

**EMPLOYEE PERCEPTION OF THE EXTENT OF INVOLVEMENT IN THE  
FORMULATION OF STRATEGIC HUMAN RESOURCES MANAGEMENT  
POLICIES AT KENYA TOURIST DEVELOPMENT CORPORATION**

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## DECLARATION

This research project is my original work and has not been submitted to any other University for examination purpose.

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## **DEDICATION**

To my family, friends and colleagues, your support, prayers and selfless assistance made this was possible. I am grateful to you all.

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## ABSTRACT

The study's main aim was to determine the extent of the perception of employees to their engagement in creation of strategic policies for management of human resources at the Kenya Tourist Development Corporation. KTDC has embraced human resource strategies as a way of making sure that the organization is running appropriately. However the implementation process is still a challenge which results in cases of well formulated strategies that have failed at the stage of implementation. The study was guided by the equity theory which proposes that employees have an intuitive knowledge about their knowledge, skills and capacity to work, and compare them with their compensation to establish fairness. According to this theory, people are more likely to improve performance when they feel that they are treated fairly. When they feel that they are being treated unfairly compared to fellow colleagues in a similar position they become prone to feelings of dissatisfaction and are less motivated. This study got respondents by utilizing a simple random sampling technique which enables easy assembly of the sample. Questionnaires were used in the collection of primary data. The data analysis involved several stages; a content analysis and descriptive analysis was employed. Techniques to analyze data used descriptive analysis, standard deviations and the mean. After coding was done, the Statistical Package for Social Sciences (SPSS) program was utilized for additional analysis and presentation of results was done using pie charts and tables for a clear depiction of the findings. The study found out that organization offered performance appraisal system, performance management systems is implemented in the organization, the performance management system is used to measure performance, criteria on performance evaluation is clear and easily understood. The conclusion was that organizations formulate training program with aim of improving performance and reducing incompetency costs. Inclusively, the study concluded that there was relationship between employees training and their level of performance within the organization where trained staffs perform well than those who have never attended any training session. The study recommends that empowerment and development of the staff is vital in the organization hence there is need to offer training and other subsidiaries to motivate staff toward working. The study recommends that for the achievement of the main objectives of the organization, they must allow practicing of human resource management practices that involve the employees in its initiatives.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The operating environment of today's firms features constant change. The increased rate of technology advances, growing and widespread unemployment, increased competition as well as resource supplies that have diminished have impacted how business is undertaken. This is poised to carry on even in years to come as businesses become accustomed to an unstable and complex business environment (Russo, 1994). People who work in organizations individually and collectively help in achieving set goals and are regarded as valued assets. The organization therefore uses a coherent and strategic approach of Human Resources Management (HRM) to manage them. Storey (1995) defines HRM as an approach distinctive to the management of employees with an aim to gain advantage by strategically deploying a highly skilled and committed workforce through different personnel, cultural and structural techniques. This makes HRM an important element in the management of businesses today.

The perception theory states that firms are willing to pay more than the market price since it is their believe that levels of pay that are high contribute increased productivity through motivating performance that is superior, attracting candidates that are better and reducing turnover rates as this pay persuades employees of fair treatment. The school of human relations also argues of the importance of social factors in employee motivation and advocates for the need of adequate systems of remuneration. Well administered salary and wage payment systems help in reducing low morale and disruptive laxity as well as encouraging achievement of the organizations goals. Armstrong (2008) observes

that reward management system is essential in management approaches to manage people in human resource since it addresses strategic valuing of people in the long-term in the right way for their achievements and what they do.

Formulations of strategic human resources management policies at Kenya Tourist Development Corporation describe the path managers take to achieve results through employees. It describes how they behave as leaders of a team and the way they use their authority by either being democratic or autocratic, distant or accessible, easy-going or demanding, laissez-faire or directive, tough or soft, supportive or destructive, people oriented or task oriented, flexible or rigid, unfeeling or considerate, cold or friendly and relaxed or keyed-up. People's behavior may depend on examples they've been given by managers, how they're naturally inclined or the values, norms and organizational climate.

### **1.1.1 Concept of Perception**

It can be defined as the process individuals undertake in organizing and interpreting sensory impressions with an aim of gaining meaning of the environment they are in (Robbins, 2004). Personal characteristics of individuals have great influence on their perception as they look at targets and try to interpret what they see. These characteristics that influence perception include personality, people's attitudes, interests, motives, expectations and past experiences. People often judge each other in organizations as managers appraise performances of employees and evaluate the amount of efforts they have put in their work. New people who join departments or teams are also quickly sized-up by workmates (Patching, 1999).

