

**INFLUENCE OF BEST HUMAN RESOURCE MANAGEMENT
PRACTICES ON ORGANIZATIONAL PERFORMANCE: A
CASE OF COLLEGE OF HUMANITIES AND SOCIAL
SCIENCES UNIVERSITY OF NAIROBI, KENYA**

BY

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2013

DECLARATION

This research report is my original work and has not been presented for any award in any other university for examination.

Sign_____

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L50/69729/2011

Date

This research project has been submitted for examination with my approval as supervisor of University of Nairobi.

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DEDICATION

I dedicate this research to my parents Josephine and Richard; indeed they were my source of strength and hope. More so, my brother in-law and elder sister Vinsoh and Lilian whom without their support, I would not have reached this far. To my mentor and friend, who inspired and motivated me to pursue this course Dr. Solomon Owuoche, Senior lecturer department of political Science and Public Administration, University of Nairobi.

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ABBREVIATIONS AND ACRONYMS

CAE	–	College of Architecture and Engineering
CASELAP	–	Centre for Advanced Studies in Environmental Law and Policy
CAVS	–	College of Agriculture and Veterinary Sciences
CBPS	–	College of Biological and Physical Sciences
CEES	–	College of Education and External Studies
CHS	–	College of Health Sciences
CHSS	–	College of Humanities and Social Sciences
HRM	–	Human Resource Management
IAS	–	Institute of Anthropology
IDIS	–	Institute of Diplomacy and International Studies
IDS	–	Institute of Development Studies
PSRI	–	Population Studies and Research Institute
SWOT	–	Strengths Weaknesses Opportunities and Threats
UON	–	University of Nairobi
HPWPS	–	High Performance Work Practices
HR	–	Human Resource
PM	–	Personnel Management
TPM	–	Total Productive Maintenance

ABSTRACT

The purpose of this study was to investigate how best human resources management practices influenced performance of college of humanities and social sciences of the University of Nairobi, Kenya. The study was focused to find out if indeed the college practices best human resource management practices and how they influenced its performance. The study was guided by the following objectives; To assess the extent to which recruitment and selection as a component of best human resource management influences performance of college of humanities and social sciences, To assess how reward system as a best practice of human resource management practices influenced performance of college of humanities of social sciences, To establish how job design as a component of best human resource management practices influenced the performance of college of humanities and social sciences, To what extent do training and development as a best practice of human resource management influenced the performance of college of humanities and social sciences and, To determine an extent to which performance management influenced performance of college of humanities and social sciences. The study adopted a descriptive survey design since it is concerned with determining the frequency with which something occurs. The targeted population of the study comprised of 54 administrators of the college of humanities and social sciences. The study used the entire administrators of the college of Humanities and social sciences. Purposive sampling technique was employed. Data collection was carried out using structured questionnaires, interviews reviewed secondary data and descriptive survey. The data were presented in form of tables employing the use of frequency distribution and percentages and the data was analyzed using descriptive statistics. The findings of the study showed that, best human resource management practices, has a positive significant on organizational performance. The study recommended that further research to goods producing organizations to bridge the gap of this study which focused on service producing organization.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Human resources are considered the most important asset of an organization, but very few organizations are able to fully harness its potential. Lado and Wilson (1994) define a human resource system “as a set of distinct but interacted at attracting, developing, and maintaining a firm’s human resources”. Traditionally, management of this system has gained more attention from the service organization than from manufacturing organizations. However, to enhance organizational performance effectively, managing this system is equally important in both types of organizations. Needless to say, sophisticated technologies and innovative manufacturing alone can do very little to enhance operational performance unless the requisite best human resource management practices are in place to form a consistent socio-technical system. For this reason, manufacturing organizations need to carefully evaluate their existing practices and modify them, if needed, so that employees can effectively contribute to operational performance improvement.

Several studies in the human resource literature investigated the influence of best human resource practices on organization performance. Although, some related studies related to human resource practices can be found in the operations management literature. (Jayaram et al, 1999), this discipline has tended to address structural issues and analytical questions, and has paid the little attention to human resource issues. Over the years, researchers have suggested many best human resource management practices that have potential to improve and sustain organizational performance. These practices include emphasis on employee selection based on fit, with the company culture, emphasis on behavior, attitude, and necessary technical skills required by, the job compensation contingent on performance and employee empowerment to foster team work among others.

The influence of best human resource management practices on organizational performance has the subject of much attention over the years. However, empirical validation of the findings in operations across countries or industries is nearly non-existent and very limited of best recent trends towards globalization and mergers and acquisitions in the business world make the study

of best human resource management practices in the context of country and industry a necessity. The literature has emphasized the need for generalizing of the relationship between human resource management practices and organizational performance. For example Delery and Dory (1996) raise concern that the results of their study of human resource management practices on organizational performance in banking industry may not be valid on other industries.

These authors argue that "... the current findings need to be validated in other countries to rule out industry as an important contingency factor" similar cautions can be made for country effects. The impact of best human resource management practices on organizational performance as proposed by Pfeiffer (1994) and others can be generalized across manufacturing plants operating in different industries and countries. Much of the previous research on the relationship between best human resource management practices and organizational performance, has concentrated on a single human resource practice, such as compensation, selection and others (Gerhart and Miskovich, 1990). However, a growing number of researchers have argued for instituting complementary bundles of human resource management practices to enhance organizational performance.

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). In recent years, many organizations have attempted to manage organization performance using balance scorecard methodology where performance is tracked and measured in multiple dimensions such as: Financial performance,(shareholder return), customer service, social responsibility (ecorporate citizenship citizen), community outreach, employee stewardship. Performance measurement is the use of statistical evidence to determine progress towards specific defined organizational objectives.

Stickland and Thompson (2007,) provide a comprehensive method for measuring performance of organizations. How well each company performs is dependent on the strategic plan. Some of the measurements include basic financial ratios such as debt- to-equity ratio and if the levels are an issue with creditworthiness. The daunting task of measuring performance for

organizations across industries and eras, declaring the top performance and finding the common drives of their success did not occur to anyone until 1992, when Tom Peters and Bob Waterman got down work researching and writing in search of excellence.

Several performance measurement systems are in use today, and each has its own group of supporters for example, the balanced Scoreboard, Kaplan, and Norton, (2001). Performance Prism Neely (2002) and the Cambridge performance measurement process Neely,(1996) are designed for business-wide implementation; and the approaches of the TPM process Jones and Schilling (2000). Although the Balanced Scorecard has become very popular there is no single version of the model that has been universally accepted. The diversity and unique requirements of different enterprises suggest that no one-size-fits all approach will ever do the job. Gamble, Strickland and Thompson (2007).

In general, the concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical and capital resources, for the purpose Alchian and Demset (1972). Barney et al., (2001). Those providing assets will only commit them to the organization so long they are satisfied with the value receive in exchange, relative to alternative uses of the assets. As a consequence, the essence of performance is the criterion of value expected by those contributing the assets, the assets will continue to be made available to the organization and the organization will continue to exist. Therefore, value creation as defined by the resource provides, is the essential overall performance criteria for any organization.

According to Drucker (1975), people are firm's most valuable resource. Having the right personnel at the right place and at the right time is utmost important to survival and success of any organization. Oladipo (2011). Firms proclaim that people are the source of their competitive advantage whether they are technological experts, accommodating customer services expert or visionary managers at a time of unparalleled technology development, it is the human resource that spell success or failure of all firms, and especially entrepreneurial ones (Katz et al 2000).

Organizations and managers are aware that at every point, they face rapid and complex changes in the market environment. One of the most remarkable results in the change of attitude in some firms towards organizations is human resource. Top managers in such perceived that people are among the organizations most valuable strategic resource Pfeiffer (1994). Organizations with long-term objectives are therefore re-examining the way in which they manage their human resource.

Organizations today are faced with the challenge of finding and keeping higher-performing employees. Having an effective system is one way to improve organizational outcomes. Selection systems are the tools and assessment used by an organization to yield the best hiring decision. Moreover, it helps in identifying a right candidate with a potential to perform generates a sense of eliticism, create high expectations of performance and signals a message of importance of people to organization.

The concept of human resource developed from workers in the USA, 1960s and 1970s Brewster (1994). In Europe and Australia the notion of human resource an ideological framework to effectively and efficiently manage labor, tool kit and managerial profession in the late 1972s, since then it has been adopted increasingly around the world Suzan (2006). Human resource management as defined by (Ayesh et al, 2012) as composed of policies, practices and systems that influence employees behavior, attitude and performance. The study focused on seven variables of human resource management practices namely training and development, performance appraisal, empowerment, compensation, job rotation, participation in decision making and selecting system.

Human resource management came into popular parlance in the late 1970s. As a managerial approach aimed at re-ordering the employment relationship to ensure employee efforts were strategically focused on achieving organizational performance and competitiveness in increasing volatile markets. However, it was only in the 1990's that the concept of boarding of human resource management practices become popular and attract numerous studies. Based on mailed surveys K.M et al, (2004) analyze the relationship between outsourcing of human resource activities, namely training and payroll and the organizational performance. A sample

of 94 manufacturing firms represent 16 two digit sic code industries in southern Western states the U.S.A. using descriptive statistical and correlations, results indicate that both training and payroll outsourcing have implications for organizational performance.

Also, based on Cranet Network questionnaire responses by highest ranking officer from corporate human resource team, Elem T. et al (2007) utilizes an innovative research methodology to examine the relationship between human resource management and organization performance among organizations in the private and wider public sector of EU, the samples in each country have been selected from list provided by national federations. The 1546 respondents were numbers of corporate human resource teams. The study indicated that training and development practices strongly related to performance.

Based on data of 19,000 organizations and using meta analysis, Yongmei, et al., (2007) identified 13 human resource management practices that researchers have studied as possible antecedents to firm performance, that finding of the research is that human resource management practices add a significant value for organization. In addition to that, the study illustrated human resource management practices and processes they impact most. Selection, training and compensation level enhancing knowledge, skills and abilities. Participation, flexitime, participation, programs, grievance procedures and employment security are enhancing empowerment practices. Incentive compensation and internal promotion are enhancing motivation enhancing practices.

The influence of best human resource management practices on organizational performance and employee attitude has been a leading area of research in developed countries for years. But surprisingly, very limited number of studies have been conducted on human resource practices in the context of developing countries in general Sarbariya (2011) therefore, conducting human resource management in studies in the other parts of the World, for example Asia or Africa of those parts of the world and also serve as a vehicle for comparative studies. Although many studies of the influence of human resource management on organizational performance have been conducted dealing with many different industries at the same time (Davision et al 1996). Others studies stated that there is an advantage in investigating human resource management

within a single industry by suggesting that measurement of organizational performance, human resource management practices and control variables were more precise when study focused on a particular industry (Ichniowski et al., 1995).

Therefore, the study examined the influence of human resource management practices on organizational performance in banking sector in Saudi Arabia and how different variables help an organization to achieve its objectives in efficient and effective way. Human resource management highlighted on the positive side of the workers that they are irreplaceable assets belonging to organizations that contribute to its successes.

Singh (2004) investigated the relationship between six human resources management practices and organizational level performance in India. 359 organizations were drawn from organizations listed in the Centre for Monitoring India Economy (CMIE), 82 responded positively to the survey. Using the regression and correlation analysis, the study found a significant relationship between the two human resource practices namely training and compensation and perceived organizational performance based on a questionnaire (Seonghee et al 2006) investigated the relationship between the use of 12 human resource management practices and organizational performance, the population of the study was lodging and restaurant companies in the USA, the sample was drawn from compact disclosure database consist of 219 hotel and restaurant. The result of the regression analysis indicated that companies implementing human resource management practices are more likely to experience lower turnover rates for non-managerial employee.

Okpara and Pamela (2008) examined the extent to which organization in Nigeria use various practices and perceived challenges and prospect of these practices. Data were collected from 253 managers in 12 selected companies in 10 cities. Their findings reveal that human resource management practices, such as training, recruitment, compensation, performance appraisal and reward system are still in place and that issue of tribalism, AIDs, training and development and corruption are some of the challenges facing human resource management in Nigeria.

In Kenya, the Kenya institute of management have been subjected to ensure that organizations management adhere to the practice of best human resource management practices so that, they can be able not only to achieve their objectives but also to provide quality services and goods and to satisfy the needs of their clients. The Kenya petroleum refineries limited for example, was originally set up by the shell and petroleum company British Petroleum to serve the east African region in the supply of variety of oil products. The first refinery complex which has distillation, hydro-treating, catalytic and bitumen production units was commissioned in 1963. The second refinery was commissioned in 1974 and also distillation, hydro-treating and reforming units. The corporate objectives are as follows; to have a performance which can make them proud, to earn confidence of customers, shareholders and the community and to contribute to sustainable development.

To meet the external and internal customer service requirements taking into account market environment, to constantly seek maximize the difference between the value of products and the cost of feed stocks. To control costs at pace setter refinery levels and reliability objective. To be and be recognized as a responsible corporate citizen, to attract, develop and retain a competent and motivated workforce and to promote environment and work method that will achieve these objectives.

In the year 2009 annual company of the year award, ceremony, Kenya petroleum refineries limited came up tops in the practice of best human resource management practices. The company of the year event is organize annually by the Kenya institute of management in recognition of companies and individuals which have demonstrated excellence in various management and leadership categories which can be bench marked on a global scale as a world class practices. Specifically, Kenya Petroleum Refineries Limited was recognized for its well documented system of job rotation, induction, on job training hours per employees per year with clearly demonstrated processes of how Kenya petroleum refinery limited staff are developed and groomed for senior positions throughout the company.

