to have a moderate reception within KMTC (3.15) and SD of 1.268. This implies that KMTC should improve on both the financial rewards among their employees so as to spur performance. They should ensure that performance and ability determine the pay, conduct regular salary surveys as well as have merit pay and a compensation policy. The greater standard deviation indicated that the

opinions were diverse. This withstanding, the overall findings indicate that respondents agreed to most of the HRM practices which influence employee job performance. Interestingly, once the regression analysis was done, HRMP in this study did not show any significant connection with the employee job performance at KMTC Nairobi Campus.

5.3 Conclusion

The performance of government parastatals in Kenya has been an issue. There has been an increase in needs whereas scarce resources have been evident. Parastatals have been mandated to play a key role in the development of the nation so as to achieve the Vision 2030. This therefore calls for transformation in how the government parastatals are run.

HRMP are a critical aspect for every organization and the best practices should be adopted to achieve superior employee job performance. This study pointed out that HRMP that are adopted by KMTC impact positively on performance. However, the results of the research revealed a statistically non-significant influence of HRMP on employee job performance and therefore it is inferred no affirmative link exists amid HRMP and employee job performance in the HR practices that KMTC uses that is the employee relations, retention, compensation, training and development, performance review, and internal career development. The findings of the current study may not be applicable to all organizations especially in Africa because of the diversity in the socio- cultural and economic settings. The diversity in cultures within Africa has impacted on how the Human resource practices are conducted in different organizations.

5.4 Recommendations for Policy and Practices

KMTC can incorporate other aspects of coaching and mentoring, knowledge management, change management, talent management as well as team building to couple the HRMP so as to have a positive influence on employee job performance. KMTC should adopt human resource management policy and practices to ensure that the HRP can indeed influence positive performance. This study however contributes to knowledge by showing that HRM Practices do not necessarily correlate positively with employee performance.

5.5 Recommendations for Future Research

Research studies should be carried out on the other KMTC campuses since this study only focused on Nairobi Campus. This would give a wide range of views from the various respondents. More so, future studies can look at other HRMP other than the six used in the study and their effect on employee job performance to establish if the other HRM practices actually have an influence on employee job performance. Future research could center on other government parastatals to ascertain the findings and not only focusing on the health sector.

5.6 Limitations of the Study

The study faced time limitation since respondents took time in answering the questionnaires and this led to delay in analysis of data. The study population size was quite small thus difficult to generalize the results as indicative of all campuses of KMTC or the government parastatals.

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APPENDICES

Appendix I: Introduction Letter

UNIVERSITY OF NAIROBI,
SCHOOL OF BUSINESS,

Dear Respondent,

RE: RESEARCH DATA COLLECTION

The researcher is a MSc. student at the University of Nairobi, School of Business specializing in Human Resource Management. In order to fulfil one of the requirements for the award of the degree, I am undertaking an academic research on Effect of Perceived Human Resource Management Practices on Employee Job Performance at Kenya Medical Training College, Nairobi Campus.

You have been identified as one of the respondents in this research. The attached questionnaire has been designed to help the researcher gather data from the respondent on the research topic. The information sought will be treated as confidential and to be used solely for this academic research.

Your participation is highly appreciated.

Thank you.

Glory Wanja Mugambi

Telephone number: 0710 595474

Appendix II: Questionnaire

PARTA: BIO DATA OF RESPONDENTS

Kindly tick below against the brackets.

1. What is your age bracket?

a) 30 years or below

b) 31-35 years

c) 36-40 years

d) 41 – 45 years

e) 46-50 years

f) Above 51 years

2. What is your gender?

a) Female

b) Male

3. For how long have you worked for the organization?

a) Below 5 years

b) 6- 10 Years

c) 11 - 15 Years

d) Above 16 years

4. What is the level of your education?

- a) Masters []
- b) Degree []
- c) Diploma []
- d) Certificate []

Part B: Human Resource Management Practices

Rate the extent to which each of the statements presented below correctly describes your organizations’ aspects of human resource management practices. The numbers represent the following:

Where 5= strongly agree 4 =agree 3 = neither disagree nor agree 2= disagree 1= strongly disagree.

	Human Resource Management Practices	5	4	3	2	1
	Internal Career Development					
1	New employees in my organization are recruited mainly at job entry level.					
2	Vacant managerial & technical positions in my organization are solely filled from within.					
3	Advancement of career in my organization is greatly acknowledged					
4	Business policies are allied with HR strategies.					
	Retention strategies					
1	KMTC ensures permanent employment is guaranteed					
2	Growth and development opportunities exist in my organization					
4	Employees’ promotion is based on performance					
5	Work setting at KMTC is satisfying.					
	Training and Development					
1	Comprehensive training that is formal happens to all employees to enable them achieve the organization					

2	Recruitment is focused more on aptitude and trainability rather than formal paper qualifications					
3	The training programs are assessed to establish whether the training objectives have been met					
4	Managerial succession planning is highly encouraged in my organization					
	Performance Review					
1	The overall objectives of the organization are coupled to performance targets of employees					
2	Openness, transparency and participation is exhibited in the appraisal process.					
3	Performance reviews are used to ensure competencies and not only to focus on outcomes					
4	Performance reviews are established to ensure enhanced employee job performance					
5	Delivery of the organization key objectives is the focus of performance reviews					
	Compensation Strategy					
1	KMTC ensures Recognition, promotion and financial rewards of the high-performing employees					
2	Performance and ability determines the pay and compensation practices at KMTC					
3	KMTC ensures merit pay and profit sharing					
4	Regular salary surveys are conducted within my organization					
5	The compensation management policy at KMTC enhances employee jobperformance					
	Employee Relations					
1	Open and transparent communication is encouraged in my organization.					
2	Mutual and committed relations exist between management and union to ensure maximum potential in my organization.					
3	Justice and fairness is practiced in the management practices in my organization					
4	Mechanisms have been established to ensure favorable employee and industrial relations to minimize interference and promote efficiency					

PART C: EMPLOYEE JOB PERFORMANCE

Kindly tick the degree to which you perceive that the following aspects.

Where 5= strongly agree 4 =agree 3 = neither disagree nor agree 2= disagree 1= strongly disagree.

	Measures of Employee Job Performance	5	4	3	2	1
	Quality					
1	I pay close attention to details and comply with the standards of KMTC					
2	I accomplish my work quickly and accurately					
3	I ensure service delivery to customers is top notch.					
4	I do my work keenly and I use a reasonable amount of time					
	Quantity					
1	I usually meet the productivity standards.					
2	I always seek opportunities to be more productive					
3	I offer outstanding suggestions to be more productive					
4	I usually meet the set targets					
	Dependability					
1	I am capable of working independently and with minimal supervision					
2	I take instructions and orders well and positively					
3	I generally withstand pressure that may arise from my work					
4	I always gets the job done on time and with persistence					
	Team work					
1	I am accommodating and embrace others well					
2	I am able to know when and how to delegate work					
3	I am a team player and have a good attitude towards my colleagues					
4	I am a good listener and keep others informed					
	Attendance					
1	I am usually present and on time					
2	I schedule and use my leave time in an appropriate manner					
3	I normally pre-plan my absences					
4	I usually adhere to my work schedule					