The theory of perception assumes that there is an absence of stimulus and also claims that sensations cannot provide unique descriptions of the world (Gibson, 1987). The sensations therefore need to be enriched and the theory advocates the use of a mental model to do this. Gibson (1987) proposes a different theory known as the approach of perceptual ecology and rejects the assumption that there is absence of stimulus and also refutes the claim that perception is created through sensations. He instead argues that incitement information exists in the ambient optic collection and that it is stable, permanent and unbounded and further suggests that this information can be detected and explored by the visual system (Gibson & Gibson, 1955).

### **1.1.2 Concept of Strategic Human Resource Management**

Human resources can be vital basis of competitive advantage in the swiftly transforming competitive environment. The competitive advantage can be achieved by interweaving the organization strategy with the human resources of any organization. Effective links between the organization's strategy and human resources can lead to improved overall organizational performance of an organization. Systems of human resource enable sustainment of competitive advantage by facilitating development of firm specific competencies.

Strategic management of human resources involves creating links between human resource strategies and overall strategies of businesses. Gubman (2004) states the importance of continuous forward movement of human resources towards strategic roles of partnership by becoming leaders who are better at the business of profit and loss. They need to take responsibility in leading the organization to think critically about makers and

customers and how they can create values that are unique for. This powerful role to be undertaken by leaders of human resource would enable measuring of impacts on real results of the business instead of activities of human resources. Aspects of people opening up new markets and the generation of returns would be measured instead of measuring time to hire.

### **1.1.3 Formulation of Strategic Human Resources Management**

Strategic formulation involves setting up missions, goals and objectives for the organization and analyzing how external environments affect the company as well as the internal resources it has and the strategic alternatives chosen. Strategy creation is the formulation of long-range strategies for the efficient management of environmental prospects and threats while taking into attention corporate strong points and weaknesses (Johnson and Scholes, 2002). In formulation cooperate missions and visions are defined, achievable objectives are specified and policy guidelines and strategies are developed and set up (Mintzberg, 1991). Visions are inspiring, succinct and short statements that describe what the organization wants to achieve or become in future (Alexander, 1985).

Galbraith and Schendel (2002) reveal that nearly all functions of management like organizing, leading, planning, directing, controlling, communicating, integrating and innovations are to a certain extent engaged in the process of implementation. Hendry and Kiel (2004) also point out that the use of resources in a firm has to be controlled and directed effectively through mechanisms like leadership styles, organization structure, key manager assignments, information systems, budgeting and systems of control and rewards which are essential in formulation of strategies.

Dess, Gregory, Lumpkin and Marilyn (2005) state that major efforts have to be put into transformational changes especially by large organizations that are traditional in order to implement perspectives of strategic formulation in the entire organization. This involves training, extensive communication and development that strengthens the strategic perspective in the entire organization. Organizations today have to be ready to respond to unpredictable and dramatic shifts in the business environment by embracing strategies in the human resource management to develop and mobilize people and other assets in the organization. Leaders are required in every part of the organization to increase effectiveness by encouraging every employee in the organization to be involved in the process of strategic management instead of leaving all the thinking top managers.

#### **1.1.4 Employee Involvement in Formulation of Strategic Human Resource Management policies**

Involvement of employees refers to the processes management use to invite discussions with members of staff concerning issues affecting them. William and Adam Smith (2006) define these processes as the application of useful management initiatives designed to enhance communication flow at work and in the process promoting commitment of organization to the employees. Senior managers believe that by allowing employees to determine the decisions they make, the organization includes them in deciding its future. Culture, structure and commitment of the organization and managers at lower levels have the ability to hinder or encourage strategy implementation. This is particularly evident in decentralized and loosely controlled organizations that require levels of consultation and communication to ensure co-operation.

Strategic human resource management emphasizes on supporting the organizations competitive advantage like a strategic partner through aiding of business managers in

strategically planning functions of human assets in the organization and the provision of high quality human capital (Rowden, 1999). Strategic human resource management advocates for critical performance behaviors and organizational capabilities which enable the organization to attain specific business goals or strategies. Unlike traditional human resource management that in cooperates various employment practices which include selection, recruitment, performance appraisal, development, training and administration of benefits and compensation, strategic human resource management involves greater flexibility in the utilization and arrangement of employees to aid in attaining the objectives of the firm and give it a competitive advantage (Wei, 2006).

#### **1.1.5 Kenya Tourist Development Corporation**

The Kenya Tourist Development Corporation (K.T.D.C) was founded by the Kenyan Government in 1965 under a Parliament Act, Cap 382 of the Laws of Kenya. As a specialized development financial institution, the Corporation was formed to provide financing to investors in the tourism industry. There was a need for a robust financial intermediary in the tourism sector of the country because it had just obtained independence and become a new country and there was a need for quick development of agricultural, industrial and tourism sectors. The Kenya Tourist Development Corporation became an appropriate tool to increase long-term investment, grow the economy rapidly while also creating employment opportunities in the tourism industry according to the plans and visions for national development.