On the performance of the University of Nairobi based on the ranking of the web universities 2013, the performance has significantly improved. The University of Nairobi is being ranked

position 12 in Africa up from position 14 last year. At world level, the university is now in position 1,326 up from 1,435 recorded in 2012. From the results, university of Nairobi has maintained a consistent ranking in all the criteria while improving significantly under openness. The University of Nairobi is second to Makerere University in the East Africa region while South Africa Stellenbosch leads the ranking in Africa. The ranking of Web metrics is the largest academic ranking of Higher Education Institutions and aimed at promoting academic web presence and supporting the open access initiatives for increasing significantly the transfer of scientific and cultural knowledge generated by the University of the whole society.

The college of humanities and social sciences remains the biggest college in the University of Nairobi with over fifty percent of the total student enrolment and staff. It offers over 50 academic satellite campuses. The college coordinates the implementation of university policies and programmes and thus has to led to better ranking of the ranking in Africa, region and county. However, countries need to systematically address within the context of its vision and mission. The main and firm college commitment to quality service remains linged on the observance of the rule of law, skilled human resources, hard work, transparency, accountability, fairness and timely service delivery. The college adheres to the tradition of excellence in teaching and learning, research, scholarship, consultancy, community service, and good governance and management and this has led to its better governance and management and this has led to its better performance and hence achieving its objectives.

The college of Humanities and social sciences is the largest of the six colleges of the University of Nairobi. The college was established in 1985 following recommendations of the presidential visitation committee headed by Geoffrey Kariithi. The college comprises of the Faculty of Arts, Schools of Business, School of Law, School of Journalism and Mass Communication, School of Economics, Institute of Diplomacy and International Studies, Population Studies and Care for Advanced Studies in Environmental Law and Policy (CASELAP). The college has about 50 percent of the total student evolvment in the university. It operates in several locations: Main Campus Parklands, Lower Kabete and the National Museum. The other locations are in Mombasa and Kisumu cities. These institutes, schools and faculties offer over 60 disciplines from certificate to doctoral level programmes.

The current student enrolment stands at 18,937 and is supported by a large pool of highly qualified and experienced academic members of staff led by 73 distinguished professors in their respective areas of specialization and research. The college has the largest enrolment of module II students and the university MBA programme remains the most popular in the region. The university of Nairobi alumni are found in all sectors of our economy development objectives. So this is a clear indication that, locally it is the university that serves the needs of our economy based on the relevant programs they offer not only locally but also regionally and in African content as a whole. The college of Humanities and Social Science is a strategic avenue of training for the Judiciary, Business, Diplomacy, Economics, Communications and media, the Arts, and Population, Development, Anthropology and gender disciplines. The vision of the college is to be leading institution that promotes excellence in teaching, training, research and consultancy in the Humanities and social sciences.

The mandate of the college is to coordinate the implementation of university, policies and programmes in the humanities and social sciences. In order to fulfill this mandate and provision of teaching and research facilities, including information communication technology. The college has invested in capital projects and this has created good teaching and learning environment. The college has developed a total of 12 well equipped computer laboratories spread in all the campuses. Through the support of Chinese government, a modern language laboratory for teaching Chinese and other languages has been put up.

The college has reviewed its programmes as well as introduced new ones to ensure provision of demand-driven programmes, which meet the expectation of the students. The various collaborations and linkages with industry provide opportunities for the university staff and students to made teaching and learning more relevant to the needs of the society. Community service has continued to attract a lot of focus from all the units in the college and much more will be done in this area. The students in the college have organized themselves into professional organizations through which they interact with various professional bodies and individuals and this forms an important step in the preparation of students for work in both the public and private sectors.

1.2 Statement of the Problem

Indeed best human resource management practices are practiced by management of the college of humanities and social sciences and the University of Nairobi in general. However, to the best of my knowledge, there is no documented evidence on how various human resource management best practices adopted by the college management influences performance of college of humanities and social sciences. It is upon this background that this study seeks to find out to what extent do recruitment and selection as a component of best human resource management influence performance of college of humanities and social sciences, to assess how reward system as best practice influence performance of college of humanities and social sciences, to assess how job design as a practice of best practice influence performance of college of humanities and social sciences, to what extent do training and development influence performance of college of humanities and social sciences and finally, the study intend to determine an extent to which performance management as a component of best human resource management practices influence performance of college of humanities and social sciences and what extent do the best practices contributes to the achievement of college objectives.

1.3 Purpose of Study

The purpose was to assess the influence of best human resource management practices on performance of college of humanities and social sciences of the University of Nairobi, Kenya.

1.4 Objectives of the study

The study was guided by the following objectives:

1. To assess the extent to which recruitment and selection as a component of best human resource management influences the performance of college of humanities and social sciences University of Nairobi, Kenya.
2. To assess how reward system as a best human resource management practice influences performance of the college of humanities and social sciences University of Nairobi, Kenya.
3. To established how job design as a component of best human resource management practices influences performance of college of humanities and social sciences University of Nairobi, Kenya.

4. To establish to what extent does training and development as a best practice of human resource management influences the performance of college of humanities and social sciences University of Nairobi, Kenya.
5. To determine the extent to which performance management as a best practice of human resource management practices influences the performance of college of humanities and social sciences University of Nairobi, Kenya.

1.5 Research Questions

1. To what extent do recruitment and selection influences performance of college of humanities and social sciences University of Nairobi, Kenya?
2. How do reward system influences performance of college of humanities and social sciences University of Nairobi, Kenya?
3. How do job design influences performance of college of humanities and social sciences University of Nairobi, Kenya?
4. How do training and development influences performance of college of humanities and social sciences University of Nairobi, Kenya?
5. To what extent do performance management influences performance of college of humanities and social sciences University of Nairobi, Kenya?

1.6 Significance of the Study

The research and its findings provided an insight to the college management on how best human resource management practices have a positive significant to the performance of the college of humanities and social sciences. To the University of Management Board, the study provided the benchmark that can be used to the other five constituent colleges which do not practice best human resource management practices as expected therefore, improving on their performance leading to the achievement of the entire university objectives as well as competitive edge in the business environment. This is certain because the previous studies have clearly shown and indicated that the influence of best human resource management practices has a greater significant to organizational performance.

1.7 Delimitation of the study

The study focused on the college of humanities and social sciences and therefore the findings was not to be generalized. This was because the university of Nairobi has other five constituent colleges of which the researcher had no documented evidence if indeed, they were committed to the best practices of human resource management as expected or not. More so, the college location was so convenient and easily accessible and this maximized the limited time the researcher had to complete the study, and also the well utilization of the limited finances that is budgeted for the study.

1.8 Limitations of the Study

The University of Nairobi as a service organization has 6 colleges yet the study focuses on one college and therefore, the findings did not focus the findings of the entire university of Nairobi. It was not easy to get tangible information of financial performance of the university. The study managed to overcome this by getting the permit from the university.

1.9 Assumption of the Study

That the study was successfully completed within the specified time frame and to collect data in an environment that was interactive and mutual understanding with the respondents.

1.10 Definition of Significant Terms used in the Study

Recruitment and Selection

Is the process through which the organization seeks applicants for potential employment and the process through which the organization attempts to identify applicants with the necessary knowledge, skills, abilities and other characteristics that will help achieve its' goals.

Reward System

Reward systems, refers to procedures, rules, and standards associated with allocation of benefits and compensation to employees.

Job Design

The process of defining the way work will be performed and the task that will be required in a given job.

Training and Development

Training referred as a planned effort to facilitate the learning of job related knowledge, skills behavior by employee and development is defined as the acquisition of knowledge, skills and behaviors that improve an employee's ability to meet changes in job requirements and in client and customer.

Performance Management

Refers to means through which managers ensure employees' activities and outputs are congruent with the organizational goals.

1.11 Organization of the Study

Chapter one represents the background of the study, statement of the problem, purpose of the study, objectives of the study, the research question, the significance of the study, delimitations and limitations of the study, the assumption of the study, and the definition of significant terms used in the study.

Chapter two reviewed literature relevant to the study the concept of best human resource management practices on organizational performance, which are follows; recruitment and selection, reward systems, job design, training and development and performance management. The chapter also covers the theoretical framework, motivation theory, and conceptual framework, discussion of the conceptual framework and the summary of the literature.

Chapter three discusses studies research design, target population, sampling procedure and sample size determination, research instruments which covers, pilot testing, validity of instruments, and reliability of instruments. Data collection methods, data analysis techniques, ethical issues, and operationalization definition of variables. Chapter four has covered detailed analysis, presentation and interpretation of research findings while chapter five gives a

summary of the study findings, discussions, conclusions and recommendations of the study and for further research based on the research findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consists of review of literature on concept of best human resource management practices on organizations. The review is focused on the themes of the study which covers; recruitment and selection, reward system, job design, training and development and performance management. Also the theoretical framework, motivational theory, conceptual framework and summary of literature review.

2.2 Concept of Human Resource Management Practices

Human resource management practices refers to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. An increasing body of work contains the argument that there exists a positive relationship between so called “high performance work practices” and different measures of company performance (Fey and Bjorkmon 2001). Such a “high performance work practices” include comprehensive employee recruitment and selection procedures, Incentives, compensation, and performance arrangement systems and extensive employee involvement and training.

A number of studies have found positive relationship between human resource management practices and practices and different measures of company performance (Fey and Bjorkman, 2001). For example a significant relationship was found between organization use of human resource staffing practices and both annual profit and profit growth among across-section of industries (Trespstra and Rozeli, 1993).

Likewise, a link has been shown between systems of high performance work practices and firm performance, as well as between recruitment training and firm performance, using a survey instrument for traditional human resource management activities (recruitment, selection, performance management, training, compensation, and employee relations) and using independently collected organizational performance data focusing on human resource management practices.

Human resource practices are the levers or mechanisms through which employee skills can be developed” (Park et al, 2003). Human resource practices are the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals to do their work and thus achieve organizational goals. Human resource practices are designed to improve the knowledge, skills and abilities of employees; boost their motivation, minimize or eliminate loitering on the job and enhance the retention of valuable employees; boost their motivation, minimize or eliminate loitering on the job: and enhance the retentions of valuable employees. Those practices consist of employee recruitment and selection procedures: incentive compensation and performance management policies and extensive employee training, participation and involvement in decision-making.

According to Havel and Tzafrir (1996), human resource management activities can influence an organization’s performance through improvement of employees’ skills and quality-selection and training and the increase of employee motivation-incentive compensation. Human resource practices enhance organizational effectiveness and performance by attracting, identifying and retaining employees with knowledge, skills and abilities and getting them to behave in a manner that will support the mission and objectives of the organization. Thus the effectiveness of human resource management practices depends on how it creates the appropriate attitudes and behaviors in employees, in addition to its implementation.

Human resource management practices influence employee skills through the acquisition and development of a firm’s human capital. “Human capital corresponds to any stock of knowledge or that contributes to his or her productivity.” Garibaldi P, (2006). Recruitment procedures that provide a large pool of qualified applicants will have a substantial influence over the quality and type of skills that new employees possess. Providing formal and informal training experiences, such as basic skill training, on the job experience, coaching, mentoring and management development, can further influence employees’ development. Human resource management practices can influence employee through the use of valid selection methods to hire appropriately skilled employees and through comprehensive training to develop current employees. Even high skilled will not perform effectively if they are not motivated. Managers

can use human resource management practices for the motivation of employees to work both harder and smarter.

The human resource management practices, systems or strategies have often been referred to as high-involvement or high performance work practices Moses A, (2004). No one has consistently defined, or even uniformly named high performance work practices HPWPs. They have been called high performance work systems, alternate work practices, and flexible work systems (Delaney and Hoddard, 2001). Despite the name variances, many of these programs share common elements including rigorous recruitment and selection procedures, incentives based upon performance, and extensive training programs focused on the needs of the business between human management and organizational performance is the high-performance work system. Framework provided by Appelbaum et al, (1994). At the core of a high performance work system, according to Appelbaum et al, is an organization that enables non-managerial employees to participate in substantive decision.

The high performance work system also requires supportive human resource practices that enhance worker skills and that provide incentive for workers to use their skills and participate in decision. Although High Performance Work Practices (HPWPs) have often been touted as being good for both employers and employees, these practices require significant investments in human capital via training, coordination of initiatives, and time for managerial and employee input. Because of the large investment in human capital, the value of these practices may be cost if the investment is not offset by increased efficiency and effectiveness. Many researchers argued that while performance human resource management increases a company's productivity and profits (Ichniowski, show and Prensushi, 1995), the effect is more pronounced when complementary bundles are used together.

Literature demonstrates that three approaches have been used by the researchers to examine the link between human resource management practices and performance. They are the contingency, configurational and universalistic approaches (Delery and Doty, 1996). The contingency approach posits that the impact of an organization's human resource management practices is contingent on its consistency or fit with other activities (for example, strategic

choice, employee attitudes, type of industry, country characteristics) in the organization or its environment. From the behavioral point of view, the contingency approach asserts that there is a unique set of employee attitudes and behaviors that are required to implement an organization's strategies successfully.

