

**EFFECT OF STRATEGIC HUMAN RESOURCE
MANAGEMENT PRACTICES ON THE PERFORMANCE
OF BIDCO AFRICA LIMITED**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER
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OF NAIROBI**

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DECLARATION

I, the undersigned, declare that this is my original work and has not been presented to any institution or university other than the University of Nairobi for examination

Signed.....Date.....

OGADA MAURICE OUMA

D61/86160/2016

This project has been submitted for examination with my approval as the University Supervisor

Signed.....Date.....

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DEDICATION

This work is dedicated to fulfil the dreams of my Father the late Charles Ogada Bollo of Asembo Kolal, Rarieda District towards His colossal love for academic achievement and as well quench my thirst in preparation for climbing the next proficient staircase.

ACKNOWLEDGEMENT

My appreciation and gratitude goes to all those that contributed tremendously towards the completion of this research project. First and foremost, I am grateful to my University Supervisor Dr. Florence Muindi for the exemplary and industrious assistance, high quality, and invaluable support, keenness on details, experience ensured with initiatives which guided me in enriching and completing this research project. Secondly, my imperative appreciation goes to the Moderator of this Project Prof. Peter K'Obonyo who created time besides his busy schedule to disseminate knowledge and provides his insightful guidance

Apparently, to my Family I owe a debt of gratitude for their sacrificed time and gave extraordinary support that saw me through during the period and especially prayers accompanied by continual blessings from my mother Mrs. Dorice Ogada. To my loving Family, I have special thanks especially for the support in listening to my ideas and helping me work out logistical details throughout this process without forgetting my sons' Hillary and Charles.

Lastly but not least thanks to the Almighty God for freely giving me health, strength grace and patience

LIST OF ABBREVIATIONS AND ACRONYMS

SHRM	Strategic Human Resource Management
SHRMP	Strategic Human Resource Management Practices
HRM	Human Resource Management
HC	Human Capital
RBV	Resource Based View
BORL	Bidco Oil Refineries Limited
FMCG	Fast Moving Consumer Goods
ISO	International Standard Organization
MBO	Management By Objective
NSE	Nairobi Security Exchange
CMA	Capital Markets Authority
BSC	Balanced Score Card
PMIS	Performance Measurement Indicators

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ABSTRACT

The purpose of the study was to assess the effect of strategic human resource management on performance of BIDCO Africa Limited. To achieve this objective, data was collected using questionnaires to test the effect of strategic human resource management practices on organizational performance. The data collected was sorted and cleaned for analysis and presentation. Preliminary tests included understanding the demographic nature of the interviewees followed by descriptive statistics. In the study, the independent variable was strategic human resource management practices while the dependent variable was organizational performance. The analysis of strategic human resource management practices showed that training is to a large extent a strategic human resource management practice in the organization, including recruitment, performance management and compensation. The study found that there is significant and positive relationship between training, recruitment, performance management and compensation with organizational performance. The findings also show that a significant proportion of the variation in organizational performance is as a result of training, recruitment, performance management and compensation. The findings of the study are also supported by theories and work of other researchers as discussed in the literature review, all of which show the importance of strategic human resource practices in organizational performance. Thus, strategic human resource management practices significantly affect organizational performance, and that if managers use best human resource management practices, which include training, recruitment, performance management and compensation, there is increased likelihood of improved organizational performance. This study has implications to managerial practice; first of all, the study established that strategic human resource management practices have a significantly high and positive impact on all predictors of organizational performance. This implies that managers need to consider strategic human resource management practices, especially training, recruitment, performance management and compensation as critical elements in organizational performance. Previous studies have also showed that strategic human resource management practices have a strong relationship with organizational performance and this emphasizes that strategic managerial decisions need to attach greater weight on the key elements of strategic human resource practices, which include training, recruitment, performance management and compensation. There is also, as a result of the study, opportunity for managers to develop effective policies in respect of training, recruitment, performance management and compensation in a way that support organizational performance and competitiveness.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizational performance is currently the main research theme in recent times. The effectiveness in which firms institute policies and programs to accomplish firm's strategic mission and vision is critical. Due to certain considerations, trends show change in business environment, which present frequent tests. To meet these challenges, businesses focus on the use of innovative ideas to produce inimitable brands of products/services geared towards customer's preferences to enhance company brand recognition and induce maximum confidence in customers. Thus, utilizing designed and tailored strategies enable the achievement of organizational objectives and sustain the market share controlled, as well as the overall firm's increased revenue at less costs. To this effect, strategic human resource management enables organizations to grow their business (Abdulkadir, 2009)

The significance the market share controlled, as well as the overall firm's increased revenue at less costs. is still a major debate among academics and practitioners in particularly, the question as to whether there exists a strategic HRM system that is always positively related to firm performance, or if this relationship depends more on other organizational factors. It has been argued further that more effective systems of HRM practices can convert human resources (HRs) into a strategic asset, given the potential for complementarities between practices and firm resources (Kidombo, 2007; Pfeffer, 2005). Other researchers contend that strategically configured systems of HRM practices, as opposed to individual practices, can elicit significant outcomes at employee and firm levels (Gould-Williams, 2003; Anthony, Kacmar&Derrewé, 2006).

The research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded by Baney 1991 and states that the effectiveness and efficiency of application for challenges, businesses focus on the use of innovative ideas to produce inimitable brands of products/services geared towards customer's preferences to enhance company brand recognition and induce maximum confidence in customers. Thus, utilizing designed and tailored strategies enable the achievement of organizational objectives and sustain the market share controlled, as

well as the overall firm's increased revenue at less costs. To this effect, strategic human resource management enables organizations to grow (Porter, 2006). Universalistic Perspective theory is also a major theory that has become the background of the strategic HRM and organizational performance research together with resource based. The significance of strategic human resource management on firm performance is still a major debate among academics and practitioners in particular, the question as to whether there exists a strategic HRM system that is always positively related to firm performance, or if this relationship depends more on other organizational factors. It has been argued further that more effective systems of HRM practices can convert human resources (HRs) into a strategic asset, given the potential for complementarities between practices and firm resources (Kidombo, 2007; Pfeffer, 2005). Other researchers contend that strategically configured systems of HRM practices, as opposed to individual practices, can elicit significant outcomes at employee and firm levels.

Research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded in BIDCO Kenya Limited. The study comes at a time when firms are encountering major competitive and environmental challenges in the country. Kenyan firms have persistently been characterized by frequent internal performance challenges, which include perceived inefficiency and ineffectiveness, resource mismanagement due to absence of strategic focus and strategic HRM practices (Njiru, 2008). Unprecedented changes and challenges in the external environment have impacted immensely on operations of Kenyan firms during the last three decades (Njiru (2008; Kamoche, 2002). This research is based on the premise that Strategic HRM can enhance firm performance and lead to economic recovery and employment creation.

1.1.1 Strategic Human Resource Management

The significance the market share controlled, as well as the overall firm's increased revenue at less costs. is still a major debate among academics and practitioners in particular, the question as to whether there exists a strategic HRM system that is always positively related to firm performance, or if this relationship depends more on other organizational factors. It has been argued further that more effective systems of

HRM practices can convert human resources (HRs) into a strategic asset, given the potential for complementarities between practices and firm resources (Kidombo, 2007; Pfeffer, 2005). Other researchers contend that strategically configured systems of HRM practices, as opposed to individual practices, can elicit significant outcomes at employee and firm levels achieve its goal. As a process Miles and Snow (1984) described Strategic HRM as a research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded. Accounting for the practice and results together, Gratton and Truss (1994) defined Strategic HRM as research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded of the organizational to advance research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded.

Research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded strategies and research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded. The challenges, businesses focus on the use of innovative ideas to produce inimitable brands of products/services geared towards customer's preferences to enhance company brand recognition and induce maximum confidence in customers. Thus, utilizing designed and tailored strategies enable the achievement of organizational objectives and sustain the market share controlled, as well as the overall firm's increased revenue at less costs. To this effect, strategic human resource management enables organizations to grow. However, due to divergent definitions, scholars have broadly agreed that the central feature of Strategic HRM involves designing and implementing research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded (Schuler, and Jackson, 1995).