The second reason is that the financial sector was involved in activities of commercial banking that were traditional making them unsuitable for long-term national development investments. The Kenya Tourist Development Corporation therefore became the main



driver of Government financing of long-term projects in Kenya. The Kenya Tourist Development Corporation Act therefore obtained specific provisions that gave it funds for tourism investment in Kenya. The core business of the corporation became and still remains to be project financing for the tourism industry. Budgetary support to KTDC seized in the 1980/81 financial year and the corporation has continued with its developmental programs through internally generated funds.

The vision of Kenya Tourist Development Corporation is to be the most preferred and dependable Development Financial Institution (DFI) in the industry of tourism. It has a mission to diversify and develop the tourism industry in Kenya through provision of various financial and advisory services that relate to tourism enterprises. It is mandated to finance and facilitate growth of tourism in Kenya and enterprises related to tourism according to the Kenya Tourist Development Corporation Act, Cap 382 of the Laws of Kenya.

## **1.2 Research Problem**

Development of HR strategies encompasses formulation of strategic HRM options and making suitable strategic choices. Cappelli (1999) states that practice choices pursued by employers depend heavily on various elements at the organizational level like their production and business strategies, labor relations that are cooperative and support of policies of human resources. Contingent approaches are adopted and involved in processes of developing strategies of human resource and in making suitable strategic choices. There is never only one way that is right for moving forward and risk is ever-present because concepts of strategic HRM may become easy to have but hard to realize or implement. The process of formulating HR strategies should be closely aligned with

business strategy formulation because HR strategies may impact or be impacted by business strategies. However, HR strategies often emanate from business strategies which are greatly influenced by market, product or financial considerations. Managers of human resources have strategic roles of strengthening the relationship between the employee and the employer. However, apart from doing this, they carry out other activities like formulating workforce strategies and determining functional processes required for attaining organizational goals. Their job therefore requires them to be experts as HR generalists and makes it mandatory to be proficient in every discipline of human resources.

The Kenya Tourist Development Corporation has embraced human resource strategies to ensure the appropriate running of the organization. However, processes of implementation are still a challenge leading to cases of having strategies that are well formulated but cannot pass the stage of implementation. Employee factors are yet to be directly looked into to determine their effect on implementation especially in non-governmental institutions. Perceptions on strategic human resource management practices at the Kenya Tourist Development Corporation have not been assessed yet due to failure to implement strategic plans leading to undesirable effects on effectiveness, sustainability and efficiency of the corporation.

Various research studies on strategic human resource management practices have been carried out. Dorcas Kiai (2006) examined practices of strategic human resource management used by companies of insurance in Kenya. Murage (2005) surveyed the relationship amongst practices of human resource and firm performance as quoted in the Nairobi Stock Exchange and found that only 16% of the highly performing organizations

such as Kenya Airways, EABL among others had operational strategic human resource management. Martell and Carroll (1995), as well as Ogendo (2010), carried out a study of how Unilever Tea Kenya Limited applied balanced scorecards when implementing strategies. With regard to studies on strategy implementation, Karani (2009) examined strategy implementation at KenGen. Dyer (1983) states that human resource management practices can aid organizations to improve cost benefits, promote efficiency in operations, increase revolution and innovation abilities while also increasing the performance benefits of the organization. The practices orientation lean more towards the strategy and business of the organization and less towards traditional HRM functions like staffing appraisal, training and compensation. Practices that are strategic encompass job designs that are team-based, workforces that are flexible, practices that improve quality, incentive compensations and employee empowerment. The study's objectives were establishing practices of strategic human resource adopted in Kenya by insurance firms and determine challenges encountered by the firms in the adoption of the practices. The findings established that practices of strategic HRM had not been entirely adopted by the Kenyan insurance companies. The researcher wants to investigate whether the workers are engaged in the execution of strategic human resource management. Being a parastatal, the Kenya Tourist Development Corporation is unionized and employees have representatives when it comes to bargaining issues and their well-being and are well represented in this area. It is the interest of the researcher to investigate how the employees are engaged in the implementation of the strategic human resource policies in the firm as outlined in their strategic plan.

### **1.3 Research Objective**

To determine the extent of employee perception of the extent of involvement in formulation of strategic human resources management policies at the Kenya Tourist Development Corporation

### **1.4 Value of the Study**

The findings of the study may be particularly relevant to managers of the Kenya Tourist Development Corporation who are engaged in the implementation of effective strategic human resource management systems. This may assist in addressing the errors that contribute negatively to the implementation of strategic human resource management. The practitioners may be able to identify the most efficient method of involving employees in the implementation of strategic human resource management so that they can achieve overall growth of the organization.