According to the configurationally approach, human resource management practices should be bundled or designed to achieve both the horizontal and vertical fit to be most effective. Horizontal fit refers to the implementation of internally consistent bundles of human resource management practices, while vertical fit refers to the harmony of the human resource management practices with other organizational characteristics (Arthur, et al., 1994). Thus the effectiveness of any human resource management practice is dependent on its relationship with other human resource practices; they cannot be used as stand-alone practices.

The universalistic approach argues that there is a fixed set of best human resource management practices that can create value in different situational environments for example cultural, economic and that the organizations facing the same conditions should adopt a similar mix of human resource management practices (Pfeiffer, et al 1994). From theoretical and empirical perspectives, it is important to investigate the association between human resource management practices and firm performance.

Several models and large body of researchers have documented to explore the line between human resource management and organizational performance (Hilltop, 1996). Most of the researchers have paid their attention to the manufacturing sector and these theoretical and empirical studies have generally focused on human resource management practices within western organizations. Findings from a number of empirical studies have been conducted to test the relationship between human resource management and performance indicate that high commitment and or high involvement human resource management practices have a positive impact on firm performance (Huselid, 1995).

2.3 Best Human Resource Management Practices and organizational performance

The study outlines empirical review on best human resource management practices that influence organizational performance namely; recruitment and selection, rewards system, job design, training and development and performance management. In the globalization era, the changing global market competitiveness has created new challenges for organizations as well as individuals (Pfeiffer 1994). For firms to maintain or create competitiveness, it is necessary that they build and retain their skilled and talented human resources. Many previous empirical studies have established a linkage between human resource management practices and firm performance (Delary and Doty 1996). These linkages enhance organizational success in the rapidly changing business environment. Consequently, the role of human resource management becomes strategic and proactive (Chris Brewster 2004) to create more dynamic workplace environments.

Schuler and Jackson (2006) and other social scientists assert that human resource management is the main pathway to satisfy shareholders, investors, customers, society and organizational members, Huselid (1995) has identified the link between human resource management practices and turnover productivity and financial performance when he found a negative relationship of employee skills and organizational structure on turnover, and where employee skills and organizational structure and employee motivation have a positive impact on firm performance. Indeed high performance work practices are likely to have an effect on firm performance. In his study all human resource management variables except training and development are reported to have a significant association with firm performance.

Huselid and Delary, (1996) contended human resource management practices, particularly selection and training, are associated with perceived firm performance in profit and non-profit organization. In addition, Wright Snell, and Dyer (2005) asserted that firm competitiveness can be enhanced by a high performance work system, and that it has a positive relationship with organizational effectiveness. Research focusing on the firm level impact of human resource management practices has become popular among researchers (Wagner, et al., 1994). During the past decade, how human resource management practices affect organizational performance

has become a crucial issue. The literature includes studies that focus on the performance effects of specific human resource management practices, such as training (Bartel, et al., (1994).

Researchers impacting relationship between human resource practices and firm performance, however, they have operationalized human resource practices in several different ways. For example, some researchers have examined only one human resource practices in several different ways. For example, some researchers have examined only one human resource practice namely; staffing practices, compensation practices, Training practices, while other researchers have viewed human resource practices and control systems and have therefore focused on compensation incentive and reward systems. is the most intensively studied human resource practice. However, the best human resource practices may be independent. Social science literature provides some theoretical and empirical support for this expectation. McMhan (1992) argued that researchers should examine “bundles” of human resource practices and their collective effect, rather than the effect of isolated and their collective effect, rather than the effect of isolated human resource practices, on firm performance.

Human resource activities are interdependent, and are a whole they generate certain outcomes for the firm. Further studies provides support for such arguments as they found that bundles of human resource practices were significantly related to workers’ productivity and firm financial performance. Although some studies have established positive associations between consistent bundles of human resource management practices and organizational performance, they have found that not all bundles have an equal impact on a firms’ performance. Similar results are reported by Goodernham, et al., (2006). Who found a positive impact of human resource management practices on firm performance of 3,281 firms in Europe.

The results provide modest evidence for the positive, significant relationship that exists between firm performance and human resource management practices. The existing literature on human resource management practices the recent theoretical work on the resource based view of the firm (Barney, 1998) supports the motion that human resource management may be an important source of competitive advantage. He further argued that resources lead to sustainable competitive advantages when they are valuable, rare inimitable and well organized.

The researcher found that without having adequate human resource, the organization will be unable to achieve establish goals; hence managing human resource, it the key role of success of an organization. Currently, most organizations have treated their people as the most important resource of an organization, specifically human resource as the most important asset in the service organization than manufacturing organization and improvements have to be linked more strongly to the issues in the organization, hence become aware of human resources than earlier due to the accelerating trends of globalization. The previous studies have supported the notion that when appropriately designed, human resource management practices can help organizations to enhance performance.

This human resource management practices elicit some behavioral outcomes in addition to the improvement of skills and abilities of employees. Barney (1991) argued that human resource can provide a source of sustained competitive advantage when four basic requirements are met, that is through valuable, rare, inimitable and well organized resources. As a result, it is important that organizations adopt human resource management human resource management practices that make best use of its employees. Lado and Wilson (1994) define human resource management system as “a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing and maintaining (or disposing of) a firm’s human resources”. In addition, it can be defined as “...as an organizational set of human resource management activities, functions and processes: Selection, training, appraisal, promotion and compensation, carried out to attract, develop and maintain strategic human resource that allow the firm to achieve its goals.

Dessler (1997) Categorizes human resource management system according to five activities: Selection, training, compensation, labour relations and employee security. A human resource system increases organizational performance, develops and maximizes an organization’s abilities (Huselid, (1995), contributes to continue competitive advantage of the organization (Lado and Wilson, 1994). Thus a good human resource management system consists of a coherent set of practice that enhance employee skills and abilities provide information and participation in decision making and motivation Pfeiffer, (1998): Applebarum et al, (1994), it

is accepted that human resource management activities may affect organizational performance either directly or indirectly through human resource management outcomes.

Petra and Juan (2004) proposed a model based on their main hypothesis that human resources constitute a source of competitive advantage. This model also considers that know how to establish a human resource management system that incorporates human resource policies and practices in order to create and to maintain the strategic human capital could have a sustainable competitive advantage.

Many researchers on human resource management practices have been conducted from time to time and researchers have identified different practices by different names. As quoted in (Kok Jan de et al, 2003), researchers variously refer to certain sets of human resource management practices influenced by the human resource management profession as “best practice”, or “high performance” (Huselid, 1995). “Formal” Aldrich and Langton, (1997). Pfeiffer (1998) argued the most appropriate term is “Best human resource management practices”.

But according to Chandler and McEvoy, (2000), one of the lingering questions in human resource management research is whether or not there are a single set of policies or practices that represent a universally superior approach to managing people. Theories on the best practices or high commitment theories suggest that universally, certain human resource management practices, either separately or in combination are associated with improved organizational performance. Researchers have also found that those well-paid, well motivated workers, working in an atmosphere of mutually and trust generate higher productivity gains and lower unit costs Boxall, (1996).

In one another study Redman and Mathews (1998) identify and “Human resource management bundle” of key practices which support service organizations quality strategies being:

- i. Recruitment and selection of example, ‘Total quality recruitment; zero defects recruitment’ right first time recruitment.
- ii. Reward system, for example, bonuses available for staff willing to be multi-skilled.

- iii. Job design, for example, encouraging a sense of cohesiveness and designing empowered jobs.
- iv. Training and development, for example, front line staff having enhanced interpersonal and social skills.
- v. Performance management with links to contingent reward systems, for example, gathering customer feedback to recognize the work by employees over the above their expected duties, which in turn are likely to lead to a bonus for staff.

2.3.1 Recruitment and Selection

“Recruitment is the process of locating individuals who might join and encouraging them to apply for existing or anticipated job openings” (Dessler, 2007). Recruitment is the development of a pool of job candidates in accordance with the human resource plan. Further it can be explained as the process of locating, identifying and attracting capable applicants. During this process, efforts are made to inform the applicants fully about the qualifications required to perform the job and the career opportunities the organization can offer its employees.

Selection is the process of choosing individuals who have relevant qualification to fill existing or projected job openings (Dessler, 2007). It is the process of assessing candidates and appointing a post holder to ensure that the most appropriate candidates are hired. Successful employee hiring decisions are the foundation of any organizations’ success. Most managers and senior executives would agree that the task of hiring can be one of the responsibilities with the impact in their organization. There is no doubt; hiring mistakes are quite costly to the organizations, regardless of the size of the organization. Hiring mistakes cause disruption in the workplace. People who do not perform up to desired standard cause a drain on other staff resources, making that staff far less productive, costing real dollars. In addition, management must devote time to attempt corrective actions. This takes away time from other duties for managers.

To sustain the high level of competitive advantage a firm requires talented and skilled workers (Liao and Chuo, 2006). Huselid (1995) has found that organizational productivity and high performance depends on the selection of the right person, which is also a pathway to reduced

turnover more so, they identified a positive link between hiring a manager and employees, and the creation of the right culture for organizational growth. Selection is the process of choosing a candidate from a group of applicants who best meets the selection criteria for a particular position. In this process the right person chosen for the requisite qualifications and knowledge is placed in the appropriate job position to decrease the costs and maximum the profits by means of their merit and talent. (Vlachos 2008) Cho, et al (2006) have identified that there is a positive and significant relationship among human resource management practices and staffing (recruitment source, pre-selection test, IQ test, structured interview and biographical information blank of the organization) for improving financial or profit performance. As a result organizations are encouraged to attract qualified candidate for survival and growth thus for improving financial or profit performance.

Mintzberg has said that strategy is the stream in which a range of desperate activities takes place. In that vein, selection is often strategic; a range of activities is undertaken in the general 'stream' of finding people to 'fill a role'. According to Terpstra and Rozel (1993) past studies have showed explored the linkage of specific Human resource management practices functions to organizational performance. Human resource management activities carefully orchestrated to play a specific part in a grand design in which the whole is greater than the sum of the parts key elements in selection are; a clear and precise specification, effective use of multiple techniques, elimination of redundant processes, measurement, and evaluation and continuous improvement. A formal recruitment procedure is the first step towards a more strategic and value-added human resource management systems. In order to have the best impact on performance many of the advanced human resource techniques require the selection of certain types of workers; those that have the personality traits to be motivated by and perform well in teams, or those that are slightly more educated and will respond better and more quickly to training.

2.3.2 Reward System

Reward systems practices have become popular in order to align reward systems with the important changes that are occurring in the way organizations are designed and managed Lawler et al., (1992). One of important attributes of work organization is the ability to give reward to their members. Pay, promotions, fringe benefits, and status symbols are perhaps the

most important rewards. Because these rewards are important, the ways they are distributed have a profound effect on the quality of work life as well as on the effectiveness of organization. Organization typically rely to do four things namely; Motivate employees to perform effectively, Motivate employee to join the organization, Motivate employee to come to work, and Motivate individuals by indicating their position in the organization structure. There are several principles for setting up an effective reward system in an organization; Give value to reward system, employees must have preference for the type of rewards being offered, many employees prefer cash reward and plaques. Some employees like to see their name in company news letter, others like the public recognition surrounding award ceremony, make the reward system simple to understand, and elaborate procedures for evaluating performance, filling out forms, and review by several levels of management lead to conclusion.

The system must be easy to understand if it is to be used effectively. Lay down performance standards with the control of the team. Make the reward system fair and effective. Ensure participation in the reward system. Involve people in the reward process and empower them to do the needful. Most organizations use different types of rewards. Examples of recognitions and rewards include money, plaques, trophies, certificates citations, public recognition, official prerequisites, special assignments, parties or celebrations or other meaningful celebrations. The most common are wages or salary, incentive systems, benefits and prerequisites, and awards. For majority of people, the most important rewards for work is the pay they receive. For one thing an effectively planned and administered pay system can improve motivation and performance. Money may not actually motivate people. Surprisingly, there is no clear evidence that increased earning will necessarily lead to higher performance.

A great deal of research has been done on what determines whether an individual will be satisfied with the rewards he or she receives from a situation. The following five conclusions can be reached about what determines satisfactions with rewards; Satisfaction with reward is a function of both how much is received and how much the individual feels should be received. When individuals receive less than they feel they should receive, they are dissatisfied. When they receive more that they should, they tend to feel guilty and uncomfortable. People's feelings of satisfaction are influenced by comparisons with what happens to others. These

comparisons are made both inside and outside the organizations they work in, and are made similar people. Individuals tends to rate their inputs higher than others.

In addition to the obvious extrinsic rewards individuals receive (e.g. pay promotion, status symbols), they also may experience internal feelings that are rewarding to them. These include feelings of competence, achievement, personal growth, and self-esteem. The overall job satisfaction of most people is determined both by how they feel about their intrinsic rewards. People differ widely in the rewards they desire and how much important the different rewards are to them. One group feels money is most important, while other group feels interesting work and job content is. Both groups, of course, are able to find examples to support their point of view. Many extrinsic rewards are important and satisfying only because they lead to other rewards, or because of their symbolic value.

Reward systems are of different types namely; incentive and Rewards; Organization financial incentive are designed to provide direct motivation – do this and you will get that. Financial rewards provide a tangible form of recognition and can therefore serve as indirect motivators, as long as people expect that further achievement will produce worthwhile results. Financial incentives aim to motivate people to achieve their objectives, improve their performance on enhance their competence or skills by focusing on specific targets and priorities. Financial rewards provide financial recognition to employees for their achievement in the shape of attaining or exceeding their performance targets or reaching the level of competence skill. Achievement bonus, team based lump sum payment our organization provides in this category.