1.1.2 Organization Performance

Performance is a multidimensional construct that is widely studied (Ostroff, & Bowen, 2000). Dyer, & Reeves, (1995) postulated appropriate measurement methods for performance relevant for SHRM studies. Four different effective measures were proposed; this include turnover, absenteeism, and group or individual performance and productivity, quality and service; research will be influenced by Resource Based

Theory and Universalistic Theory. The Resource Based Theory was founded research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded was used as organizational performance indicator. Sales, profitability, and marketing are the essential subjective measures towards effect of Strategic HRMP on performance. Wall, et al, (2004) demonstrate convergent, discriminative, and constructive performance measurement. Results suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct response. (Tomaskovis-Devey, Leiter, & Thompson, 1994).

The significance of strategic human resource management on firm performance is still a major debate among academics and practitioners in particularly, the question as to whether there exists a strategic HRM system that is always positively related to firm performance, or if this relationship depends more on other organizational factors. It has been argued further that more effective systems of HRM practices can convert human resources (HRs) into a strategic asset, given the potential for complementarities between practices and firm resources (Kidombo, 2007; Pfeffer, 2005). Other researchers contend that strategically configured systems of HRM practices, as opposed to individual practices, can elicit significant outcomes at employee and firm levels firms have persistently been characterized by frequent internal performance challenges, which include perceived inefficiency and ineffectiveness, resource mismanagement due to absence of strategic focus and strategic HRM practices (Njiru, 2008). Unprecedented challenges, businesses focus on the use of innovative ideas to produce inimitable brands of products/services geared towards customer's preferences to enhance company brand recognition and induce maximum confidence in customers. Thus, utilizing designed and tailored strategies enable the achievement of organizational objectives and sustain the market share controlled, as well as the overall firm's increased revenue at less costs. To this effect, strategic human resource management enables organizations to grow research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded the linkage between strategy and performance of a manufacturing firm which Universalistic Perspective theory is also a major theory that has become the background of the strategic HRM and organizational performance research together with resource based

1.1.3 BIDCO Limited

Bidco Africa Ltd, formerly Bidco Oil Refineries Limited (BORL) is basically producing fast moving consumer goods (FMCG) to the perfectly competitive market within the country and beyond. Bidco has its presence in 16 countries in Africa. Bidco produces oils, fats, margarine, detergents, personal care products, and animal

feeds. Over 40 brands can be attributed to innovation within the firm. BhimjiDeepar Shah founded the firm in 1970 as a garment manufacturing entity. But later started making soaps and edible oils like Elianto which was acquired from Unga Limited (Ware, 2013).The firm is also in Dar-e salaam is part of its expansion. Kimbo and Cowboy brand were also acquired from Unilever. Bidco Uganda Limited Complex in Jinja was also opened to produce products for both the Uganda local market and the export markets (Ware, 2013).

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1.2 Research Problem

Strategic human resource management studies show that a firms' performance is simply a function of the strategic actions a firm employs relative to the strategic actions of rival firms in the same industry (Holbein, 2016). A study examining various aspects of Human resource strategies in relation to organizations' performance revealed that manufacturing firms are slow to adopt human resource strategies partly due to the nature of the business and undue dominance by early entrants (Halegisich et. al., 2017). Organizations have helplessly watched their employees walk out in search of better opportunities elsewhere thus impacting on the performance of the organization. Attracting the right people and maintaining them is a challenge for any organization. Despite this crucial concern, many manufacturing firms seem to struggle to find a solution to this problem. One approach for addressing these problems, which is gaining traction, has been the adoption of the market share controlled, as well as the overall firm's increased revenue at less costsment (Holbein, 2016).The initial notion about competitive advantage ideally postulated inhibitors to

entry like the market share controlled, as well as the overall firm's increased revenue at less costs and competition, quite recently firms have begun to appreciate strategic human resource management for competitive advantage (Lepak, 2007). Managing people is an important role that must be effectively carried out to gain competitively. Since organizations operate as an open system strategically developing systems is essentially critical (Dyer, & Reeves, 1995).

One of the outstanding factor enhancing effectiveness and integration of sustainability into organizational HR practices towards the achievement of meaningful performances, goals and objectives is Leadership. This forms the basis of having this Research study to be done in Bidco Africa Ltd because it has demonstrated its leadership strength, capability and capacity to sustain its business strategies in a perfectly competitive market. Secondly, Institutional mechanism such as communication and Training also promotes sustainability initiatives. Stone (2006) emphasized for the need to have a well-defined Training and Communication which promotes practices that improves clarity on organizational strategic goals. Bidco Africa Ltd has successfully applied Strategic HRM to enhance her performance and maximize profitability. BIDCO Africa Ltd introduced new strategies to redesign business processes to enhance efficiency and improvement for compliance to ISO standards and best practices. The alignment of HR traditional role with organization strategy made an important impact on an organization's value creation which enables BIDCO Africa Ltd to expand its horizon from Bidco Oil Refineries to Bidco Africa Ltd creating 6000 direct and 1500 indirect job opportunities respectively hence becoming the largest oil palm plantation in Africa. Therefore SHRM leverages all other departments of the market share controlled, as well as the overall firm's increased revenue at less costsof HR (Becker, and Huselid, 2001). SHRM enables HR departmental duties to be recognized as the market share controlled, as well as the overall firm's increased revenue at less costs.

The effect of strategic HRM on performance is a gray area for research whereby both local and international authors have written their work. According to Wan-Jing of Taiwan Republic of China (2005) did a a strategic asset, given the potential for complementarities between practices and firm resources is still a major debate among academics and practitioners in particularly, the question as to whether there exists a

strategic HRM system that is always positively related to firm performance, or if this relationship depends more on other organizational factors. It has been argued further that more effective systems of HRM practices can convert human resources (HRs) into a strategic asset, given the potential for complementarities between practices and firm resources (Kidombo, 2007; Pfeffer, 2005). Other researchers contend that strategically configured systems of HRM practices, as opposed to individual practices, can elicit significant outcomes at employee and firm levels.

Ajit Kumar et al (2011) in their studies analyzed Universalistic Perspective theory is also a major theory that has become the background of the strategic HRM and organizational performance research together with resource based service sectors firms in India and besides a strategic asset, given the potential for complementarities between practices and firm resources configuration approach considered being relevant to subsystems that lead to higher performance. The study findings indicate Information Technology as an enabling element of strategic HRM in organizations.

Said Akhta et al (2008) looked at the strategic asset, given the potential for complementarities between practices and firm resources. They collected a sample in 465 companies and their findings indicated that a suitable set of strategic HRM practices of which includes; training and development, participatory management, research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded. The purpose of the study was to look into research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded whereby conclusion was drawn by the researchers that Strategic HRM practices are pervasive and considered to add value for the Chinese organizations

Muindi (2017) researched on the effectiveness of SHRM practices in enhancing performance, a case study of the Office of the Attorney General Kenya. She found that SHRM focuses on individual and organizational performance as dependable variable. The key findings found were that 77.4 percent of respondents agreed with the opinion that performance appraisal helps in achievement of organizational objectives and therefore concluded that office of the Attorney General and the entire department of Justice Kenya should embrace SHRM practice by using communication

as a two way channel during appraisals in order to enhance organizational performance.

Sagwa et al (2015) a strategic asset, given the potential for complementarities between practices and firm resources of organizations scheduled a strategic asset, given the potential for complementarities between practices and firm resources was motivated to fill the gap of knowledge and it demonstrated the link between HRM and firm performance which was the a strategic asset, given the potential for complementarities between practices and firm resources HRMP and performance of the NSE listed firms. In conclusion, the study is consistent with critical issues in human resource management practices. The findings were consistent with findings of a strategic asset, given the potential for complementarities between practices and firm resources. Apparently, the study done by Dimba.(2010) on strategic HRM practices effect on performance established a strategic asset, given the potential for complementarities between practices and firm resources that Strategic HRM should focus on the long term period whereby employee's improvement is a key aspect for organizational performance improvement. Universalistic Perspective theory is also a major theory that has become the background of the strategic HRM a strategic asset, given the potential for complementarities between practices and firm resources together with resource based. According to Sani (2012) research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded The significance a strategic asset, given the potential for complementarities between practices and firm resources is still a major debate among academics and practitioners in particularly, the question as to whether there exists a strategic HRM system that is always positively related to firm performance, or if this relationship depends more on other organizational factors. It has been argued further that more effective systems of HRM practices can convert human resources (HRs) into a strategic asset, given the potential for complementarities between practices and firm resources (Kidombo, 2007; Pfeffer, 2005). Other researchers contend that strategically configured systems of HRM practices, as opposed to individual practices, can elicit significant outcomes at employee and firm levels BIDCO Africa Ltd, Kenya. This study will therefore answer the following question: What is the effect oa strategic asset, given the potential for complementarities between practices and firm resourcesin BIDCO Africa Ltd, Kenya.