This being a case study, it may benefit other organizations as well as the policy makers in regard to their strategic plan by giving them an insight on the impact of engaging employees in the implementation of strategic human resource management because the employees must own the project and feel as part of it for them to attain their goals.

### **1.5 Research Gap**

Through carrying out the study, the researcher will look to assess the current level of involvement of employees in the formulation of strategic human resources management policies in organisations and propose ways through which the existent gaps could be addressed. Most of other studies carried out in the formulation of policies have looked into the performance and benefits that the organisations as opposed to looking at human resource which is a crucial element in formulating and overseeing the execution of the policies. Hence the study will look towards addressing this gap.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter evaluates and reviews available literature that is relevant to the study. The literature mainly focuses on the extent of employee perception of their involvement in formulation of strategic human resources management policies.

#### **2.2 Theoretical Underpinning of the Study**

This section involves looking into links found between strategies of human resource and strategies of the business or organization. Strategies of human resource in this context refer to the decision patterns for human resource practices and policies the management uses in designing work and in selecting, developing, training, motivating, appraising and controlling employees.

##### **2.2.1 Perspective Theory**

Drawing from the perspective theory, the degrees of inequity and equity that are perceived by people in their work areas greatly influence satisfaction and job performance (Luthans, 2008). The greater the incentive provided by the organization to the employee, the greater the effort the employee puts into reciprocating it through commitment and high level performance (Gardner et al. as quoted in Kuvaas, 2006). According to Mondy (2008), the theory of equity is where people do assessments of their attitudes and performance through comparison of their work contributions and derived benefits to the benefits other people they choose in the organization enjoy and their contributions.

### **2.2.2 Equitable Payment Theory**

The equitable payment theory suggests that employees possess intuitive knowledge with regard to their skills, knowledge and capacity to work which enables comparison with compensation to determine (Kandula, 2006). The theory asserts that people are more likely to improve performance when they feel that they are being treated fairly and more likely to become demotivated and dissatisfied when they feel the treatment is unfair compared to colleagues in similar positions. In this case an employee evaluates job output and inputs with another in a similar position.

Another way of formulating HR strategies is based on the exchange of rewards with effort and the extent to which organization leaders view employees as assets instead of variable costs. The integration of people's expertise, social relationships and knowledge has the ability to give the organization unique capabilities that provide competitive advantage (Cappelli & Singh, 1992). Resources put into an organization include capital, employee skills, equipment, finances, patents and the talents of managers and competitive advantage is formed through synergistic integration and combination of these resources (Boxall, 1996).

### **2.3 Strategic Human Resource Management**

Refers to the interface found amongst strategic management plus human resource management. It acts as a coherent, integrated and strategic approach to human resource management and develops it with strategic management concepts. Through a perspective based on resources, acquiring universal sets of best practices cannot give an organization competitive advantage because it cannot be imitated or purchased. The organization has to view itself from a perspective of configuration and develop systems of human resource practices customized to be a perfect fit to its internal practices, competitive strategies,

resources and policies. Through horizontal and vertical fits, competitive advantages can be found in the incorrectly imitable, non-substitutable and rare resources that the organization by now controls (Derrick & Cool, 1989).

Strategic human resource management encompasses various HR strategies developed for the delivery of equitable and fair rewards that enhance streamlining of structure and performance improvement. These strategies are encompassed in strategic human resource management which is a general framework that regulates the delivery and shape of such individual approaches. Pfeffer (1998), Ahmad and Schroeders (2003) found that there is a huge connection amongst operational performance and different practices of human resource management like selective hiring, employment security, decentralization and use of teams, incentives and compensations based on performance, information sharing, status differences and extensive. Kuo (2004) used eleven different practices of human resource management and realized that incentive compensation, employment security and working in teams were the main practices that greatly impacted hospital performance. Some of the best practices in Strategic Human Resource Management Practices are defined below.

### **2.3.1 The strategic Recruitment and selection**

Strategic human resource management puts emphasis on the requirement for human resources to attain organizational capability and advocates for recruitment of employees whose behavior and attitudes are in sync with the managements believes of what is conducive and appropriate to attain success (Townley, 1989). Resourcing approaches from this perspective therefore emphasize not only matching resources to the requirements of the organization but also implementing radical changes when thinking

about behaviors and skills necessary for achieving cultural change and sustainable growth for the future of the firm. It also refers to utilizing systematic approaches beginning with planning of human resources and proceeding into selection, recruitment and induction then followed by management of performance, development, learning, reward and recognition (Mills, 1983).