Competency related Pay may be defined as method of rewarding people wholly or partly by reference to the level of competence they demonstrate in carrying out their roles. Also people may be rewarded with reference to their level of competence. Skill Based Pay links pay to the level of skills used in the job and, sometimes, the acquisition and application of additional skills by the person carrying out the job or competency. In competence related pay scheme the behaviors and attributes of an individual has to use to perform a role effectively are assessed in addition to pure skill. Organizations evaluate the potential cost of skill-based pay as well as its benefits rigorously before its introduction.

Team based rewards are payments or other forms of non-financial rewards provided to members of a formally established team which are linked to the performance of that team. Team based rewards are shared amongst members of the teams in accordance with a scheme or ad hoc basis for exceptional achievement. Rewards for individuals may also be influenced by assessments of their contribution to team results. To develop and manage team based rewards it is necessary to understand the nature of teams and how they function. Profit sharing is better known, older and more widely practiced which is associated with participative management theories. Profit sharing is a group based organization plan. The fundamental objectives of profit sharing are; to encourage employees to identify themselves more closely with the organization by developing a common concern for its progress, to stimulate a greater interest among employees in the affairs of the organization as a whole, and to encourage better co-operation between management and employees.

Merit Pays are the most widely used for paying performance. Merit pay system typically gives salary increases to individuals based on their supervisor's appraisal of their performance. The purpose of merit pay is to improve motivation and to retain the best performers by establishing a clear performance reward relationship. Employee benefits are elements of remuneration given in addition to the various forms of cash pay. The organization provides a quantifiable value for individual employees which maybe deferred or contingent like a pension scheme, insurance cover or sick pay, and also it includes elements that are not strictly remuneration, such as annual holydays. Benefits in general do not exist in isolation. They are a part of comprehensive compensation package offered by the organization.

The objectives of employee benefits are; get increase the commitment of employees to the organization, to demonstrate that the organization cares for the needs of its employees and to meet the personal security and personal needs of the employees. Also to ensure, that the benefits are cost-effective in terms of commitment, and improvement in retention rate. Benefits represent a large share of total compensation and therefore, have a great potential to influence the employee, unit, and organizational outcome variables. The empirical literature indicates that benefits do indeed have effect on employee attitude, retention, and perhaps job choice. Statutory and Voluntary Benefits are given to the employees by the organization

regardless of whether it wants to or not for example, social security benefits, insurance, provident fund. Voluntary benefits as provided by organization are vacations, holydays, special leave, sick leave, health insurance, educational assistance, and employee discounts.

Financial reward systems are designed to provide direct motivation, do this and you will get that. Financial rewards provide a tangible form of recognition and can therefore serve as indirect motivators, as long as people expect that further achievement will produce worthwhile results. It aims to motivate people to achieve their objectives, improve their performance on enhance their competence or skills by focusing on specific targets and priorities. Financial rewards provide financial recognition to employees for their achievement in the shape of attaining or exceeding their performance targets or reaching the level of competence skill. Achievement bonus, team based lump sum payment are examples of financial rewards. A shop-floor payment-by-result scheme or sales representative's commissions are examples of financial incentive.

2.3.3 Job design

Job design is the process of deciding which tasks and responsibilities will be undertaken by a particular employee. It also covers the methods, systems and procedures for the work. In today's business environment, proper job design can help a company to become more successful and competitive in the market. "The theory of job design as we know it today rests largely on the premise that effective performance and genuine satisfaction in work follow mainly from the intrinsic content of the job" (Anderson, 2006). Classical theorists developed a number of principles that believed would minimized the rationality and efficiency of the organization. These principles emphasized the importance of clear and unambiguous channels of authority, centralization of decision making, adherence to rules and regulations, and the division of labor. The latter principle species, that maximum work efficiency will be achieved if job are simplified and specialized to the greatest extent possible.

The notion is that employees will function most efficiency if they perform the same specialized functions repeatedly instead of spreading their attention and energies across more several more complex tasks. Taylor's principles of management underlying the industrial engineering

approach to the design of work as follows; the work to be done should be studied scientifically to determine in quantitative terms, how the work should be divided among workers for maximum simplicity and efficiency, and how each part of the work should be done efficiently. Employees selected for the job should be matched according to the skills demanded by the job. Employees should be trained by management on how to perform the task as specified exactly by scientific analysis of the work.

The empirical research conducted by Lopez E.M (1981) found that an intrinsic reward is believed to be able to satisfy and motivate employees to perform better. To motivate employees, incentives systems should be developed by management that reward employees for the completion of each day's production that meets the standard set by management. Whereas there are some similarities and differences between classical and industrial engineering views, the two approaches share a common view of the worker. The worker will produce efficiently and effectively on well structured, repetitive task. Unfortunately, numerous studies have shown that work designed according to principles of classical and scientific management did not always improve productivity.

A report of special task force to the secretary of health, education and welfare stated 'significant numbers of American workers are dissatisfied with the quality of their working lives, dull, repetitive, seemingly meaningless tasks, offering little challenge or autonomy, are causing discontent among workers at all levels. The third approach to the design of work focuses on characteristics of the employees jobs. The basic idea is to build on those job characteristics that, creates conditions for high motivation, satisfaction, and performance. Job characteristic theory began with the researcher's studies provided evidence that job characteristics can directly affect employees and will experience a positive; self-generated internal drive will provide an incentive for continued efforts towards good performance.

2.3.4 Training and Development

To meet the challenges inherent in 21st century work careers and organizations, employees required to continuously update their knowledge, skills and work habits and the organizations to invest highly in the development of their human capital. Researchers indicate investments in

training employees result in beneficial firm level. Training is the acquisition of knowledge skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to the specific useful competencies.

All organizations must manage four resources: money, equipment, information, and people. Investments in better equipment may speed up production or reduce waste. Information is power; data about products, prices, and customers are essential to every business. Investments in training and development of employees can make them more productive or more effective in their jobs, directly contributing to the bottom line. In meta-analysis of managerial training effects (across six training content areas, seven training methods, and four types of training outcomes) showed that managerial training is moderately effective. Collins and Holton (2004), in their evaluation of 83 studies from 1982 to 2001, including education, government, medical, and military organizations, came to a similar conclusion. Even a moderately effective training program can have a substantial effect. A training program for 65 bank supervisors was found to cost \$50,500, but the utility to the organization was over \$34,600 in the first year, \$108,600 by the third year, and more than \$148,000 by the fifth year Collins et al.,(2004)..

The purpose of training and management development programs is to improve employee capabilities and organizational capabilities. The knowledge and skills of its employees, the investment is returned in the form of more Productive and effective employees. Training and development programs may be focused on individual performance or team performance. The creation and implementation of training and management development programs should be based on training and management.

Development needs identified by a training needs analysis so that the time and money invested in training and management development is linked to the mission or core business of the organization. To be effective, training and management development programs need to take into account that employees are adult learners theory of adult learning or “Andragogy” is based on five ideas; that adults need to know why they are learning something, adults need to be self-directed, adults bring more work-related experiences into the learning situation, adults enter into a learning experience with a problem-centred approach to learning, and adults

are motivated to learn by both extrinsic and intrinsic motivators. Having a problem-centred approach means that workers will learn better when they can see how learning will help them perform tasks or deal with problems that they confront in their work. At different stages of their careers, employees need different kinds of training and different kinds of development experiences.

Investing in human resources through training and management development improves individual employee capabilities and organizational capabilities. But investing in people is not the same as investing in equipment or machinery. When an organization invests in new computers, for example, the cost can be depreciated over multiple years; but when an organization invests in management development, it is a cost for that year and cannot be depreciated. So from an accounting point of view, dollar for dollar, it is better to invest in the equipment that employees use than it is to invest in the employees using that equipment. If an organization invests in new equipment, it is expected that the equipment will pay for itself in faster production, less waste, lower maintenance costs, and so forth. But if an organization invests in improving the knowledge and skills of its employees, there should be some benefit to the organizations.

The impact of the training programs on organizational objectives such as, turnover, absence, costs, and measuring the return on investment for a training program. Phillips's (1996) summary of the American Society for Training and Development's return on investment for training case studies in a variety of industries notes that the returns on investment ranged from 150% to 2000%. There is a second reason that organizations have a bias toward investments in equipment rather than employee development. Developing your employees makes them more attractive to other employers, potentially making them more likely to turnover. After they have been developed, employees are free to leave the organization to work for another organization, taking the organization's investment in their improved level of knowledge or skills with them to their new employer. According to this counterproductive logic, it is better not to develop your own employees, to prevent competitors from potentially benefiting from the training.

Categories of training are as follows; On the job training, takes place in a normal working situation using the actual tools, equipment, documents or materials that trainees will use when fully trained, and off the job training takes place away from the normal work situations implying that the employee does not count as a directly productive worker while such training is taking place. On the job training has the advantage that it allows people to get away from work and concentrate thoroughly on the training itself. This type of training has proven more effective inculcating concepts and ideas.

A more recent development on the job training plan, according to the United States Department interior, proper plan should include; An overview of the subjects to be covered, the number of hours the training is expected to take , an estimated completion date, and a method by which the training will be evaluated. Training is important to the organization in the following ways; Training develops people, it improves performance, it raises morale, it increases people's health and effectiveness of the organization and, the productivity of the organization. Training also enables learning and personal development, it is essential for the organization as it ensures quality, customer satisfaction and finally, it improve productivity, moral, management succession, business development and profitability.

There are many different training and development methods on job training namely; informal training, classroom training, internal training courses, external training courses, skills training, product training just to mention but a few ,all these are some of the available to use and apply to individual training needs and organizational training needs.

2.3.5 Performance Management

Effective performance management system enable the organization to objectively and systemically rate employee performance while providing tool necessary to take that performance level and equate it to compensation actions. The core of any organization is its staff. How effectively organization maintains a quality of employees is linked to its ability to manage its staff and recognize the contribution of each player. Employees have always expressed the desire for open feedback regarding their performance. More and more companies embracing the pay for the performance concept and it's the compensation. A well executed

performance plan enables the organization to achieve critical goals. Performance critical goals are as follows; recognize the efforts and contribution of the current staff, reward staff with compensation directly linked to performance, motivate staff and improve performance, orient staff toward goal achievement retain key employees through the use of competitive compensation program, and to attract quality employees with effective performance management system.

The key elements of a performance management system include the following; a formal compensation philosophy statement, salary administration program, and a formal audit or success rating overview on an annual or periodic basis with disclosure of results of management. A formal compensation philosophy statement construction to develop and implement a fair, consistent and industry competitive program so as to attract motivate and retain qualified employees. This program is specifically designed to compensate employees on the basis of their performance, consistent with the companies needs and financial capabilities, salary administration program will provide the company with a competitive, easy to use, performance driven pay delivery system.

This will include the necessary guidelines for determining salary increases based on performance as well as related administrative procedures. It establishes every position internal relative worth to a company by measuring a position's potential fulfillment of duties against the amount of value being given by the present employee through job evaluation. A formal audit success on annual or periodic basis with disclosure of results to key management. This is mostly effectively performed by an outside human resource consultant or consultancy firm, whose objectively allows them to observe and identify strengths and weaknesses that are not observable from within. Performance appraisal program are used to evaluate on employees job related performance with the primary objective being an improvement of the individual's performance. It also provides justification for determining an employee's compensation and promotion.

A performance evaluation tool is utilized for this purpose. Its' key element is the establishment of individual performance objectives at the beginning of each. An employee performance may

be evaluated into four levels of performance as follows; for the purpose of determining personal actions, outstanding performance sustainability and consistently above required standard for the position, competent, constantly meets objectives and produces the desired results that are expected for a qualified employee in this position, performance meets required standard for the position. Consideration must be given to probationary status pending improvement performance unsatisfactory; employee's performance does not meet objectives. Performance sustainability and consistently below required standards for the position, if significant improvement is not made, termination will follow.

The performance evaluation is conducted between employee and his or her supervisor, in which the supervisor evaluates the performance of the employee. The supervisor provides the feedback to the employee regarding his or her performance and areas of concern. The evaluated performance during the evaluation will be used to justifying personnel actions relative to promotion, transfer, and salary adjustments. It is the intent of the organization to make salary increases and related personnel actions based on an employee's evaluated performance in his or her assigned position, and the individual's overall contribution. Performance evaluations are to be conducted at the completion of the introductory period, on an as needed basis during the year, and no less than two times every year. It is intended that this should provide adequate feedback, allows for corrective action, and substantiate salary increases and related personnel actions.

The prime consideration in the performance appraisal system is enhancement in overall performance. The process is expected to enhance the development of meaningful communication between the employee and his or her supervisor, which in turn should lead to such improvement in the employee's overall performance. Pay for performance salary programs which provide small increases to most employees based on changes in the labor market, but with large meaningful increases granted to a limited number of exceptional employees. Increases are based on realistic performance evaluations with some employees not receiving any increase. It is an increase tied to productivity and results, rather than length of service; it improves employee's communications and teamwork, and also provides greater job

satisfaction. However, it requires considerable effort to install and monitor with an accurate and well accepted performance evaluation system.