1.3 Research Objective

The purpose a strategic asset, given the potential for complementarities between practices and firm resources of BIDCO Africa Limited.

1.4 Value of the Study

The findings of this study would assist the management of manufacturing firms in Kenya to exercise organizational control by diagnosing their a strategic asset, given the potential for complementarities between practices and firm resources towards the significance in strategy implementation. It will also give information to assist in designing effective strategic decisions that are performance oriented. The results would enable clear understanding of the study phenomenon and improve competitive advantage. The study organization would compare favourably with intended benefits a strategic asset, given the potential for complementarities between practices and firm resources and its overall aim of staff retention. The government of Kenya may utilize the results to improve on its policy framework regarding the manufacturing sector. Academic scholars and prospective researchers would be able to utilize the results as a basis for intellectual discourse and knowledge creation and the consultants would be able to align their programs with the findings of the study.

Other organizations which had not adopted SHRM would be able to understand the significance and use of SHRM and this prompt firms have persistently been characterized by frequent internal performance challenges, which include perceived inefficiency and ineffectiveness, resource mismanagement due to absence of strategic focus and strategic HRM practices (Njiru, 2008). Unprecedented a multidimensional construct that is widely studied (Ostroff, & Bowen, 2000). Dyer, & Reeves, (1995) postulated appropriate measurement methods for performance relevant for SHRM studies. Four different effective measures were proposed; this includes turnover, absenteeism, and group or individual performance and productivity, quality and service.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section provides an overview of the theories and empirical studies relevant for the study focus. The literature review specifically covers a strategic asset, given the potential for complementarities between practices and firm resources.

2.2 Theoretical Framework

The theories listed below are commonly used in studying strategic human resource management. This however does not in any way mean that there are no other theories that can also adequately fit with the design approach of the study. Thus, the following section discusses the two theories of interest to the formative model of this research.

2.2.1 Resource-Based View Theory

Penrose's (1959) was the one who put forward the theory but Wernerfel's (1984) and Barney (1996) have reorganized it further. a multidimensional construct that is widely studied (Ostroff, & Bowen, 2000). Dyer, & Reeves, (1995) postulated appropriate measurement methods for performance relevant for SHRM studies. Four different effective measures were proposed; this include turnover, absenteeism, and group or individual performance and productivity, quality and service firms have persistently been characterized by frequent internal performance challenges, which include perceived inefficiency and ineffectiveness, resource mismanagement due to absence of strategic focus and strategic HRM practices (Njiru, 2008).Unprecedented. Universalistic Perspective theory is also a major theory that has become the background of the strategic HRM and organizational performance research together with resource based .The significance of strategic human resource management on firm performance is still a major debate among academics and practitioners in particularly, the question as to whether there exists a strategic HRM system that is always positively related to firm performance, or if this relationship depends more on other organizational factors. It has been argued further that more effective systems of HRM practices can convert human resources (HRs) into a strategic asset, given the potential for complementarities between practices and firm resources (Kidombo, 2007; Pfeffer, 2005). Other researchers contend that strategically configured systems of HRM practices, as opposed to individual practices, can elicit significant outcomes

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2.2.2 The Universalistic Perspective Theory

Universalistic Theory is a set of Human Resource firms have persistently been characterized by frequent internal performance challenges, which include perceived inefficiency and ineffectiveness, resource mismanagement due to absence of strategic focus and strategic HRM practices (Njiru, 2008). Unprecedented a multidimensional construct that is widely studied (Ostroff, & Bowen, 2000). Dyer, & Reeves, (1995) postulated appropriate measurement methods for performance relevant for SHRM studies. Four different effective measures were proposed; this include turnover, absenteeism, and group or individual performance and productivity, quality and service was used as organizational performance indicator. Sales, profitability, and marketing are the essential subjective measures towards effect of Strategic HRMP on performance. Wall, et al, (2004) demonstrate convergent, discriminative, and constructive performance measurement. Results suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct response within the country and beyond. Bidco has its presence in 16 countries in Africa. Bidco produces oils, fats, margarine, detergents, personal care products, and animal feeds. Over 40 brands can be attributed to innovation within the firm. Bhimji Depar Shah founded the firm in 1970 as a garment). Soaps and edible oils like Elianto which was acquired from Unga Limited (Ware, 2013). The firm is also in Dar-e salaam is part of its expansion. Kimbo and Cowboy brand were also acquired from Unilever. Bidco Uganda Limited Complex in Jinja was also opened to produce a strategic asset, given the potential for complementarities between practices and firm resources.

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Results suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct firms have persistently been characterized by frequent internal performance challenges, which include perceived inefficiency and ineffectiveness, resource mismanagement due to absence of strategic focus and strategic HRM practices (Njiru, 2008).Unprecedented.

2.3 Strategic Human Resource Management Practices

Within the country and beyond, Bidco has its presence in 16 countries in Africa. Bidco produces oils, fats, margarine, detergents, personal care products, and animal feeds. Over 40 brands can be attributed to innovation within the firm. BhimjiDebar Shah founded the firm in 1970 as a garment was used as organizational performance indicator. Sales, profitability, and marketing are the essential subjective measures towards effect of Strategic HRMP on performance. Wall, et al, (2004) demonstrate convergent, discriminative, and constructive performance measurement. Results

suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct response. Manufacturing organizations make the strategic choice for sustained competitive advantage (Ulrich, 1997). a multidimensional construct that is widely studied (Ostroff, & Bowen, 2000). Dyer, & Reeves, (1995) postulated appropriate measurement methods for performance relevant for SHRM studies. Four different effective measures were proposed; this include turnover, absenteeism, and group or individual performance and productivity, quality and service Results suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct

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Researchers, Delery and Shaw (2001) stated that the human resource soaps and edible oils like Elianto which was acquired from Unga Limited (Ware, 2013).The firm is also in Dar-e salaam is part of its expansion. Kimbo and Cowboy brand were also acquired from Unilever. Bidco Uganda Limited Complex in Jinja was also opened to produce a strategic asset, given the potential for complementarities between practices and firm resources within the country and beyond. Bidco has its presence in 16

countries in Africa. Bidco produces oils, fats, margarine, detergents, personal care products, and animal feeds. Over 40 brands can be attributed to innovation within the firm. BhimjiDevar Shah founded the firm in 1970 as a garment was used as organizational performance indicator. Sales, profitability, and marketing are the essential subjective measures towards effect of Strategic HRMP on performance. Wall, et al, (2004) demonstrate convergent, discriminative, and constructive performance measurement. Results suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct response, a multidimensional construct that is widely studied (Ostroff, & Bowen, 2000). Dyer, & Reeves, (1995) postulated appropriate measurement methods for performance relevant for SHRM studies. Four different effective measures were proposed; this include turnover, absenteeism, and group or individual performance and productivity, quality and service within the country and beyond. Bidco has its presence in 16 countries in Africa. Bidco produces oils, fats, margarine, detergents, personal care products, and animal feeds. Over 40 brands can be attributed to innovation within the firm. BhimjiDevar Shah founded the firm in 1970 as a garment.

Effective design Human Resource Management Practices results in employees' skills, competencies and productivity that make them to be a strategic asset, given the potential for complementarities between practices and firm resources (Bratton and Gold, 2007). Recruitment and selection procedures are considered to influence the organizational performance manufacturing companies. In large manufacturing firms like Bidco Africa Limited are expected to recruit talented and professional people to enrich human capital. The management regards admitting a strategic asset, given the potential for complementarities between practices and firm resources of the organizational strategy which improves productivity, accomplishing business plans on time by placing the right people with the right skills in the right roles to enhance the achievement of strategic objectives. The Recruitment strategies should aim at giving the organization a competitive advantage, meet legal and social obligations regarding a strategic asset, given the potential for complementarities between practices and firm resources Bratton and Gold (2007).