Metrics used in recruitment can involve hiring time or hiring speed which refers to the lapse between when the position became vacant and when a replacement was found. It can also involve hiring cost which encompasses each and every cost incurred from the beginning of the process of recruitment to the time the candidate who has been selected has reported for duty. Customer satisfaction is another metric which involves satisfying the need identified for a new employee and also satisfying customers found at the new recruits station or department. There is also the hiring quality which is an important measure because it determines whether or not the department with a need for a new employee has gotten the right person that will enhance its productivity (Pascalis, 2008).

### **2.3.2 Strategic Human Resource Learning and Development**

Learning as well as development refers to the acquisition and development of skills, knowledge, attitudes, capabilities and behavior through developmental or learning experiences. It involves ensuring organizations have a skilled, knowledgeable, committed and engaged workforce that is needed. The learning process enables individuals to construct new skills, knowledge and capabilities while training is an organizational response undertaken to enhance the learning process (Reynolds et al, 2002). Training processes that are efficient are systematic and are specifically planned, designed and



implemented to satisfy identified needs and should be provided by training professionals and evaluated to determine the impact of the training (Armstrong 2009).

The strategy for learning and development is planned and designed to align advancement and training needs within the organization so as to establish methods that ensure the education delivered satisfies those needs. This also enables a framework that can be used to pinpoint factors affecting productivity in the workplace so that knowledge advancement can be initiated in identified areas. Metrics indicating the effect of learning and development strategies are also defined and feedback is provided from different areas to enable improvement in terms of effectiveness and efficiency of the offered programs (Amberger & Meshoulam, 2000).

### **2.3.3 Strategic Human Resource Performance Management**

Performance management refers to systematically improving the performance of an organization through development of team and individual performance. It enables attainment of improved results through management and understanding of performance within a framework that has been agreed upon for planned competency, standard and goal requirements (Weiss and Hartel, 1997). The planned process contains five main elements which include positive reinforcement, feedback, agreement, dialogue and measurement. It involves measuring outcomes in the form of performance that has been delivered and compares it with expectations conveyed in objectives. The process of managing strategic performance guides organizations in developing clear missions, setting goals for attainment of missions and in developing measurable and clear processes that enable achievement of goals (Armstrong, 2009).

Systems of managing strategic performance are powerful tools that aid in managing the processes and measuring the results to allow organizations to easily and quickly identify areas not performing as required. Companies that implement systems of managing strategic performance do things differently by putting in effort and time to set clear strategies. The initial step an organization takes in developing a strategy is defining then prioritizing end goals expected for the whole company (Huselid, 1995).

Communicating with employees and discussing how they have performed in overall is the most essential part of performance appraisal. After defining of end goals, processes and steps required to achieve them are put in place with the calibration of each step being done against guideposts that are measurable. This usually involves reviewing every part of the organization, every department, as well as every function of all individuals in the company. The process of managing strategic performance is then able to efficiently give all employees clear visions of their roles in the organizations overall mission while defining achievements that are measurable. The organizations culture eventually starts changing once the entire organization is focused and involved in achievement of clear goals that have been set. When all individual members become aware of their importance in the organizations overall mission, the organization starts functioning like one cohesive team (Pfeffer, 1995).

#### **2.3.4 Strategic Performance evaluation**

Only a few studies that describe how human resource practitioners perceive their contributions to the success of the business could be found. Alcker and McHugh (2000) state that human resource practitioners may feel as if they are not being driven by

appropriate issues of quality, finance or strategic control but are rather being tied to roles that are residual like counselling and welfare. According to Vermeulen (2003), very limited studies have looked into transitions of functions in human resource to determine whether or not they fulfil needs brought about by 21<sup>st</sup> century changes. Othman et al. (2001) established that only ten to thirty five percent of human resource managers possess competencies and abilities required for approaches that are business focused in the management of activities of human resources. Performance evaluations are developed and designed with an intention to improve employee performance in their work and to improve their competencies during training while also advising them on the appropriate behaviors in the organization or work station.

The performance evaluation approach just like other functions depends on the strategies utilized by the organization in its overall management of human resources. Companies that apply ethnocentric approaches are more likely to utilize the same process of performance evaluation at the headquarters and subsidiary branches (Pfeffer, 1995). These companies may choose to translate the forms used for evaluation to different local languages or use the same language everywhere. Companies that use polycentric approaches develop localized processes within different counties while companies that use geocentric approaches utilize a universally applicable system of performance evaluation throughout the world.

### **2.3.5 Strategic Employee Relations**

The function of employee relations strategies is to identify and define management and employee roles in their place of work. Concepts of employee relations greatly vary across

the world and have different characteristics. Labor relations in the United States are usually found to be antagonistic or like a formal relationship between the management and labor and are often defined through a labor contract. In Japan, a cooperative relationship is found between unions and management with the appointment of labor representatives being done by the management (Luthans, 2008).