In the previous research study, Ashton and Sang J.(2002) noted in an organization case study having gone down the performance management route was having second thoughts following costs incurred through staff turnover, changes in company procedures and the need for extensive re-training. They acknowledged that it may be that cost involved are so high that it pays companies operating in low added markets to remain with the old system. However, they noted that performance management has a positive and significant effect on the organizational performance. It focuses on the group on specific performance targets, and since rewards are controllable by individuals, the program can be very motivational. However, group incentive plans can be costly to install and administer and hence if the performance targets are not carefully selected, adverse results may occur.

Performance Appraisal according to Edwin Flippo is the systematic, periodic and impartial rating of an employee's excellence, in matters pertaining to his present job and his potential for a better job". Dale Beach, define "Performance Appraisal as the systematic evaluation of the individual with regards to his or her performance on job and his potential for development". Any systematic approach to performance appraisal will commence with the completion of an appropriate appraisal form. This preparatory stage will be followed by an interview, in which the manager discusses progress with the member of staff. The result of the interview is some form of agreed action, either by the staff member alone or jointly with his manager. The action generally materializes in the shape of job improvement plan, promotion to another job or to a salary increase.

There are two categories of performance appraisal; informal appraisal, which is the continual day to day assessment of an employee's progress by his or her intuitive feelings as by objective evidence. It is a natural by-product of the ongoing relationship between employee and manager. Formal appraisal, which is a planned event based on performance evidence, at which an employee's progress is discussed with his or her superior, usually in the context of job targets and priorities.

The appraisal process

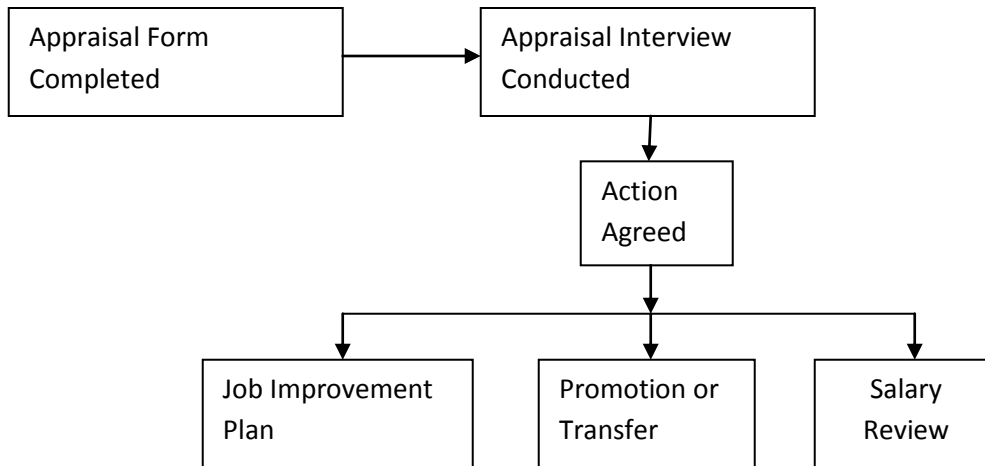


Fig 1: The appraisal process

Most appraisals are conducted by superiors on the staff who report to them, and so an element of formal authority is invariably present in the appraisal interview. However, in recent years so-called 360⁰ appraisals have been introduced by organizations that are keen to improve the appraisal of managerial staff. This form of appraisal requires that the manager's own staff is formally encouraged to comment on their leader's performance, peer group managers are also consulted so that, appraisal in this case becomes all-round rather than just top down. The success of such appraisal depends on the dominant culture in the organization. In a mature culture, where collaboration is accepted as the norm, and where the mistakes are seen as opportunities rather than threats, 360 appraisals are more likely to produce authentic results, rather than threats, appraisals are more likely to produce authentic results than in a culture still dominated by the hierarchy.

Reasons for appraisal are as follows; to identify an individual's current level of job performance, to identify employee strengths and weaknesses, to enable employees to improve their performance, to provide basis for rewarding employees in relation to their contribution to organization goals, to motivate individuals, to identify training and development needs, to identify potential performance, and to provide information for succession planning. The most likely reason for the adoption of staff appraisal is to draw attention to present performance on

the job order is to reward people fairly and to identify those with potential for promotion or transfer.

According to Ducker (1954), are enthusiastic about appraisal: “To appraise a subordinate and his performance is not part of the manager’s job. Indeed, unless he does the appraisal himself he cannot adequately discharge his responsibility for assisting and teaching his subordinates. Ducker’s view as a whole is that managers are responsible for achieving results. These results are obtained from the management of human, material and financial resources all of which should be monitored. Monitoring means setting standards, measuring performance, and taking appropriate action.

In respect of people this entails taking action to improve performance by means of training and help for example management development. Where appraisal focuses on the job, the appraisal form is more likely to ask the appraiser to look for success in achieving job targets or objectives than to comment on the job holder’s personal attributes. Where the focus is on the person rather than on the job, the reverse is true, for example the appraiser is expected to give an account of the jobholder’s qualities rather than of his or her relative success on achieving results. Thus the focus of the appraisal will determine the nature of the criteria as against which individual performance will be judged, as well as of the ratings or measures to be used.

2.4 Theoretical Framework

Human Resource Management Practices has been significantly found to have a positive influence on performance and thus enable the organizations to be at the competitive edge. The study adopted motivational theory due to Abram Maslow (1954) that human resources need to be motivated at every level of the organizational hierarchy as this will ensure the organizational performance is enhanced hence achieving its objectives.

Human beings are motivated by many needs and these depend on many factors as they vary from one person to the other and in every situation. Basic needs are; food, clothing and shelter but workplace needs to acceptance and self-esteem. Each individual will experience these

factors in different offering awards when his job is done as expected. According to Maslow, it is important to be part of social group that will motivate him Wren (1995).

According to Maslow (1954), five basic constructs from the human hierarchy of needs. There are physiological needs, security needs, belonging needs, esteem needs and self actualization needs. Maslow conceptualization of needs is represented by a triangle with five levels which he called the Hierarchy of Needs. Maslow stated that lower level needs must be satisfied before the next level.

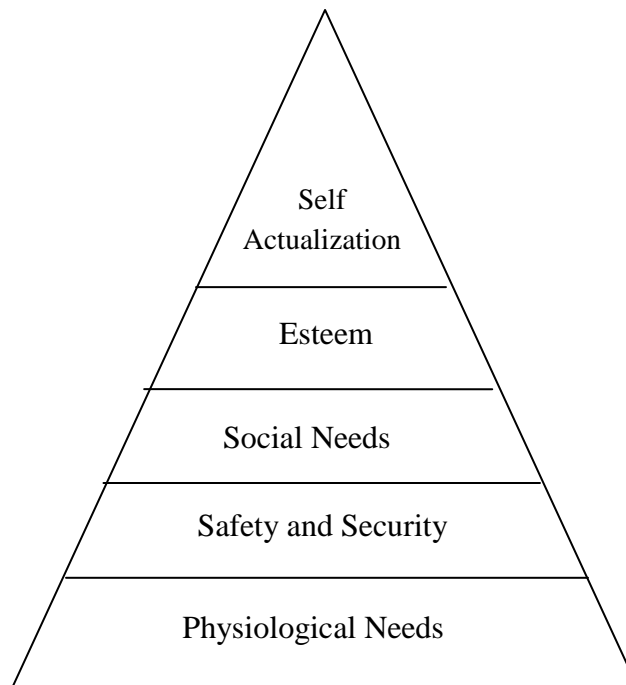


Fig 2 Abraham Maslow (1954)

Maslow said that, higher level needs like those for self-esteem or self actualization would not become salient (even when unfulfilled) until lower needs were satisfied. If Maslow theory is true, those are some very important leadership implications to enhance workplace motivation. These are staff motivation opportunities by motivating each employee through their style of management, compensation plans, role definition, and company activities.

Physiological Needs; Provide ample breaks for lunch and recuperation and pay salaries that allow workers to buy life's essentials, Safety needs; provide a working environment which is safe, relate job security and freedom from threats, Social needs; Generate a feeling of

acceptance, belonging and community by reinforcing team dynamics, Esteem needs; Recognize achievements, assign important projects, and provide status to make employees feel valued and appreciated and Self-Actualization; which offers challenging and meaningful assignment which enable innovations, creativity and progress according to long term goals.

Everyone is not motivated by same needs. At various points in their lives and careers, various employees will be motivated by completely different needs. It is imperative that each employees needs currently being pursued are being recognized. In order to motivate employees, leadership must understand, the current level of needs at which the employee find themselves, and leverage needs for workplace motivation.

Interrelationship among Variables

Based on various studies when recruitment and selection is done, it has a direct influence on organizational performance which will lead to high productivity. For the organization to compete at the business environment, its human resources must be motivated, attracted, and retain them through promotion which is based on merit.

Better reward system has a greater significance on employees' performance as this will motivate them leading to high turnover hence improved performance. Likely, the employees' turnover will reduce as well as the organization attracting more employees who willing to join the organization.

Organizations job design leads to the increase of its value position that engages a greater clarity of work role and allows innovation hence increases organizational productivity. It also enhances teamwork among employees since some jobs are interrelated and this will lead to a greater mutual that is benefitting to the organization in terms of productivity.

Training and development enable the organization employees' to acquire skills and knowledge that is required by the organization and this will inevitably foster employees to perform well and progress and that will enhance the organization to achieve its objectives.

Organizational performance management helps to evaluate employee's needs, performance, motivation and what to do in order to improve its performance in the entire organization since the organization work as a system. Improved systems will lead to a greater contribution that will ensure that employees work towards the achievement of the organizational objectives.

2.6 Summary of The Chapter

This study has provided some evidence for the positive. Significant and relationship that results between the influence of best human resource management practices on organizational performance as illustrated under the following themes of the study; recruitment and selection, if the organization intend to succeed in achieving their goals and objectives, then it is important that they focus on the skilled and knowledgeable manpower since the human resource is the

backbone of the organization's best performance. If the organization recruits the right employees, it will be able to minimize on cost and maximizing on output as there will be a well, effective and efficient utilization of organizations resources.

Organizations which rewards their employees stands a chance to be at the leading front in the market since they are motivated and hence they will put more effort leading to a higher production of goods and services and also reduced labor turnover. The rewards offered will automatic add value to the organization and this lead to the realization of the goals and objectives as the study have previously shown.

The organization with a better job design are prone to flourish in the market as this will make the employees to feel free, comfortable, well fitted to their work and this will strengthens the bond which will lead to the organization to achieve its objectives. Employees feel that they owned the job thus minimize the supervision and as a result, the reduction of cost of production hence high profits.

Training and development is a practice that the organization must undertake to remain relevant to the market due to the dynamism in the global business. Training will enable employees to acquire new skills and knowledge which will help them to perform their duties as expected. For example, technological changes had adverse effect to the organizations that do not embrace it and thus, they don't survive the wave. Therefore, it is necessary that the organization to develop its asset the human resource for the greater achievement of the organizational objectives.

Performance management as a component of the best practices of the human resource management, the organization management therefore, should assess and evaluate their employee's in terms of their performance if they are to achieve their objectives. This therefore, will enable the management to identify the needs of their employees and what can be done in order to perform as expected that is, to produce quality goods and services, satisfy their clients, availability of goods and services at the right time, just to mentioned but a few. Performance

management practices in the organization will cause the entire organization to easily achieve its' goals since it left no stone unturned.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology that is to be adopted by the researcher in order to reach the research design, target population, sample and sampling procedures, data collection instruments, validity and reliability.

3.2 Research Design

This study adopted qualitative analysis with descriptive survey design. According to Mugenda and Mugenda (2003), a survey is a method and interventions of sociological and psychological variables. A descriptive design is concerned with determining the frequency with which something occurs or the relationship between variables Bryman and Bell (2003). Orodho (2003) define research design as the scheme, outline or plan that is used to generate answers to research problems.

3.3 Target Population

The targeted population of the study consisted of 54 administrators distributed as follows; 3 deans of faculty of arts, faculty of commerce and faculty of law and 2 associate deans in the faculty of arts and 2 associate deans in the faculty of law. There are 6 directors of schools, 3 associate director schools and 15 chairmen of departments, and 23 comprising of registrars, assistant registrars, senior assistant administrative, senior administrative assistants and administrative assistants.

Table 3.3: Target of Population

	Deans	Ass	Dir	Ass.Di	Chair	Ass Reg	S Adm	Ass.Reg	Adm.Ass	Totals
MALES	2	3	2	3	11	1	6	2	3	33
FEMALES	1	1	4	-	4	1	11	5	6	21
Total	3	4	6	3	15	1	17	7	9	54

3.4 Sample Size Determination and Sampling Procedure

According to Mugenda and Mugenda (2003), a sample is a subject of a particular population. It is a group of subjects from which data is collected. For the purpose of this study, the study adopted census survey since the target population was small.

3.4.1 Sample Size Determination

The study adopted a census method because the number was limited and 54 questionnaires were circulated to 54 administrators of the college of humanities and social sciences University of Nairobi, Kenya. 50 questionnaires were returned however, the remaining 4 respondents could not be reached.

3.4.2 Sampling Procedure

Every subject of the targeted population did form sampling unit of the study as expected and therefore the study covered 50 units because the remaining 4 respondents could not be reached.