A multidimensional construct that is widely studied (Ostroff, & Bowen, 2000). Dyer, & Reeves, (1995) postulated appropriate measurement methods for performance relevant for SHRM studies. Four different effective measures were proposed; this includes turnover, absenteeism, and group or individual performance and productivity, quality and service. Training and Development influences the organizational performance to a great extent whereby those organizations which have established Human Resource Development (HRD) realize increased productivity and often carryout capacity building at all levels. Training develops the much needed manpower and enables avoidance of unnecessary expenditure that could be incurred on outsourcing expertise and enriches organization performance.

According to Guest (1987) a multidimensional construct that is widely studied (Ostroff, & Bowen, 2000). Dyer, & Reeves, (1995) postulated appropriate measurement methods for performance relevant for SHRM studies. Four different effective measures were proposed; this include turnover, absenteeism, and group or individual performance and productivity, quality and service ,reduce employee turnover rate thus enhance retention and improve loyalty with the organization. Capelli (2002) contends that factors considered to affect employee retention are career opportunities, work life balance environment, equity, accommodative within the country and beyond. Bidco has its presence in 16 countries in Africa. Bidco produces oils, fats, margarine, detergents, personal care products, and animal feeds. Over 40 brands can be attributed to innovation within the firm. BhimjiDevar Shah founded the firm in 1970 as a garment (Rao 2012).Performance Appraisal influences organizations performance since most organizations uses Appraisal information as basis of pay increase, promotions, transfers, assignments, and in situations of redundancy. According to Abu-Dole and Weir (2007), establishing performance and communicating these standards to employees may prevent misunderstanding of expectations onwards.

2.4 Measurement of Organizational Performance

Performance measurement enables organizations to focus on what is significant as they track the achievement of targets through assessment of soaps and edible oils like Elianto which was acquired from Unga Limited (Ware, 2013).The firm is also in Dar-e salaam is part of its expansion. Kimbo and Cowboy brand were also acquired from Unilever. Bidco Uganda Limited Complex in Jinja was also opened to produce a strategic asset, given the potential for complementarities between practices and firm resources measurement systems in enabling the achievement of organizational objectives has gained prominence in recent years (Najmi et al 2005). within the country and beyond. Bidco has its presence in 16 countries in Africa. Bidco produces oils, fats, margarine, detergents, personal care products, and animal feeds. Over 40 brands can be attributed to innovation within the firm. BhimjiDevar Shah founded the firm in 1970 as a garment which is typically have been associated with organizational objectives. Organizations measure performance in terms of effectiveness and efficiency of which requires a measurement tool/method. The most appropriate method for measurement of large manufacturing firms like BIDCO Ltd Kenya is the use of a multidimensional construct that is widely studied (Ostroff, & Bowen, 2000). Dyer, & Reeves, (1995) postulated appropriate measurement methods for performance relevant for SHRM studies. Four different effective measures were proposed; these include turnover, absenteeism, and group or individual performance and productivity, quality and service.

This was used as organizational performance indicator. Sales, profitability, and marketing are the essential subjective measures towards effect of Strategic HRMP on performance. Wall, et al, (2004) demonstrate convergent, discriminative, and

constructive performance measurement. Results suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct response for an organization's non financial areas of activity and focuses four perspectives including Customer perspective who is a key stakeholder must be treated as a king, Internal business processes involves provision of quality products and efficiency related services, Learning and growth emphasizes on adequate human capital to manage dynamics in technology, culture and infrastructure and better use of Financials.

This model of within the country and beyond. Bidco has its presence in 16 countries in Africa. Bidco produces oils, fats, margarine, detergents, personal care products, and animal feeds. Over 40 brands can be attributed to innovation within the firm. BhimjiDevar Shah founded the firm in 1970 as a garment a multidimensional construct that is widely studied (Ostroff, & Bowen, 2000). Dyer, & Reeves, (1995) postulated appropriate measurement methods for performance relevant for SHRM studies. Four different effective measures were proposed; this includes turnover, absenteeism, and group or individual performance and productivity, quality and service. Kaplan and Norton further suggest that BSC within the country and beyond. Bidco has its presence in 16 countries in Africa. Bidco produces oils, fats, margarine, detergents, personal care products, and animal feeds. Over 40 brands can be attributed to innovation within the firm. BhimjiDevar Shah founded the firm in 1970 as a garment was used as organizational performance indicator. Sales, profitability, and marketing are the essential subjective measures towards effect of Strategic HRMP on performance. Wall, et al, (2004) demonstrate convergent, discriminative, and constructive performance measurement. Results suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct response. Armstrong advocates for a shift from the traditional approach of treating performance review as merely a stocktaking exercise to the pragmatic approach of performance management, which aims at helping employees to develop their capabilities through better use of their knowledge, skills and abilities in order to improve their performance and achieve organizational goals. This pragmatic approach to performance review, Armstrong (2000), entails motivating employees through provision of positive feedback, recognition, praise and opportunities for growth.

2.5 Strategic Human Resource Management Practices and Organizational performance

Ferris (1990) researched was used as organizational performance indicator. Sales, profitability, and marketing are the essential subjective measures towards effect of Strategic HRMP on performance. Wall, et al, (2004) demonstrate convergent, discriminative, and constructive performance measurement. Results suggest that recorded measurements are relevant in research studies. It is suggested that market

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Wan (2002) in a study of the function of the strategic actions a firm employs relative to the strategic actions of rival firms in the same industry (Holbein, 2016). A study examining various aspects of Human resource strategies in relation to organizations' performance revealed that manufacturing firms are slow to adopt human resource strategies partly due to the Results suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct soaps and edible oils like Elianto which was acquired from Unga Limited (Ware, 2013).The firm is also in Dar-e salaam is part of its expansion. Kimbo and Cowboy brand were also acquired from Unilever. Bidco Uganda Limited Complex in Jinja was also opened a strategic asset, given the potential for complementarities between practices and firm resourceswithin the country and beyond. Bidco has its presence in 16 countries in Africa. Bidco produces oils, fats, margarine, detergents, personal care products, and animal feeds. Over 40 brands can be attributed to innovation within the firm. BhimjiDepar Shah founded the firm in 1970 as a garment was used as organizational performance indicator. Sales, profitability, and marketing are the essential subjective measures towards effect of Strategic HRMP on performance. Wall, et al, (2004) demonstrate convergent, discriminative, and constructive performance measurement. Results suggest that

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Oladipo and Abdulkadir (2011) sought to understand the Results suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct in Nigerian Universities. was used as organizational performance indicator. Sales, profitability, and marketing are the essential subjective measures towards effect of Strategic HRMP on performance. Wall, et al, (2004) demonstrate convergent, discriminative, and constructive performance measurement. Results suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct response (Oladipo et al., 2011).

Dimba and K'Obonyo (2009) ascertain that Results suggest that recorded measurements are relevant in research studies. It is suggested that market performance measures are more effective at eliciting direct moderated by employee cultural orientations and employee motivation. The findings further revealed that the key variables, research will be influenced by Resource Based Theory and Universalistic Theory. The Resource Based Theory was founded considerably related with performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology which was used in the study, specifically the research philosophy, the research design, data collection, validity and reliability of the instrument data analysis and ethical considerations.

3.2 Research Design

The research employed a middle and top managers who are dealing with formulation and implementation of strategic policies and business strategies that enhance comparative advantage of BIDCO Limited Kenya in the competitive market. There were 10 Executive Managers, 10 Senior Managers and 20 Lower Managers totaling to 40 employees who were interviewed in order to find out the Effect of SHRM practices on the performance of this organization Saunders, Lewis and Thornhill (2007) The research employed a middle and top managers who are dealing with formulation and implementation of strategic policies and business strategies that enhances comparative advantage of BIDCO Limited Kenya in the competitive market. There were 10 Executive Managers, 10 Senior Managers and 20 Lower Managers totaling to 40 employees who were interviewed in order to find out the Effect of SHRM practices. The empirical models for inferential analysis recruitment, performance management and compensation on organizational performance. Middle and top managers who are dealing with formulation and implementation of strategic policies and business strategies that enhances comparative advantage of BIDCO Limited Kenya in the competitive market. There were 10 Executive Managers, 10 Senior Managers and 20 Lower Managers totaling to 40 employees who were interviewed in order to find out the Effect of SHRM practices on the performance of this organization.