Practices of labor relations in many countries are controlled by the government and as a consequence organizations have to be more polycentric in the labor relations function than in other human resource management functions. Although labor relations practices are usually at the local level, good cooperate strategies coordinate policies of labor relations across all subsidiaries of the organization (Luthans, 2008).

There are various components of people resourcing strategy. The first is planning for the human resources and it involves making assessments of needs the business may require in the future, making decisions on the type and number of individuals required and the preparation of plans that will help acquire these people from outside or within the organization. This is followed by creation of brands for employees which involves development of value propositions for employees of the organization. Strategies for retention are then developed through making plans that will prevent people that the organization needs from leaving. Strategies to manage talent are developed to ensure the organization has a pool of talented people required to succeed management and satisfy present as well as future needs of the business. Strategies for selection and recruitment are also needed and involve developing effective approaches that will attract and secure required personnel (Armstrong, 2009).

Mintberg (1994), states that unintended elements or emergent strategies may be included during the actual implementation of developed strategies into practice. This may be due to inadequate strategic thinking, unsatisfactory implementation or shallow states of realism. It seeks to discourage confinement of strategic management to top layers of the organization since emergent strategies mostly emerge from initiatives and bright ideas at the local level. These initiatives or ideas may be found in underestimated places and are usually not predicted and are only adopted because they are found to work and can grow to even bigger strategies. Anyone in a company or organization can have effective strategies because all they need is resources, a good idea and freedom necessary to pursue it (Mintzberg, 1994).

### **2.3.6 Strategic Reward Management**

Reward management involves formulating and implementing policies and strategies that fairly, consistently and equitably reward people based on the value they bring to the organization. Rewarding should be in accordance to values of the organization and what it's willing to pay for. Performance culture is developed when the right message of rewarding the right things is conveyed (Brown, 2001). When employee values and business goals are both aligned with reward practices, they enable the reward practices to be aligned with employee needs and values. Compensation may be viewed by employees like rewards for jobs done well, as prerogatives for being the company's employees or as trade-offs between themselves and their employers. People may receive compensations or rewards for contributing to the company in non-monetary and monetary components (Alan, 2007).

Reward strategies are a declaration of the organizations intent that define its long-term resolve to implement developed reward practices, policies and processes that will

enhance satisfaction of stakeholder needs and achievement of business. A reward strategy gives direction, a sense of drive as well as an agenda through which reimbursement practices, processes and policies are developed. Understanding the best way to satisfy employee and organizational needs is the foundation of the strategy and it should be appraised through formulation of guiding principles which will guarantee enactment of these values (Armstrong, 2006).

### **2.3.5 Strategic Human Resource Exit**

Professionals of HRM face increasing issues of performance management, flow of human resources, employee participation as well as systems of high commitment and reward in the globalization context. Major issues that top management and HR professionals have encountered in the 21<sup>st</sup> century range from increased competition enhanced by free market ideologies, integration of international markets, rapid changes in technology and ownership climates that are constantly changing to cross cultural issues and the shifting of economic gravities to developing countries from developed countries (Arthur, 1994; Huselid, 1995; MacDuffie, 1995; Youndt *et al.*, 1996).

## **2.4 Employee Involvement in the Formulation Of Strategic Human Resources Management Policies**

Strategic Human Resource Management involves systemic linking of the organization with the people through integration of cooperate strategies with strategies of human resource management. Strategies of human resource are basically programs and plans intended to solve and address fundamental issues concerned with managing human resources in the organization (Schuler, 1992). Their main focus is to align the

organizations practices of human resource as well as its programs and policies with strategic and corporate plans of business units (Greer, 1995). Strategic Human Resource Management therefore links HRM and corporate strategies and in so doing increases the emphasis of integrating human resources with the organization together with its environment. This integration of business strategies and human resource management contributes to improved organizational performance, management of employees that is effective and business success (Holbeche, 1999; Schuler & Jackson, 1999).

Setting strategic direction for an organization involves putting into consideration its vision statement. The vision may sound nice and even inspiring but unless the vision directs action, it will be considered useless. The destination of the company is laid out through its vision, company strategies are guided by the destination and actions are chosen from the strategies and ultimately the actions propel the company to success. Clear directions are also important in building momentum during the action times or moments (Bradford & Duncan, 2000).

Gray (1986) states that employee involvements are processes started by management aimed at increasing information flow to employees thereby enhancing their commitment. Processes of involvement address employees directly as individuals instead of using those who may be representing them. Participation on the other hand involves collective processes where representatives influence decisions on behalf of employees. Employees are given opportunities by their employers to be involved in the organization and their work beyond basic performance for work bargains and wages. Stevens (1990) points out

that assumption of recognizing great untapped potentials among employees are made in involvement with managers retaining the right to control it.