3.5 Research Instruments

The study employed the use of a structured questionnaire which was divided into five sections in reference to the objectives of the study, bearing both open and ended questions. The research instruments were administered by the researcher that resulted to in depth conversation between the researcher and the respondents in order to obtain more deep and detailed information. In addition, the interviewer controlled the process hence probing more by adding questions that can help to add more information unlike in an observation method.

3.5.1 Pilot Testing

The researcher tested the reliability of the instrument by using 10 percent of the population Mugenda and Mugenda, (2003) by administering questionnaires to the college of architecture and engineering which is one of the constituent of colleges of the university since they practice the best human resource management practices in the management of the college. Further, the final documents were developed and applied to the respondents in the final research. Piloting was used to establish whether the questions were able to measure what they were intended to measure, whether the respondents interpreted all questions in the same way, if the researcher is

bias and rectified any errors. Piloting the study instruments increased their reliability and validity.

3.5.2 Validity of Instruments

The validity of the instruments ensure scientific usefulness of the findings arising thereof. It is the extent to which the instruments captured what they purported to measure Mugenda, (1999) to uphold content validity, the researcher discussed the content with the supervisor before proceeding to the field. This was to ensure vague, irrelevant and unclear questions eliminated or corrected.

3.5.3 Reliability of Instruments

Reliability is a measure of the degree to which a research instrument yields constant results after repeated trials Mugenda and Mugenda (2003). According to Nachmias and Nachmias, (1992) reliability is the extent to which a measuring instrument contains variable errors, that is errors that appear inconsistently from observation during any of the one measurement attempt that vary each time a given unit is measured by the same instrument. It is the degree to which an instrument will give similar results for the same individuals at different times.

3.6 Data Collection Methods

The study employed survey method because it made it possible to gather all types of information; it's efficient and economical than observation. Data was collected using questionnaires and interview schedules. The questionnaire was preferred in the study because the respondents were literate and hence they were be able to understand and to answer questions asked adequately. It can collect a lot of information in a short time Kothari (2004) and more so, it enables the respondents to feel free to respond to the questions inhibitions since they are not been watched Orodho (2000). Questionnaires were given out to the respondents this is to give them to have time to answer the questions and thereafter collected by the researcher as per the agreed time.

3.7 Data Analysis

The researcher used qualitative analysis using descriptive analysis because the data collected were in qualitative nature and it was easy to understand and to describe each theme of the study.

3.8 Ethical Issues

The purpose of the research was explained adequately to the respondents and assured them of utmost confidentiality. Moreover, the entire research was legally sanctioned by the University of Nairobi which will remain the owner of the research.

3.9 Operationalization Definition of Variables

This section describes the independent and dependent variables and measurable indicators, measuring indicators, measuring scale and data analysis as shown below.

Research Objectives	Variables	Measuring Indicators	Measuring scale	Data analysis
- To assess the extent to which recruitment and selection influences the performance of college of humanities and social sciences	Independent variable - Recruitment and selection Dependent variable - Staff employment	- Qualifications - Screening of applicants - Skill assessment - Short listing criteria	Nominal	Descriptive analysis
- To assess how reward system influence performance of college of humanities and social sciences.	Independent variable - Reward System Dependent variable - Turnover	- Increased salaries - Medical cover provision - Annual leave - Bonuses	Nominal	Descriptive Analysis
- To establish how job design influences performance of college of humanities and social sciences.	Independent variable - Job Design Dependent variable - Increase productivity and profitability	- Supervisors interaction with teams - Compatibility of the team members - Nature of work to be done by team members - Leadership flexibility	Normal	Descriptive analysis
- To what extent do training and development influences the performance of college of humanities and social sciences.	Independent variable - Training and Development Dependent variable - Improvement in students	- Prioritize - Relevancy - Duration - Beyond work related skills - Personal development	Nominal	Descriptive analysis
- To determine an extent to which performance management influence of college of humanities and social sciences.	Independent variable - Performance Management Dependent variable - Involvement in the attainment of organization objectives	- Achieve specific objectives - Feedback - Meet expectation	Nominal	Descriptive analysis

3.10 Summary of The Chapter

The chapter gives the methodology of the study, target population, sampling procedure and sample size determination. It explained details of the study tool used for the research, data collection methods and analysis, ethical issues and the operationalization of definition of variables.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter details the results of the study as proposed in the research methodology. This chapter presents data analysis which means categorizing, ordering, manipulating and summarizing of data, to intelligible and interpretation from using statistics. The presentations of the findings in this research were done using frequency, tables and percentages and discussions on the findings were made in line with the objectives of the study.

4.2 Respondents Return Rate

The study administered 54 Questionnaires to the targeted respondents of whom 50 were duly filled and returned. This represented a return rate of 92.59% which according to Mugenda and Mugenda was very good. According to Mugenda and Mugenda (1999) a 50% response rate is adequate, 60% good and above 70% is rated very well. This implies that basing on this assertion; the response rate of 92.59% in this case is very good. Table 4.1 gives summary of the return rate.

Table 4.1 Respondents Return Rate

Response	Frequency	Percentage
Respondents	50	92.59
Non Respondents	4	7.40
Totals	54	100.00

The results from the study as shown in the table above, indicated that out of the (54) targeted respondents, the research managed to obtain (50) 92.59 % the remaining (4) 7.40%, could not be reached due to either their busy schedules or other commitments out of the work place.

4.3 Demographic Information of the Respondents

The study sought to determine the characteristics of the respondents based on their gender, age and educational level and the findings are as presented.

4.3.1 Distribution of respondents by gender

The respondents were required to state their sex and the findings were tabulated below.

Table 4.2 Distribution of the Respondents by Gender

Gender	Frequency	Percentage
Male	31	62
Female	19	38
Totals	50	100

The findings of the study as indicated in the table revealed that (31) 62% of the college of humanities and social sciences administrators were male compared to their female counter parts which were (19) 38%. This therefore indicates that, administration profession has been dominated by male due to their perquisite qualifications and their desire to rule than female however, the study discovered that, even though the females were few than male, the number of females administrators has of late increased.

4.3.2 Age of Respondents

The respondents were requested to indicate their age brackets in a structured questionnaire and the results were recorded as shown in the table below.

Table 4.3 Ages of Respondents

Age	X	Frequency	Percentage	Cum %	Fx	dx	dx ²	fdx ²
20 - 30	25	-	-	-	0	-18.2	331.24	0
30 - 40	35	16	32	32	560	-8.2	67.24	131.2
40 - 50	45	27	54	86	1215	1.8	3.24	48.6
50 - 60	55	7	14	100	385	11.8	139.24	82.6
Totals		50	100		2160			262.4

$$Meanage = \frac{\sum x}{n} = \frac{2160}{50} = 43.2$$

$$standard\ deviation = \sqrt{\frac{\sum fdx^2}{n}} = \sqrt{\frac{262.4}{50}} = 2.29$$

4.3.3 Distribution of Respondents level of Education

The questionnaire was structured to enable the respondents to state the bracket of their academic level and the results were recorded in the table below.

Table 4.4 Distribution of Educational level

Educational level	Frequency	Percentage	Cumulative %
High school	-	-	-
Diploma level	-	-	-
Undergraduate	8	16	-
Post graduate	42	84	100
Totals	50	100	

The study as indicated in the table above, shows that none of the administrators has a high school or diploma level of education respectively. However, (42) 84% of the administrators of the college of humanities of social sciences have post graduate level of education and the remaining (8) 16% are in the possession of undergraduate level of education however, the study discovered that, they are undertaking their post graduate.

4.4 Best Human Resource Management practices and Performance

In this section the study sought to establish the influence of best human resource management practices on the performance of college of Humanities and Social Sciences.

4.4.1 Recruitment and Selection

The study intended to determine the extent to which recruitment and selection as a component of best human resource management practices influences the performance of the college of humanities and social sciences, and the methods and procedures the organization apply and the results were as shown in the table below.

Table 4.5 Recruitment Methods and Procedures

Response	Frequency	Percentage
Employee Referral	-	-
Local Newspaper Advertisement	-	-
Internet	-	-
Professional bodies	-	-
Both Internet and Newspapers	50	100
Totals	50	100

The study as shown in the above table indicated that all the respondents indicated that were interviewed at (50) 100% are in agreement that the recruitment were mainly done by the organization through the local newspaper and the university website. This shows that the organization preferred and believed that through the methods and procedures they use are convenient to enable them recruit the best candidates they need to join their organization.

Table 4.6 Approximate Time for Recruitment

The study sought to determine the period taken for recruitment process and the results were indicated as follows.

Response	Frequency	Percentage %
One Month	-	-
Two Months	-	-
Three Months	18	36
Any Other	32	64
Totals	50	100

The study as shown above shows that the organization does not conduct its' recruitment neither in a period of one or two months and this is because the exercise is a process that cannot be concluded in such a short time. The (18) 36% of the respondents indicated that the recruitment period takes three months and this shows the organization concerned to fulfill the vacant position which are left by employees who have moved in search of green pastures and this will ensure the continuity of the operations of the organization as stated in the university policy. However, the (32) 64% of the bigger respondents indicated that the recruitment took more than six months and this could be as a result of the various activities and schedules that are prioritize by the university management and since some of the administrators actively participate in the entire university activities.

Table 4.7 Constraints of Recruitment

The study was interested to find out the constraints the organization face during the recruitment and the table shows the results arrived at after the study.

Response	Frequency	Percentage
Long Process	23	46
Interests	12	24
Ethnicity	15	30
Totals	50	100

The study as shown in the above table shows that, (23) 46% of the respondent acknowledged that the constraints faced during the recruitment is time consuming since it is a long process and that lead to the organization not to recruit in time and this will lead to the organization malfunction as the skeleton staff will be overwhelmed with the work load entails in the organization especially in such a big organization. The (12) 24% of the respondents indicated that interest is also a factor that hinders the recruitment process and this is because there are some influential individuals who want their people to find their way to the employment even if they are not qualified. The last (15) 30% cited the ethnicity as the major hindrance in the process of recruitment and this is because individuals in senior positions influence and create positions for the tribesmen and this will deter the efficiency of the organization since some of these people are not experienced to deliver in terms of their performance.

Table 4.8 Selection Procedure

The study was concerned with the selection procedures and methods applied by the organization while selecting its candidates and the results are shown below.

Response	Frequency	Percentage
Aptitude Test	-	-
Personal Interview	50	100
Written Test	-	-
Practical Test	-	-
Totals	50	100

The result of the study were as follows as shown in the above table, (50) 100% of the respondents indicated that the organization uses only the personal interview in its recruitment. This is because the candidate will be able to express themselves in terms of what they can deliver if given the opportunity and their potential in terms of the matching up with the tasks that awaits them in the organization.

Table 4.9 Constraints in Selecting Candidates

The study sought to find out the constraints faced by the organization while selecting a candidate and the results were recorded as indicated below.

Response	Frequency	Percentage
Experience	19	38
Performance	13	26
Ethnic Balance	8	16
Academic Achievement	10	20
Totals	50	100

The study in the above table determined that the respondents views varied and were recorded as follows, (19) 38% indicated that performance should be the most important aspect to be considered while selecting a candidate since the work is all about performance and that this will lead to the efficiency in ones performing the allocated duties. (13) 26% of the respondents agreed that experience should be the factor to be considered because the candidate will find it easy to perform its duties since the candidates are used to the work routine. The (8) 16% of the respondents agreed that ethnic balance should be considered because it will promote teamwork and dynamic at work place and (10) 20% indicated that it is the educational level that will be an important factor to consider since it is through studies that an individual develop skills and knowledge that will be vital at the work place and hence efficiency leading to a better work output.

Table 4.10 Candidates Joining Organization

The study was intended to find out the reasons why the candidates after the interview and the following responses were given by the respondents.

Response	Frequency	Percentage
The Pay	33	66
Terms of Service	17	34
Totals	50	100

The responded views as shown in the above table were varied into two main categories by (23) 66% stating that good pay is the main reason why people move from one job to another because the main reason why people work is to earn money so that they can be able to satisfied their personal needs and families. However, (17) 34% of the responded were of the opinion that terms of the service is the main reason why people move from one organization to the other because the employee is secured at work and other benefits such as medical, insurance are take care of as compared with the high pay job without security.

Table 4.11 Candidates not Joining the Organization

The study sought to know why the candidates that have gone through the interview and selected do not join the organization thereafter and the responses were as follows.

Responses	Frequency	Percentage
Low Pay	29	58
Working Conditions	21	42
Totals	50	100

In the above table, the results shows that, (29) 58% indicated that most candidates will not join the organization if the pay is below what they are expected since most candidates are employees in other organizations and yet are searching for a greener pastures. So this will leave them with an option of not taking up the offer since the pay is low. The remaining (21) 42% of

the respondents indicated that, despite of the low pay, they feel that working conditions crown it all for the selected candidate to take up the offer since they job security is assured.

4.4.2 Reward system

This section of the study intended to assess the extent to which reward systems as a best human resource management practices influences performance of the college of humanities and social sciences and, therefore how the organization satisfied their employees. The study was carried out and the outcome was as follows.

Table 4.12 Employees Represented by Union

Responses	Frequency	Percentage
Represented by the Union	50	100
Not represented by the Union	-	-
Totals	50	100

The result of the study indicated that (50) 100% of the respondents are represented by the union and this shows that, employees have faith in their respective unions since it through the union that they can be able to address their grievances to the employer and their needs attended to in terms for pay increases and other related benefits.