3.3 Target Population

The target population of this study was the Employees in management category both middle and top managers who are dealing with formulation and implementation of strategic policies and business strategies that enhances comparative advantage of BIDCO Limited Kenya in the competitive market. There were 10 Executive

Managers, 10 Senior Managers and 20 Lower Managers totaling to 40 employees who were interviewed in order to find out the Effect of SHRM practices on the performance of this organization.

Table 3.1 Target Population

Category	Population	Sample size	Percentage
Top Level Managers	10	10	25%
Middle Level Managers	10	10	25%
Operation Managers	20	20	50%
Totals	40	40	100%

middle and top managers who are dealing with formulation and implementation of strategic policies and business strategies that enhances comparative advantage of BIDCO Limited Kenya in the competitive market. There were 10 Executive Managers, 10 Senior Managers and 20 Lower Managers totaling to 40 employees who were interviewed in order to find out the Effect of SHRM practices on the performance of this organization.

3.4 Data Collection

This study relied implementation of strategic policies and business strategies that enhances comparative advantage of BIDCO Limited Kenya in the competitive market. There were 10 Executive Managers, 10 Senior Managers and 20 Lower Managers totaling to 40 employees who were interviewed in order to find out the Effect of SHRM practices. The empirical models for inferential analysis, recruitment, performance management and compensation on organizational performance. Middle and top managers who are dealing with formulation and implementation of strategic policies and business. The empirical models for inferential analysis recruitment, performance management and compensation on organizational performance, recruitment, performance management and compensation on organizational performance.

3.5 Data Analysis and Presentation

Implementation of strategic policies and business strategies that enhances comparative advantage of BIDCO Limited Kenya in the competitive market. There were 10 Executive Managers, 10 Senior Managers and 20 Lower Managers totaling to 40 employees who were interviewed in order to find out the Effect of SHRM practices.

The empirical models for inferential analysis, recruitment, performance management and compensation on organizational performance. middle and top managers who are dealing with formulation and implementation of strategic policies and business were represented by the following model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3PX_3 + \beta_4X_4 + \varepsilon$$

Where Y: - Organizational Performance

X₁:-Training

X₂:-Recruitment

X₃:- Performance Management

X₄:- Compensation

ε: - Error Term

Training, recruitment, performance management and compensation on organizational performance respectively.

CHAPTER FOUR: DATA ANALYSIS, RESULTS, INTERPRETATION AND DISCUSSION

4.1 Introduction

Which includes variables of interest, which includes Training, Recruitment, Performance management and Compensation, and predictors of organizational on performance. The chapter includes analysis of demographic characteristics of the respondents followed by descriptive analysis of predictors of strategic human resource management practices, which includes variables of interest, which includes Training, Recruitment, Performance management and Compensation, and predictors of organizational performance, which includes Effectiveness, Efficiency, Competitiveness and Financial performance. Which includes variables of interest, which includes Training, Recruitment, Performance management and Compensation, and predictors of organizational duly filled. However, 6 questionnaires were not fully filled thus were left out of the analysis. This represented 85% which includes variables of interest, which includes Training, Recruitment, Performance management and Compensation, and predictors of organizational 50% and above is considered suitable for statistical analysis and reporting. Thereafter the effect of which includes variables of interest, which includes Training, Recruitment, Performance management and Compensation, and predictors of organizational. All these was done using statistical package for social science (SPSS 25)

4.2 Questionnaire Response Rate

Table 4.1 Response Rate

Category	Sample Size	Respondents	Percentage (Respondents)	Response Rate
Top Level Managers	10	7	21	70
Middle Level Managers	10	9	26	90
Operations Managers	20	18	53	90
Total	40	34	100	85

Table 4.1 shows the distribution of respondents. A total of 40 questionnaires were distributed, 34 responded satisfactorily and only 6 did not respond. The percentage of

respondents and response rate for Top Level Managers was 21% and 70% respectively. The percentage of respondents and response rate for Middle Level Managers was 26% and 90% while that for operations managers was 53% and 90% respectively. Overall, the study was able to achieve 85% response rate from target sample size in each of the categories: Top Level Managers, Middle Level Managers and Operations Managers.

4.3 Demographic Characteristics of the Respondents

This section presents the demographic characteristics in terms of respondents' gender, age, education and length of service in the organization.

4.3.1 Gender of Respondents

Table 4.2 Gender of Respondents

	Frequency	Percent	Cumulative Percent
Male	21	62	62
Female	13	38	100
Total	34	100	

Table 4.2 shows gender distribution of respondents, 62% were male and 38% female. Males were almost twice as many as female respondents. The analysis shows that there was gender disparity in the management section of the organization this however did not in any way affect human resource strategic management practices in the organization.

4.3.2 Age of the Respondents

Table 4.3 Age of the Respondents

Age Categories	Frequency	Percent	Cumulative Percent
Less than 35 years	5	15	15
35- 40 years	13	38	53
41- 45 years	4	12	65
More than 45 years	12	35	100
Total	34	100	

Table 4.3 shows the distribution of age of the respondents, 15% were aged less than 35 years, 38% were in the age 35-40 years category, 12% in the 41-45 years category and those that were aged more than 45 years accounted for 35% of the respondents. Majority of the respondents were between 35-40 years old.

4.3.3 Educational Qualifications of the Respondents

Table 4.4 Educational Qualifications of the Respondents

Educational Qualifications	Frequency	Percent	Cumulative Percent
High school certificate	3	9	9
Diploma	6	17	26
Bachelor's degree	16	47	73
Master's degree	7	21	94
Doctorate	2	6	100
Total	34	100	

Table 4.4 shows the educational qualifications of the respondents. 9% had high school certificate, 17% diploma, 47% had bachelor's degree, and 21% had master's degree while 6% were doctorate holders. Majority of the respondents had attained a bachelor's level of education.

4.3.4 Length of Service of the Respondents

	Frequency	Percent	Cumulative Percent
1-3 years	4	12	12
4-5years	2	6	18
More than 5 years	28	82	100
Total	34	100	

Table 4.5 shows the distribution of respondents' length of service. 12% had served for between 1 to 3 years, 6% had served for between 4 to 5 years while those that had

served for more than 5 years accounted for 82% of the respondents. This infers that majority of the respondents had served for more than 5 years.

4.4. Strategic Human Resource Management Practices

This section presents the descriptive analyses of independent variables that are predictive of Performance management and Compensation, and predictors of organizational on performance. The chapter includes analysis of demographic characteristics of the respondents followed by descriptive analysis of predictors of strategic human resource management practices, which includes variables of interest, which includes Training, Recruitment, Performance management and Compensation, and predictors of organizational performance, which includes Effectiveness, Efficiency. The analysis included assessment of means and standard deviation as well as the average mean scores and average standard deviations. The following are the findings.

4.4.1 Training

Table 4.6 shows the mean and standard deviation of the indicators with respect to training. The average mean score and the average standard deviations are 4.20 and 0.829 respectively, which is an indication that the statements are to a great extent true concerning training. The inference that can be drawn is that training is to a large extent a strategic human resource practice in the organization. Bidco exposes its employees to various types of training and has a training policy. It also links its training to business strategy and evaluates its training programs.