Boxall and Purcell (2003) state that strategies can be found in all businesses because they are part of important choices made by staff and managers about what and how to do. They refer to it as strategic choice or the strategies organizations adopt to solve strategic problems. Another dimension of strategy is that it is poised to ensure that the organization remains viable and that its advantage is sustained in the market environment where it exists. Human resources strategies are encompassed in strategic human resource management and include structure streamlining strategies, performance improvement strategies and strategies to provide equitable and fair rewards. However, these strategies standing alone don't represent strategic human resource management but are part of its overall framework that determines the delivery and shape of these individual strategies.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter entails presentation of the methodology of research that the study used. It encompasses the design of the research, data collection and instruments of research as well as techniques used in data analysis.

#### **3.2 Research Design**

The research utilized a descriptive research design looked to determine the perception of employees to their participation in preparation of strategic policies for management of human resources at the Kenya Tourist Development Corporation. According to Mugenda and Mugenda (2003), a descriptive design is most preferred due to its capability to allow keen comparisons of findings obtained from the research. Researches that are descriptive enable collection of data from population members and aid researchers in attaining descriptive phenomena existing in the population through inquiries about attitudes, perceptions, values or behaviors. Descriptive studies give descriptions of characteristics associated with subjects who are members of the population.

#### **3.3 Target Population**

Hair (2003) describes populations as aggregations or identifiable groups of people that the researcher is interested in and that are relevant to the identified information problem. A definition of the population or group from which the researcher drew the sample is given in this section. According KTDC October 2015 payroll, the Kenya Tourist Development Corporation has a total 302 employees, all based in Nairobi.

The target population of this study consisted of staffs from KTDC which included staff from different departments like the office of the managing director, the department t of finance, credit department, administration and human resource department, investment department, audit department as well as the department of public relations.

### **3.4 Sampling Procedures**

Sampling refers to selection of a particular number of people from a given population so that they can be used to represent that population. All statements made concerning the sample must be applicable to the population (Orodho, 2002). Sampling errors have been found to greatly decrease as the size of the sample increases (Gay, 1992). This study got respondents by utilizing a simple random sampling technique which enables easy assembly of the sample. It ensures fairness when sampling given populations by giving all members equal opportunities for selection. This sampling that is simple and random guarantees representativeness of a population and in theory only chance can compromise this representativeness.

The employees of KTDC which are 302 in number constitute the target population. Since the target population was too large, it was reduced to an economical sample size. The formula developed by Cooper and Schindler (2003) is used to calculate the sample out of the target population so as to get the sample size.

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

Where: n= Sample size,            N= Population size            e= Level of Precision.

At 95% level of confidence and P=5

$$n = 302/1 + 302 (0.05)^2$$

$$n = 172$$

**Table 3.1: Sampling Frame**

<b>Category</b>	<b>Frequency</b>	<b>Sample Size</b>
Managing Director's Office	14	8
Finance Department	34	19
Credit Department	26	15
Investments Department	44	26
Human Resource	55	31
Administration Department	48	27
Public Relations Department	56	32
Audit Department	25	14
<b>Total</b>	<b>302</b>	<b>172</b>

**Source: Human Resource Department at KTDC (2017)**

### **3.5 Data Collection**

The primary data were collected through use of a questionnaire. They were given to participants during hours of work and they allowed the respondents to respond to questions asked. Questionnaires were appropriate as a means of data collection because they guaranteed the confidentiality of all the people who responded. Items found in the questionnaires had the purpose of extracting background information together with strategic responses applied by the company.

### **3.6 Data Analysis**

The procedure of analyzing the data obtained involved various stages which were editing of completed questionnaires to ensure consistency and completeness, and then coding

was done after thorough checking for omissions and errors. Descriptive and content analysis was the done after which coding was undertaken and an analysis through the utilization of the Statistical Package for Social Sciences (SPSS) program was done and the outcomes presented using pie charts and tables for a clear depiction of the findings from the research.

## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

### **4.0 Introduction**

This chapter gives an analysis of the data that was collected on demographic characteristics of the respondents and the perception of employees to their involvement in formulation of strategic policies for management of human resources. Analysis of collected data was carried out through inferential and descriptive statistics and results tabulated in summaries after which discussions to their implications were undertaken.

### **4.1 Response Rate**

A figure of 172 questionnaires was circulated and 102 were collected having been filled completely. This constituted a response rate of 59.3%. This was above the 50% which is considered adequate in descriptive statistics (Mugenda and Mugenda, 2003).