Table 4.13 Rating of the Union

The study intended to seek to know from the respondents how they rate their union and the following results as shown below were obtained.

Response	Frequency	Percentage
Union Active	34	68
Union Passive	16	32
	50	100

The study in the above table found that, 68% of the respondents indicated that they regard their union as active and this shows that the union has represented them according to their expectation since union had managed to pressurize for their salary increment through the series

of strike and the indeed awarded their demand and hence they are satisfied. However, the 32% of the remaining respondents indicated that the union is passive and does not represent them accordingly and this indicates that though the union pressurizing for the better pay, yet the expectation has not been met following the fact that, the fully support the union.

Table 4.14 Job Grade Determination

The study was intended to determine how the progression in the job grade was determined in the organization and the study found the following findings as shown in the table below.

Response	Frequency	Percentage
Time and Job	-	-
Merit	14	28
Established Steps	23	46
Others	13	26
Totals	50	100

The study results in the table above showed that none of the respondents indicated job and time as a factor that, the organization use to determine job grade. The study further indicated that, (14) 28% of the responses indicated that job grade is based on merit and that those who have demonstrated their work have been promoted to the next grades however, there are those who have not been promoted despite of their merit. The (23) 46% of the results indicated that, job grade is determined by established step of the organization as this will enable the organization to abide with its rules and regulations as well rewarding employees who have worked hard and to enable the organization meet their clients’ demands in terms of service delivery.

The (13) 26% of the remaining respondents cited ethnicity in promotion and this brings in division among employees and this was proved by the circular released by the university management that the staff should cease to use their vernacular while transacting the university business.

The results from the study indicated that, salary review structure did not exist in the organization and that the salary was reviewed through the collective bargain agreement which was negotiated between the employer, union and federation of Kenya employees since the employee salary was awarded by the government and that there the organization does not operate in its own identity and the revenue generated was given to the government.

Table 4.15 On Employee Merit Review Process

The study sought to know from the respondents if the organization have a formal employee merit review process and the results were as indicated in the table below.

Response	Frequency	Percentage
Merit on Employee	-	-
No Merit on Employee	50	100
Totals	50	100

The study according to the table above found that the (50) 100% of the respondents did not agree that that the organization does have a formal employee merit review process and that results to the lack of management to have such an important process that can lead to motivation of the employees to perform well and that will enable the organization to achieve its objectives. The study did not capture any response that support the view of the formal employee merit review process is practiced in the organization.

4.4.3 Job Design

This study intended to establish how job design as a component of best human resource management practices influences performance of the college of humanities and social sciences.

Table 4.16 On Work Design On Organizations Objectives.

The study results therefore, on the relevancy of job design with the organization objectives was recorded as follows.

Responses	Frequency	Percentage
Work design relevant with Organizational Objectives	37	74
Work design not relevant with Organizational Objectives	13	26
Totals	50	100

The study responses as shown in the above table were as follows, (37) 74% agreed that the work designed are well suited to the organizations' objectives and this was a view that the organization will be able to make or maintain its competitive edge in the market. However, (13) 26% indicated that, work design does not suit the organization and the review therefore should be considered so that, the organization can be able to compete in the market environment.

Table 4.17 Employees fit in Organization Job Design

The study sought to find out if the employees fit in the organizational job design and the following results were recorded.

Response	Frequency	Percentage
Employees Fit in Organizational Design	39	78
Employees does not fit in Organizational Design	11	22
Totals	50	100

The study as indicated in the above table determined that, (39) 78% of the respondents indicated that the employees fit in the organization job design because they work in their respective areas of specialization and that this make them to perform their work well that led to

the achievement of the organization objectives. The remaining (11) 22% of the respondents did not agree that the employees fit in the organization job design this is because there are employees who work in different areas of their profession and this will hinder them to deliver as per the expectation of the management thus will lead to the low achievement of the expected results.

Table 4.18 Job Description

The study sought to find out if the organization had the job description and the respondents were as follows in the table below.

Response	Frequency	Percentage
Organization had Job Description	50	100
Organization do not have Job Description	-	-
Totals	50	100

The study results indicated in the table above shows that 92 % of the respondents agree that the organization has the job description this is because the jobs in the organization are categorized into departments that employees were deployed in their respective departments based on their job description. This is because the organization is has a well establish structure and work description is therefore part of the organizations arrangements to perform well in the market environment hence competitive edge.

Table 4.19 Satisfaction with the Job Design

The study intended to find out if the respondents are satisfied with the job design and the following results were found.

Response	Frequency	Percent
Satisfied With Job Design	41	82
Not Satisfied With Job Design	9	18
Totals	50	100

The results of the respondents showed that (41) 82% were satisfied with the job design and this indicated that most of the respondents were satisfied with the job design and they find it effective to perform their duties through it. However, (9) 18% of the respondents indicated that they are not satisfied with the job design and they expected the organization to bring in some new changes in the job design so as to make the work more satisfying this was as a result of the long period which they have work and there has been no changes made in the job design.

Table 4.20 Changes in Organization Job Design

The study intended to find out from the respondents if there are changes that they would suggest in the organization job design and the responses were as indicated in the table below.

Response	Frequency	Percentage
Suggested for Changes	13	26
No Changes	37	74
Totals	50	100

The study results from the above table responses indicated that, 14% of the respondents indicated that they are changes and they suggested among them as the organization should fully adapt to the use of technology, decentralization to enhance efficiency and work ratio to employee should be proportional and this suggest that they are not satisfied with the existing job design. However, 86% of the respondents indicated that they would not suggest any changes in job design and this shows that they are satisfied with the existing job design.

4.4.4 Training and Development

The study intended to what extent, do training and development as a best practice of human resource management practices influences the performance of college of humanities and social sciences. The study was carried out and the following results were found in each of the questions asked.

Table 4.21 Organization Train its' Employees

The study intended to seek from the respondents if their organization trains its employees and the results were tabulated as follows.

Response	Frequency	Percentage
Train Employees	50	100
Do not Train Employees	-	-
Totals	50	100

The results from the respondents indicated in the above table shows that, 100% of the total respondents unanimously agreed and indicated that their organization train employees and this is because the organization is aware of the importance of training and developing its' employees so that, they remain relevant creating a competitive edge in the market environment.

Table 4.22 Training Methods Applied

The study sought to find out which training methods are used by the organization and the results were as indicated below.

Response	Frequency	Percent
Job on Training only	-	-
Off Job Training only	-	-
Both Job on and Off Training	50	100
Any Other	-	-
Totals	50	100

The results from the respondents indicated in the table above shows that neither does the organization uses one of the training methods and that is clearly shown with none of the respondents indicating neither of the methods. The study further revealed that the respondents (50) 100% unanimously agreed that the organization applied both methods of training to its employees since their training needs are varied and therefore none of the training methods will suit them all.

Table 4.23 Employees Perception on Training and Development

The study was intended to find out the employees perception on training and development and the respondents were as indicated below.

Response	Frequency	Percent
Trainings are Relevant	17	34
Good but need Improvement	8	16
Trainees perceive training Positively	22	44
Organization are very supportive	3	6
Totals	50	100

The results from the responses in the table above varied from one perspective of to the other with the (17) 34% indicating that the training and development are relevant to the organizational well being and that without them the organization will not be able to achieve its' objectives. The (8) 16% allude that the training and development within the organization are good but need improvement that may be to improve on the ways in which the organization carries out the training. The greater (22) 44% of the respondents mentioned that training aspect of the organization is very important since it leads to the betterment of the organization in terms of performance and delivery of goods and services to their clients. While the (3) 6% of the respondents mentioned that, training is very supportive and this reflects on the employees whom may have not been able to improve themselves and through the organizations training steps in, the it is a supportive to such employees as this will lead to their personal growth and improvement as well as the organization that will lead to the achievement of the organizational goals and objectives.

Table 4.24 Impact of Training and Development

The study intended to find out if training and development have appositive impact to both the employees and organization and the results were as tabulated below.

Responses	Frequency	Percentage
Training Impact on Employees and Organization	50	100
No Impact of Training on Employees and Organization	-	-
Totals	50	100

The study results showed in the table above that, all the respondents interviewed (50) 100% unanimously agreed that training and development have an impact in the organization and this is because the employees will learn new skills on how to perform their duties, solve problems at work, make well use of the organizational resources and more so, to work effectively hence this will improve the production of the organizational output in terms of goods and services to their customers.

Table 4.25 Identifying Employees

The study was to establish how employees are identified for training and the following results were obtained as shown below.

Response	Frequency	Percent
Department	9	18
Work Performance	8	16
Employee Needs	28	56
Type of Training	5	10
Totals	50	100

The results of the study as indicated above shows that (9) 18% of the respondents indicated that employees were identified for training based on the department this is because training that is meant for accountants computation may not be of any beneficial to the secretaries. (8) 16% of

the respondents indicated that work performance was used to identified employees for training this because if the performance of employees are below the expectation of the management then, it is upon the management to train these employees on better ways in which their performance can be improved since this will lead to the organization having competent employees which will be able to deliver. The higher percentage of (28) 56% alluded to the fact that the organization choose its' employees for training based on employees needs and this will need to the organization training all their employees on different programs and this will exclusive to have a comprehensive work force which can deliver to the organization. The remaining (5) 10% of the respondents indicated that, it is the type of training that the organization used to train its' employees. These results therefore, indicate that the respondents are responding depending on the training that has been done from their respective departments.

Table 4.26 Constraints in Training and Development

The study ought to know if there are constraints in training and development and if so, how they were solved and the respondents' results were as follows.

Response	Frequency	Percent
Constraints in Training	50	100
No Constraints in Training	–	–
Totals	50	100

The results as shown above from the respondents interviewed indicated that 92% unanimously alluded to the fact that training had constraints and they indicated that further on the way they were solved and that attracted the uniform respondents that each constraints was solved according to its' nature. The results showed that trainings therefore need thorough planning so that to reduce the constraints that may arise during the training session as this will ensure successful training hence achieving better results thereafter.

Table 4.27 Source of Trainers

The study sought to find out the source of the trainers in the organization as the reasons why the organization ought to outsource or use internal trainers and the results are shown in the table below.

Response	Frequency	Percentage
Organization used Internal Trainers	-	-
Organization used External Trainers	-	-
Both Internal and External Trainers are used	50	100
Totals	50	100

The study results as shown above determined that, all the respondents interviewed indicated that the organization employ the use of both internal experts found in the organization because the organization produces among others consultants and researchers and this will reduce the hiring cost maximizing the use of the available resources. More so, the external experts are hired to bring in a wider and experience that the internal trainers may not have. This therefore, will ensure that the organization are concerned to meet their clients expectation in terms of service delivery and to maintain competitive edge in the market environment.

4.4.5 Performance Management

This study was intended to determine the extent to which performance management as a best practice of human resource management influences performance of college of humanities and social sciences. The researcher therefore carried out an interview from the respondents and the following results were found as tabulated below.

Table 4.28 Performance Management in Organization

Response	Frequency	Percentage
Performance Management practiced in organization	50	100
Performance Management is not practiced in organization	-	-
Totals	50	100

The study results as shown above in the table from the respondents interviewed showed that, all the respondents alluded to the fact that performance management is practiced in their organization and this is because the organizations' management has realized that their employees performance need to be reviewed so that to identify work performance, their work needs and how to improve their performance so as to meet the expectation of their customers.

Table 4.29 Times Performance Management Exercise done in an Organization

The study sought to find out how many times performance management is carried out in an organization and the following results were obtained from the field as shown in the table below.

Response	Frequency	Percentage
Performance Management is done After Four Months	-	-
Performance Management is done After Six Months	-	-
Performance Management is done Once a Year	50	100
Totals	50	100

The study outcome indicated by the respondents showed that the performance management is an exercise that is done only once a year. This is because the organization management had opted for due to the various activities that are involved and also the organization calendar that could not allow it to be done more than once a year.

Table 4.30 Performance Management Support on Organizational Objectives

The study ought to find out from the respondents if performance management support in their organizational objectives and the findings were as follows.

Response	Frequency	Percent
Performance Management Support Organization Objectives	38	76
Performance Management doesn't Support Org. Objectives	12	24
Totals	50	100

The results from the data collected from the respondents as shown in the above table, 76% indicated that performance management supports the organizational objectives while 24% did not agree that performance management support this is because amongst the objectives of the performance management are neither met nor practiced by the management such as promotion, advice the employees who under performed on how to improve or by taking them for training to develop them. However performance management therefore, should enables the organization to assess its' performance standards through its employees and on areas to improve on so that, the organization can maintain its' performance in the vibrant market environment.

Table 4.31 Perception towards Performance Management

The study sought to seek the opinion of the respondents towards performance management in an organization and they responded as follows.

Respondents	Frequency	Percentage
Support Performance Management	50	100
Does not Support Management	-	-
Totals	50	100

The study results indicated in the above table shows that (50) 100% of the respondents strongly agreed that performance management is needed in the organization since this will enable the organization to monitor the performance of their employees so that they can identify where they need improvements so that the organization can have efficiency in work performance.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter shall give the summary of the research findings as analyzed in the previous chapter. It shall show the conclusions as per the research questions and also the researchers' recommendations.

5.2 Summary of Findings

This section gives the summary of findings based on the objectives of the study.