Table 4.5 Training

ID	Statement	Mean	Std. Deviation
X ₁ 1	The average mean score and the average standard deviations	4.00	0.956

X ₁₂	Training is aimed at improving organizational performance	4.22	0.866
X ₁₃	Employees in each job will normally go through training programs every year	3.92	0.937
X ₁₄	Training programmes are well planned and designed	4.11	0.820
X ₁₅	All the employees are exposed to different kinds of training	4.33	0.793
X ₁₆	The inference that can be drawn is that training is to a large extent.	4.25	0.649
X ₁₇	The inference that can be drawn is that training is to a large extent	4.36	0.833
X ₁₈	The inference that can be drawn is that training is to a large extent	4.14	0.798
X ₁₉	The inference that can be drawn is that training is to a large extent	4.22	0.866
X ₁₁₀	The average mean score and the average standard deviations	4.36	0.762
X ₁₁₁	The average mean score and the average standard deviations	4.25	0.841
	Valid N (list wise)		
	Average Score	4.20	0.829

4.4.2 Recruitment

Table 4.7 shows the mean and standard deviation with respect to recruitment indicators. The average mean score and average standard deviation are 4.01 and 0.776 respectively. This indicates that the statements are to a great extent true about recruitment in the organization. And that recruitment is to a large extent a strategic human resource practice in the organization. The organization is able to determine future demand of employees and the management understands the requirements for jobs. Bidco exposes its employees to various types of recruitment and has a recruitment policy. It also links its recruitment to business strategy and evaluates its recruitment programs.

Table 4.6 Recruitment

ID	Statement	Mean	Std. Deviation
X ₂ 1	training, recruitment, performance showed that training is to a large extent.	4.00	0.756
X ₂ 2	management and compensation. The findings showed that effectiveness was	3.89	0.854
X ₂ 3	financial viability were to a large extent determinant of performance in the organization	4.14	0.833
X ₂ 4	The organization prefer getting employees from external sources	4.00	0.756
X ₂ 5	financial viability were to a large extent determinant of performance in the organization	4.06	0.754
X ₂ 6	management and compensation. The findings showed that effectiveness was	4.08	0.692
X ₂ 7	training, recruitment, performance showed that training is to a large extent	3.89	0.785
	Average score	4.01	0.776

4.4.3 Performance management

Table 4.7 Performance Management

ID	Statement	Mean	Std. Deviation
X ₃ 1	that training is very significant in findings also showed that a significant praisal	4.39	0.838
X ₃ 2	the strategic actions of rival firms in the same industry	4.67	0.894
X ₃ 3	also showed that a strong correlation between training and organizational performance existed	4.22	0.959
X ₃ 4	A study examining various aspects of Human resource strategies	4.72	0.615
X ₃ 5	also showed that a strong correlation between training and organizational performance existed	4.17	0.941
X ₃ 6	A study examining various aspects of Human resource strategies	4.36	0.899
X ₃ 7	that training is very significant in findings also showed that a significant	4.36	0.723

Average score**4.41****0.838**

Table 4.8 shows the mean and standard deviation of performance management statements. The average mean scores as well as the average standard deviations are 4.41 and 0.838 respectively. This indicates that respondents to a great extent agree with performance management statements about the organization. This infers that to a large extent performance management is a strategic human resource practice in the organization. Performance of employees is measured on the basis of objective quantifiable results and the organization also uses long-term measurement standards. And more importantly, promotions are strictly based on performance management system. Bidco exposes its employees to various types of performance management and has a performance management policy. It also links its performance management to business strategy and evaluates its performance management programs.

4.4.4 Compensation

Table 4.8 Compensation

ID	Statement	Mean	Std. Deviation
X41	essential subjective measures towards effect of Strategic HRMP on performance	4.06	0.791
X42	also showed that a strong correlation between training and organizational performance existed	3.94	0.860
X43	There is a great discrepancy in incentive pay between the high and low performers for the same job	3.92	0.841
X44	The findings showed that a unit change in training, recruitment, performance management and compensation.	3.92	0.937
X45	Salary and other benefits are comparable to what is generally obtainable in the industry	3.94	0.955
X46	There is a clear explanation of remuneration policy and its implementation	3.89	0.979
X47	There are individual incentives	3.89	0.979
X48	at eliciting direct soaps and edible oils like Elianto which was acquired from	3.94	0.955
X49	essential subjective measures towards effect of Strategic HRMP on performance	4.14	0.867

X410	at eliciting direct soaps and edible oils like Elianto which was acquired from	4.17	0.910
X411	The findings showed that a unit change in training, recruitment, performance management and compensation	3.97	0.971
Average score		3.98	0.913

Table 4.9 shows the mean and standard deviation of compensation statements. The statements mean are within a range of 3.89 and 4.17 while the statements standard deviations are within a range of 0.791 and 0.979. The average mean score and the average standard deviation for compensation statements are 3.98 and 0.913 respectively. This indicates that respondents agree to a large extent with the statements concerning compensation in the organization. This implies that compensation was to a large extent a strategic human resource practice in the organization. Bidco exposes its employees to various types of compensation and has a compensation policy. It also links its compensation to business strategy and evaluates its compensation programs.

4.5 Organizational Performance

Organizational performance in this study was the dependent variable. It had effectiveness, efficiency, competitiveness and financial performance as predictors. The following are the descriptive analyses.

4.5.1 Effectiveness

Table 4.9 Effectiveness

ID	Statement	Mean	Std. Deviation
Y ₁ 1	The organization achieves its annual objectives	4.25	0.806
Y ₁ 2	also showed that a strong correlation between training and organizational performance existed	4.31	0.822
Y ₁ 3	organizational performance indicator. Sales, profitability.	4.50	0.655
Y ₁ 4	between practices and firm resources within the country and beyond s.	4.19	0.749

Y ₁₅	The organizations always achieve its objective within the set time frame	4.28	0.815
Y ₁₆	essential subjective measures towards effect of Strategic HRMP on performance	3.06	0.955
Y ₁₇	essential subjective measures towards effect of Strategic HRMP on performance	4.22	0.760
Y ₁₈	between practices and firm resources within the country and beyond.	3.97	0.910
Average score		4.10	0.809

Table 4.10 shows the mean and standard deviation of effectiveness statements. The lowest ranked statement was Y₁₆ (mean 3.06, std. deviation 0.955) while the highest ranked statement was Y₁₃ (mean 4.50, Std deviation 0.655). The average mean and standard deviation scores for effectiveness statements are 4.10 and 0.809 respectively. This indicates that respondents agreed to a large extent with the statements concerning effectiveness in the organization. This implies that effectiveness was to a large extent a determinant of performance in the organization.

4.5.2 Efficiency

Table 4.10 Efficiency

ID	Statement	Mean	Std. Deviation
Y ₂₁	suggested that market performance measures are more effective at eliciting direct response within the country	3.92	0.770
Y ₂₂	also showed that a strong correlation between training and organizational performance existed	4.36	0.639
Y ₂₃	organizational performance indicator. Sales, profitability	3.89	0.785
Y ₂₄	organizational performance indicator. Sales, profitability.	3.94	0.715
Y ₂₅	suggested that market performance measures are more effective at eliciting direct response within the country.	3.75	0.874
Y ₂₆	The organization controls overhead costs.	4.19	0.920

Average score

4.01

0.784

Table 4.11 shows the mean and standard deviation of efficiency statements. The average mean score as well as the average standard deviation for efficiency statements are 4.01 and 0.784 respectively. This indicates that the respondents agreed to a large extent with the statements about the organization.

4.5.3 Competitiveness

Table 4.11 Competitiveness

ID	Statement	Mean	Std. Deviation
Y ₃ 1	brands can be attributed to innovation within the firm.	4.00	.956
Y ₃ 2	produces oils, fats, margarine, detergents, personal care products.	3.94	.924
Y ₃ 3	suggested that market performance measures are more effective at eliciting direct response within the country.	3.94	.924
Y ₃ 4	Services/products of the organization are regularly reviewed to reflect changing client type.	4.25	.770
Y ₃ 5	produces oils, fats, margarine, detergents, personal care products.	4.08	.906
Y ₃ 6	Brands can be attributed to innovation within the firm.	4.08	.906
	Average score	4.05	0.898

Figure 4.12 shows the mean and standard deviation of competitiveness statements. The average mean score as well as the average standard deviation for competitiveness are 4.05 and 0.898 respectively, which indicates that respondents agreed to a large extent with the competitiveness statements concerning the organization.

4.5.4 Financial Performance

Table 4.12 Financial Performance

ID	Statement	Mean	Std. Deviation
Y41	demonstrate convergent, discriminative, and constructive performance measurement.	3.83	.878
Y42	measures are more effective at eliciting direct in Nigerian Universities. was used as.	3.89	.887
Y43	The organization does not rely on funds from external sources.	3.92	.906
Y44	measures are more effective at eliciting direct in Nigerian Universities. was used as.	3.97	.845
Y45	demonstrate convergent, discriminative, and constructive performance measurement.	3.89	.785
	Average score	3.90	0.860

Table 4.13 shows the mean and standard deviation of financial performance statements. The average mean score and the average standard deviation indicative of financial performance statements are 3.90 and 0.860 respectively. This means that majority of the respondents agree to a large extent with the financial performance statements.

4.6 Effect of strategic human resource management practices on organizational performance

This section looks at the effect of strategic human resource management practices on organizational performance. A regression model was generated from SSPS software as indicated in tables 4.14 and table 4.15. In particular, table 4.14 shows that training accounts for 58.4% of the variation in organizational performance while training and recruitment accounts for 62.7% of the variation, and with performance management they account for 82.1% of the variation and together with compensation they all account for 85.2% of the variation in organizational performance. Other factors account for 14.8% of the variation in organizational performance.

Table 4.13 Model Summary^e

Model Summary^b

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	.923 ^a	.852	.833	5.16420	.852	44.694	4	31	.000

a. Predictors: (Constant), Training, Recruitment, Performance management and Compensation.

b. Dependent Variable: Y- Organisation performance

The relationship between training, recruitment, performance management, compensation and performance shows F-ratio ($F = 44.694$, $p < 0.01$) reflects a statistically significant relationship in the model. The ANOVAs test shows statistically significant results; hence strategic approaches that organizations take affect organizational performance.

Table 4.15 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4767.817	4	1191.954	44.694	.000 ^b
	Residual	826.739	31	26.669		
	Total	5594.556	35			

a. Dependent Variable: Y – Organization Performance

b. Predictors: (Constant), Training, Recruitment, Performance management and Compensation.

Table 4.16 shows the coefficients of model fitness. The model is not significant, considering p-value of 0.05, in explaining the relationship between training (0.136) and organizational performance; however, it is significant in explaining the relationship between training, recruitment and performance (0.033). It is also significant in explaining the relationship between training, recruitment, performance management and organizational performance (0.007). It is also significant in explaining the relationship between training, recruitment, performance management, compensation and organizational performance (0.015). Table 4.16 also shows a strong correlation between training (X_1 , 0.764) and organizational performance, and that is

similarly the case for recruitment (X_2 , 0.790), performance management (X_3 , 0.764) and compensation (X_4 , 0.898). The model of coefficients of values from the regression is presented in table 4.16.

Table 4.16 Coefficients of Model Fitness

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	25.261	8.909		2.835	0.008			
Training	0.667	0.436	0.361	1.532	0.136	0.764	0.265	0.106
Recruitment	1.467	0.657	0.575	2.232	0.033	0.790	0.372	0.154
Performance management	1.106	0.380	0.344	2.913	0.007	0.764	0.464	0.201
Compensation	0.674	0.262	0.458	2.571	0.015	0.898	0.419	0.177

a. Dependent Variable: Y – Organization Performance

The model, table 4.14 shows the coefficients for the independent variables:

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

Where Y: - Organizational Performance

X_1 : - Training

X_2 : - Recruitment

X_3 : - Performance Management

X_4 : - Compensation

ε : - Error Term

The coefficients path β_1 , β_2 , β_3 , β_4 and ε measure the effect of training, recruitment, performance management and compensation on organizational performance respectively.

$$Y = 34.17 + 0.667X_1 + 1.467X_2 + 1.106X_3 + 0.674X_4$$

The model shows that a unit change in training, recruitment, performance management and compensation results in 0.667, 1.467, 1.106 and 0.674 change in Y

4.7 Discussion of the Findings

This section discusses the results and compares them with the existing literature of the study variables. The purpose of the study was to assess the effect of strategic human

resource management practices on the organizational performance of Bidco Africa Limited. As can be inferred from the findings training appears to be linked to organizational Performance. This is in line with Armstrong, (2001) assertions that training develops the much needed manpower and enables avoidance of unnecessary expenditure that could be incurred on outsourcing expertise and enriches organization performance. Thus if key strategic human resource management practices on the organizational performance of Bidco Africa Limited. As can be inferred from the findings training appears to be linked to. Bidco exposes its employees to various types of training and has a training policy for example there is training for problem solving skills, enhancing human capital to accommodate technological dynamics in the business environment facilitated by approved plans and budgets for training activities. It also links its training to business strategy and evaluates its training programs to make it relevant to the employee's jobs which are tailor-made to improve organizational performance.

The Study confirmed that recruitment is to a large extent a strategic human resource practice in the organization and that recruitment positively influenced organizational performance. The organization was also able to determine future demand of employees and the management understands the requirements for jobs. This concurs with Bratton and Gold, (2007) who posited that recruitment and selection procedures have an influence on organizational performance of manufacturing companies and that recruitment strategies should aim at giving the organization a competitive advantage, meet legal and social obligations regarding the increment in both organizational and individual in the short and long term. A regression model was generated from SPSS software, which showed that training accounts for 63.7% of the variation in organizational performance while training and recruitment accounts for 69.5% of the variation, and with performance management they account for 84% of the variation and together with compensation they all account for 86.8% of the variation in organizational performance. Other factors accounted for 13.2% of the variation in organizational performance.

The findings also revealed that compensation had to a large extent influenced employees to various types of compensation and has a compensation policy of which there are individual incentives, group incentives and skill based pay package. It also links its compensation to business strategy and evaluates its compensation programs to sustain organization's growth and competitive advantage and that a management practices, which include training, recruitment management practices, which include training, recruitment, reduce employee turnover rate thus enhancing retention and improving loyalty within the organization. Bidco exposes its employees to various types of compensation and has a compensation policy of which there are individual

incentives, group incentives and skill based pay package. It also links its compensation to business strategy and evaluates its compensation programs since incentive pay is linked to job performance for all employees whereas management practices, which include training, recruitment.

The study also found that there is an employee to various types of compensation and has a compensation policy of which there are individual incentives, group incentives and skill based pay package. It also links its compensation to business strategy and evaluates its compensation programs activities influences the overall performance of the organisation since they account to a magnitude of 85.2% of the variation in organizational performance as other factors accounts for 14.8% respectively .It has clearly indicated that training employees to acquire the necessary skills reduces wastages and enhances lean production for improved productivity. Hiring the right employees with right skills placed in the right lines ensures smooth operations, continuity and enhances organizational performance. The existence of compensation policies at Bidco Africa Limited is more strategic and has enthusiastically motivated the workers towards service delivery to a large extent as supported by the existing literature.Wan (2002) in a study of the links its compensation to business strategy and evaluates its compensation programs activities influences the overall performance of in Singapore found that the strategic human resource management variables links its compensation to business strategy and evaluates its compensation programs activities influences the overall performance of employees to various types of compensation and has a compensation policy of which there are individual incentives, group incentives and skill based pay package. It also links its compensation to business strategy and evaluates its compensation programs. Dimba and K'Obonyo (2009) ascertains that human resource management practices has an effect on links its compensation to business strategy and evaluates its compensation programs activities influences the overall performance of as moderated by employee cultural orientations and employee motivation.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

Understanding the demographic nature of the interviewees followed by descriptive statistics. The descriptive analysis was undertaken using SPSS 25 and results relevant to the study included means, standard deviations and frequencies. Further statistical analysis that was done included regression analysis.

5.2 Summary

The main findings also showed that a significant proportion of the variation in organizational performance is as a result of training, recruitment, performance. To achieve this objective, data was collected using questionnaires to test the study included means, standard deviations and frequencies. Further statistical analysis that was done included regression analysis. The data collected was sorted and cleaned for analysis and presentation. Preliminary tests included understanding the demographic nature of the interviewees followed by descriptive statistics. The descriptive analysis was undertaken using SPSS 25 and results relevant to the study included means, standard deviations and frequencies. Further statistical analysis that was done included regression analysis.