5.2.1 Recruitment and Selection

The study established that all the respondents strongly indicated that the organization deploy the use of internet and newspapers to recruit new employees. The recruitment period as established by the study varies between three months to six months at 36% and 64% respectively. The recruitment process is marred by long processes, interest, and ethnicity which stood at 46%, 24%, and 30% respectively characterized from the influential individuals within the organization. The organization as indicated employed the use of personal interview of employees at 100%, considering experience at 38%, performance at 26%, ethnic balance at 16%, and academic achievement at 20%. Further the study found that employees that joined the organization preferred more pay than terms of service at 66% and 34% respectively.

5.2.2 Reward system

The study established that, all the respondent indicated that employees at a greater extent are represented by union, and 68% further indicated that the union is active in representing employees compared to 32% that indicated contrary. The job determination response varied from merit, established steps and others at the following, 28%, 46% and 26% respectively and that, the organization does not have employee merit review which was strongly agreed at 100% by the respondents.

5.2.3 Job Design

The study determined that 74% of the respondent agreed that work design are aligned to organizational objectives while the remaining 26% did not agree on the relevancy of work design on organizational objectives. 82% of the respondents indicated their satisfaction with job design while 18% indicated otherwise. Changes were not suggested at 74% on the organization job design while 26% suggested that changes should be considered. Further study revealed that training and development has a positive impact on the organization performance which stood at 100% and that employees should be identified depending on department, work performance, employees' needs and type of training at 18%, 16%, 56%, and 10% respectively. Organization employed both internal and external trainers as suggested by respondents at 100%.

5.2.4 Training and Development

The study established that the organization trains its employees at 100% through both job and off training at 100% and the employees perception on training was found to vary as follows; 34% relevancy of training, 16% improvement on training, 44% perceived training to be positive and at 6%, recognized the support of the organization in objectives. More so, performance management was indicated by the respondents at 100% that they strongly agreed that, the organization needs performance management.

5.2.5 Performance Management

Performance management of the organization was indicated at 100% that is carried out once a year for the purpose of continuous assessment and review of the organizational performance as well as to identify its weaknesses and strengths that will enable the organization management to seek for the solution of the problems arising and maintaining its course respectively. The study further established that, 76% of the respondents indicated that performance management exercise supports organization objectives compared to 24% which indicated that performance management does not support organizational objectives

5.3 Discussions

In this section the study discusses the research findings on the basis of objectives in relation to the empirical literature.

The research study determined that all over the world, the concept of organizational management is similar and the focus is to achieve organization goals and objectives. Therefore, the concept of the best human resource management practices on the influence of the organizational performance was found to be the back bone of the organizations' management mandate to ensure that these practices are adhered to since they contribute significantly to the organizations existence. The study revealed that to the greater extent, there are practices that are part and parcel of the organization since they contribute to the well being of the organization in terms of effective and efficiency of the organizations' performance that will enhance the organization to maintain and to competitive in the business environment. The findings signifies the importance of transparency and integrity in the recruitment and selection process since human resource is the organizations' most valuable resource and this will enhance the work performance in the organization leading to the production and delivery of services that meets the clients expectation. However the organizations that are not able to recruit their staff based on merit and professionalism are prone to perform dismally in terms of work output and quality since they did not recruit the right people that could help them to achieve their objectives. When the organization recruit their staff based on merit and integrity, outcome of the work performance will satisfy the needs of their clients and this will results into high revenue returns hence profit making and the maintenance of the organizations' operations. The previous studies have indicated to sustain the high level of competitive advantage a firm, it requires talented and skilled workers (Liao and Chuo 2006). Husselid (1995) has found that organizational productivity and high performance depends on the right person, which is also a pathway to reduced turnover more so, they identified a positive link between hiring manager and employees and the creation of the right culture for organizational growth. Terpstra and Rozel (1993) in their past studies, found that staffing is positively integrated of human resource management is positively related with organizational performance.

The study established that indeed, the reward system of the organization will determine the commitment of employees as they work because after work, the reward is the return that will make the employee to work hard in the realization of the organizations' objectives. This reward acts as a motivator to the employees and this will bind them to feel that they are taken care of and more so, the sense of belonging to the organization. However, if the organization does not reward their employees well then the organization is likely to experience high labor turn over since employees will move in search of green pastures. Such organizations are likely to close down because, the employees are not committed to work and this will results to low productivity as well as compromised quality. Therefore, the organization can only be or maintain its' vibrancy in the market if they reward their employees well and value them as the most important asset of the organization. Previous studies by Lopez E.M (1981) showed that an intrinsic reward is believed to be able to satisfy and motivate employees to perform better.

The organization job design enables the organization employees to equip themselves with the work that they do in line with their varied professions and this will lead to work satisfaction as well as achieving of the organizations' goals. Employees' satisfaction leads to work commitment and hence this will result in the high productivity as well as expected quality that meet clients' expectations. Organizations without a proper job design will not be able to perform well in the realization of its objectives, this is because, some of the employees will not work in line with their profession and this will lead to the losses. This will lead to lack of work satisfaction and commitment and hence low and poor quality production. It is with great concerned that, organizations to have a well structured job design as this will enable them to achieve its' goals and objectives. The research study by Anderson, (2006) on the job design rest largely on the premise that, effective performance and genuine satisfactions in work follow mainly from the intrinsic content of the job.

The organization aspect of training and development improves the performance of the employees since they learn new skills and knowledge on how they should improve at work. This makes the organization to equip its' employees with the modern changes that has emerged in the market environment because this will make the organization relevant and to at the competitive edge of the market. Organizations that do not consider to train and develop its'

employees are bound to perform dismally in terms of delivery of quality services to its clients and are likely not to survive in the business environment. The previous studies, Collins and Holton (2004), in their evaluation of 83 studies from 1982 to 2001, including education, government, medical, and military organizations, came to a similar conclusion. Even a moderately effective training program can have a substantial effect. A training program for 65 bank supervisors was found to cost \$50,500, but the utility to the organization was over \$34,600 in the first year, \$108,600 by the third year, and more than \$148,000 by the fifth year (Collins et al 2004).

Performance management as a practice in the organization, the study discovered that it will enable the organization to meet the set targets this is because, the assessment of employees and their needs will lead to identify their needs and areas to improve on. This exercise supports the organization platform on achieving its' objectives in terms of effectiveness and efficiency in the organizational operations that will lead to the organization to flourish in the business environment. Organizations which do not practice performance management will not be able to realize its objectives because they will not be able to assess and monitor their work performance and are likely to struggle to make it the market environment. The previous research by Ashton and Sang (2002) is significant in this respect as they cite a case study organization that having gone down the performance management route was having second thought following costs incurred through staff turnover, changes in company procedures and the need for extensive re training. They acknowledge that it may be that costs involved are so high added markets to remain with the old system. However, they found that, performance management has a positive significant effect to the organizational performance.

5.4 Conclusions

The study established that, organizations operate under the very similar aspects based on the human resource management practices. More so, the major operations of the organization are expected to meet the needs and demands of their clients as this will enable the organization to maintains its' clients and have in them so that they can be able to operate in the business environment. These practices are fundamental in any of the organization that is focused to achieve its objectives as they will lead to a better and efficient service delivery to its clients.

Organizations maintain their workforce by providing better reward system as this will motivate them to toil for the organization hence better work performance. It is therefore significant for the organization to focus on the best human resource management practices if at all they are to achieve their goals and objectives and also to survive in the competitive business environment. This study revealed through that previous studies have confirmed that, these best human resource management practices has a positive significant on organizational performance.

5.5 Recommendations of the Study Findings

1. The study recommended that for the organizations to be relevant in the business environment there is a greater need of significant for the organizational management to practice the best human resource management practices since it influenced the performance of the college of humanities and social sciences University of Nairobi, Kenya that will enable the organization to achieve its objectives.
2. Recruitment and selection as a component of best human resource practices will enable the organization to acquire the right people with relevant skills and profession that will enhance efficiency in work performance that will enable the organization to achieve its objectives as expected therefore best performance.
3. Reward system as a component of the best human resource management practices that influence the performance of the organizational performance of the college of humanities and social sciences of the University of Nairobi, Kenya was found to have a significant effect in terms of motivating employees and promoting teamwork that will enormously contribute to the better performance of the organization that will lead to the organization to achieve its objectives.
4. Job design being of the best human resource management practices that influence performance of the organization, the study found that it influenced positively the performance of the college of humanities and social sciences University of Nairobi, Kenya since the organization has a well job design that are aligned to its objectives and this will

enable the employees to work towards the a achievement of these objectives that will contribute to better performance.

5. Training and development as a component of the best human resource management that influence performance, the study revealed that it has a greater and a positive effect in the performance of the college of humanities and social sciences university of Nairobi, Kenya since the college trained and develop its employees so that they can enquire new skills and knowledge that will enable them to perform their duties and in the process the organization will be able to deliver services to the expectation to the satisfaction of their client and this will hence its performance through the achievement of higher revenues and also competitive edge in the business environment.
6. Performance and management as a component of the best human resource management practices that influence performance of the organization, the study discovered that the college through the appraisal process that is done annually has enabled the organization to evaluate its performance by assessing the strengths and weaknesses of its employees and by continuous improvement, the college of humanities and social sciences has been able to maintain its performance in the vibrant business environment. Performance and management is a component of the organizational management cannot be able to do away with but to adhere to for it has a positive significant to the organizational performance that will enable the organization to a achieve its objectives that will contribute to better performance.

5.6 Recommendations for further Study

1. The research recommends that, further studies to be carried out the influence of the best human resource management practices on performance of manufacturing organization, in order to compare and to contrast if the influence of best human resource management practices on organizational performance is the same because the study covered the service producing organization.

2. The study recommends that, the organization should embrace merit in recruitment and selection processes as this will enhance qualified staff being recruited thus efficiency in service delivery that will lead to the achievement of organizational goals and objectives.
3. The study also recommends that reward system should be considered by the organizational management as a factor that motivates employees to perform well hence achievement of the organizational objectives.
4. The research recommends that, a well job design that suits the organizational objectives should be adhered to as this will motivate employees to work and deliver at their various work designations hence, promoting teamwork and cooperation within the organization.
5. This study recommends that, training and development of employees at work will equip them with skills and knowledge that will ease in the work performance that leads to the satisfaction of their clients that will lead to the organization to maintain its' competitive edge in the business environment.
6. The study recommends that, performance management is very significant in the organization as it helps the organization to assess its' performance in terms of its strength and weakness. This will enable the organizational management to improve in areas that can enable them achieve organizational goals and objectives.

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APPENDICES

Appendix I: Introduction Letter

Dear Respondent,

RE: INFLUENCE OF BEST HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF COLLEGE OF HUMANITIES AND SOCIAL SCIENCES UNIVERSITY OF NAIROBI, KENYA

I am a post graduate student of the University of Nairobi carrying out a Master of Arts in Project Planning and Management Research on the above mentioned topic.

I therefore humbly request you to assist me by filling in the designed questionnaire as accurately as possible. The information you will provide will be used strictly for academic purposes and therefore be treated with utmost confidentiality. You however, are therefore requested to avoid disclosing your identity in this document.

Thank you in advance for your cooperation.

Yours sincerely,

John O. Oluoch.

4. Which of the following selection procedures and methods followed by your organization?
 - (a) Aptitude test []
 - (b) Personal interview []
 - (c) Written test []
 - (d) Practical test []
5. What constraints do you face while selecting the candidate
 - (a)
 - (b)
 - (c)
 - (d)
6. According to you, what may be the reasons for the candidates to join your organization?.....
7. According to you, what may be the reasons for the candidates not joining after selection?

.....

.....

Reward System

1. Are your employees represented by a union?

No [] Yes []
2. How do you rate your union?
 - (a) Active []
 - (b) Passive []
 - (c) Any other
3. How is progression in the job grade determined?
 - (a) Time and job []
 - (b) Merit []
 - (c) Established step []
 - (d) Others.....
4. How often is the salary structure reviewed?.....
5. Does your organization have general increase?

No [] Yes []
6. Does your organization have a formal employee merit review process

Yes [] No []

Job Design

1. Work design relevant with the organizations objectives?
Yes [] No []
2. Does your employees fit in the organizations job design?
Yes [] No []
3. Does your organization has a job description?
Yes [] No []
4. Are your employees satisfied with the job design?
Yes [] No []
5. Are there changes you would suggest in your organizations job design?
Yes [] No []

If yes, explain.....
.....

Training and Development

1. Do your organization train it's employees?
No [] Yes []
2. Which methods of training do you apply?
 - (a) On job training only []
 - (b) Off job training only []
 - (c) Both Job on and off training []
 - (d) Others.....
3. How did you find the training methods used?.....
4. How does your employees perceive training and development?
.....
5. (a) Does training and development have an impact to both your employees and the organization?
Yes [] No []
6. How do you choose or identify employee for training?
.....
...
7. (a) Is there any constraints in training and development?
Yes [] No []

If yes, how do you encounter them?.....

Performance Management

1. Do you carry out performance management in your organizations?
Yes [] No []

2. How many times do you carry out performance management in a year?
 - a) After four months
 - b) After six months
 - c) Once a year

3. Does performance management support your organizational objectives?
Yes [] No []

4. Do you support performance management as a vital tool in your organization? Yes [] No []

Appendix III: Administrative structure of College of Humanities and Social Sciences