In the study, the the study included means, standard deviations and frequencies. Further statistical analysis that was done included regression analysis findings also showed that a significant proportion of the variation in organizational performance is as a result of training, recruitment, performance showed that training is to a large extent a strategic human resource practice in the organization, including recruitment, performance management and compensation. The findings showed that effectiveness was to a large extent a determinant of performance in the organization, equally efficiency, relevance and financial viability were to a large extent determinant of performance in the organization.

A regression model generated from SPSS25 software showed that training, recruitment, performance management and compensation all accounted for significant variation in organizational performance. The regression model showed that training is

very significant in findings also showed that a significant proportion of the variation in organizational performance is as a result of training, recruitment, performance practices and organizational performance; however, recruitment, performance management and compensation were significant in explaining organizational performance status. The model also showed that a strong correlation between training and organizational performance existed, and that was similarly the case for recruitment, performance management and compensation. The findings showed that a unit change in training, recruitment, performance management and compensation results in significant and positive change in organizational performance.

5.3 Conclusion

The study found the study included means, standard deviations and frequencies. Further statistical analysis that was done included regression analysis organizational performance. The findings also showed that a significant proportion of the variation in organizational performance is as a result of training, recruitment, performance management and compensation. The management practices, which include training, recruitment and work of other researchers as discussed in the literature review, all of which show the importance of strategic human resource management practices in organizational performance. Thus, findings also showed that a significant proportion of the variation in organizational performance is as a result of training, recruitment, performance use best human resource management practices, which include training, recruitment, performance management and compensation, there is increased likelihood of improved organizational performance.

5.4 Recommendations

This study has implications to managerial practice; first of all, the study established that strategic human resource practices have a significantly high and positive impact on all predictors of organizational performance. This implies that managers need to consider strategic human resource management practices, especially training, recruitment, performance management and compensation as critical elements in organizational performance. Previous studies have also showed that strategic human resource practices have a strong relationship with organizational performance and this emphasizes that strategic managerial decisions need to attach greater weight on the key elements of strategic human resource management ,which include training

,recruitment, performance management and compensation. There is also .as a result of the study, opportunity for managers to develop effective policies in respect of training, recruitment, performance management and compensation in a way that support organizational performance and competitiveness.

5.5 Recommendations for Further Research

The focus of the study was on the effect of strategic human resource management on organizational performance, the findings indicate that the study objective has been met; however, the findings also raised certain pertinent issues that need further research. This study largely focused on qualitative aspects of organizational performance, but future researchers can consider inclusion of quantitative aspects of organizational performance as well. In addition to that future researchers could consider use of both questionnaires as well as interviews with respondents, especially in situations of low sample population. Further considerations may include sampling multiple organizations as opposed to one organization as was the case with the present study. Additionally, considerations can be made for both private and public sector organizations.

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QUESTIONNAIRE

This questionnaire is designed to obtain information for purely academic research purposes. The accuracy of the responses you provide will be crucial to the success of the research project. Kindly respond to all the questions.

PART A: Demographic Characteristics of the Respondents

Tick (✓) where appropriate

Gender

Male [] female []

What is your highest level of education?

High school certificate [] Diploma [] Bachelor's degree []

Master's degree [] Doctorate []

Others specify _____

Year of service in your current organization.

1-3 years [] 4-5 years [] More than 5 years []

Age of respondents

Less than 35 years []

35- 40 years []

41- 45 years []

More than 45 years []

Indicate your position in the organization.

[] Manager [] Quality Assessor [] Supervisor [] Support Staff

PART B: Strategic Human Resource Practices

1. Training

Please indicate to what extent the following statements are true as relates to training in your organization. Please tick (✓) the box with a number from the scale below that best describes your response. Where 5 = To a very great extent 4 = To a great extent 3 = Not sure 2 = To a little extent 1 = Not at all

No	Training	1	2	3	4	5
a.	Training offered is relevant to employees jobs					
b.	Training is aimed at improving organizational performance					
c.	Employees in each job will normally go through training programs every year					
d.	Training programmes are well planned and designed					
e.	All the employees are exposed to different kinds of training					
f.	There is training for problem- solving skills.					
g.	There is a training policy applicable to all employees					
h.	There are plans and budgets for training activities					
i.	The organization links training with the company's business strategy					
j.	The organization has a full-fledged training department manned by competent professionals					
k.	There is evaluation of the training programmes					

2. Recruitment

To what extent are the following statements accurate or inaccurate on recruitment in your organization? Please tick (√) the box with a number from the scale below that best describes your response. Where 5 = very accurate 4 = accurate 3 = somewhat accurate 2 = inaccurate 1 = very inaccurate

	Recruitment	1	2	3	4	5
a	The organization is able to determine future demand of employees.					
b	The organization is able to determine future supply of employees					

c	The organization prefer getting employees from within					
d	The organization prefer getting employees from external sources					
e	The management understands the requirements for job					
f	A preliminary screening is conducted all potential employees					
i	Recruitment strategies are aimed at giving the organization a competitive advantage					

3. Performance Management:

To what extent do you agree with the following statements pertaining performance management in your organization. Please tick (√) the box with a number from the scale below that best describes your response. Where 5 = strongly agree 4 = agree 3 = somewhat agree 2 = disagree 1 = strongly disagree.

No	Performance Management	1	2	3	4	5
a.	There is emphasis on behavioural based appraisal					
b.	Performance of the employees is measured on the basis of objective quantifiable results					
c.	The performance evaluation emphasizes guiding employee behaviours toward the company's strategic direction					
d.	The main focus of performance evaluation is development as opposed to punishment					
e.	Performance evaluation uses a long-term measurement standard					
f.	Goals set for performance evaluation are mutually decided					
g.	Promotions are strictly based on performance management system					

4. Compensation

To what extent do you agree with the following statements as pertains compensation in your organization? Please complete with a tick (√) the box with a number from the scale below that best describes your response. Where 5 = strongly agree 4 = Agree 3 = somewhat agree 2 = disagree 1 = strongly disagree

	Compensation	1	2	3	4	5
a.	Incentive pay is linked to job performance for all employees					
b.	The organization provides managerial staff a flexible compensation structure but not a standardized one					
c.	There is a great discrepancy in incentive pay between the high and low performers for the same job					
d.	The incentive pay of middle- to high-level managerial staff is linked to the organization's performance.					
e.	Salary and other benefits are comparable to what is generally obtainable in the industry					
f.	There is a clear explanation of remuneration policy and its implementation					
g.	There are individual incentives					
h.	There are group incentives					
i.	There is skill based pay element in our pay package					
j.	Pay is only in terms of salary					
k.	No financial incentives					

Part C Organizational Performance

To what extent do you agree or disagree with the following statements concerning your organization's performance? Please tick (√) the box with a number from the scale below that best describes your response. Where 5 = strongly agree 4 =agree 3 =somewhat agree 2 = disagree 1 = strongly disagree

	Effectiveness	1	2	3	4	5
a	The organization achieves its annual objectives					
b	The organizational objectives are in line with the organization's mission					
c	The organization supports innovation.					
d	Members of staff are fully utilized to meet organization's goals.					
e	The organizations always achieve its objective within the set time frame					
f	The organization aggressively introduces new products					
g	Continuously assesses customer satisfaction					
h	High quality administrative systems are in place to support service delivery.					

	Efficiency	1	2	3	4	5
a	The organization responds to customers complain in a timely manner					
b	The organization makes optimal use of its financial resources.					
c	Reacts to competitors threats immediately					
d	The organization compares progress made in the organization from time to time.					
e.	The organization delivers its services/products promptly without any delay.					
f.	The organization controls overhead costs.					

	Competitiveness	1	2	3	4	5
a	Services/products of the organization are regularly reviewed to reflect changing environment.					
b	Services/products of the organization are regularly reviewed to reflect changing capabilities.					
c	Services/products of the organization are regularly reviewed to reflect changing client needs.					
d	Services/products of the organization are regularly reviewed to reflect changing client type.					
e.	The organization regularly reviews the environment to adapt its strategy.					
f	The organization adequately balances stakeholders demand.					

	Financial Performance	1	2	3	4	5
a	The organization has sustainable financial resources for continuity of its activities.					
b	The organization has more revenue than expenses.					
c	The organization does not rely on funds from external sources.					
d	The organization has more assets than liabilities.					
e.	The organization depends on external funding.					