**Table 4.1: Response Rate of Respondents**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Actual Response</b>	102	59.3
<b>Non-Response</b>	70	40.69
<b>Total</b>	<b>172</b>	<b>100%</b>

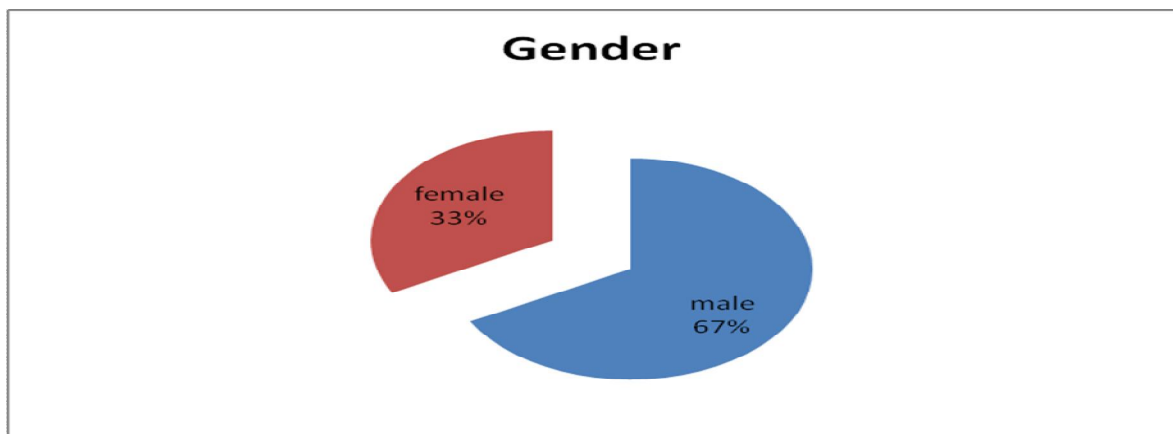
### **4.2 Demographic Characteristics of the Respondents**

This section shows the personal details of the participants and it provides data regarding the study and is necessary for the determination of whether the individuals in a particular study are a representative sample of the target population and testing appropriateness of respondent in answering the questions for generalisation. The studies aim was to find out

the respondents demographic characteristics because they are categorical variables that give primary insight concerning the respondents. The study considered different characteristics including gender, age, their highest level of education attained and their work experience.

#### 4.2.1 Gender of the respondents

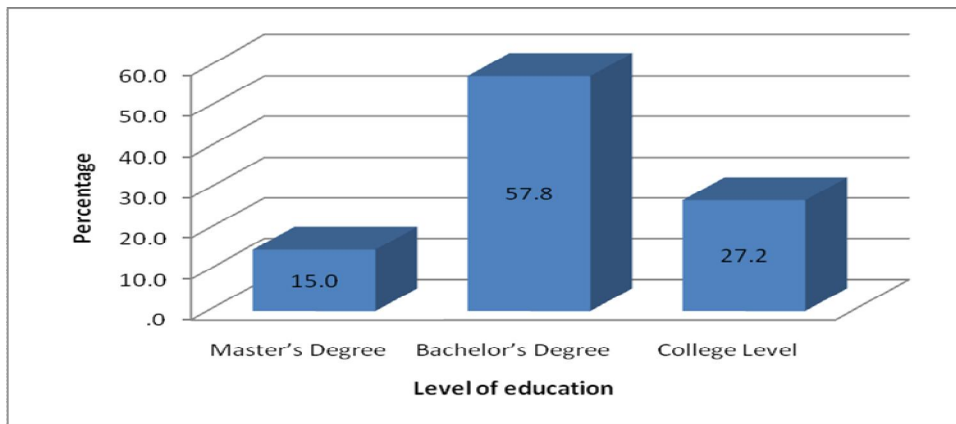
**Figure 4.1: Gender**



The results depicted in figure 4.1 show a majority of the respondents to have been male at 67% while female were 33%. This indicates that majority of staff in KTDC were male. The percentages may raise the issue of gender equity in public institutions in this country, but that is outside the scope of this study. A study on USA public organizations established that there are no differences in the abilities of men and women in performing tasks and only different perspectives are observed on the perception of employees to their engagement in development of strategic policies for management of human resources through their increased sensitivity to others (Robbins *et al.*, 2005).

#### 4.2.2 Highest Educational level

Figure 4.2: Highest Educational level



Majority of the respondents 57.8% had attained their Bachelor's Degree; this was followed by 27.2% who had attained College Level of education while 15% had attained Master's Degree. These findings concur those of Owiye (1999) who established that majority of employees who run public organizations are highly educated and that there is evidence linking education and performance in at Kenya tourist development corporation.

#### 4.2.3 Respondents Rank in the Organization

Figure 4.3: Respondents Rank in the Organization

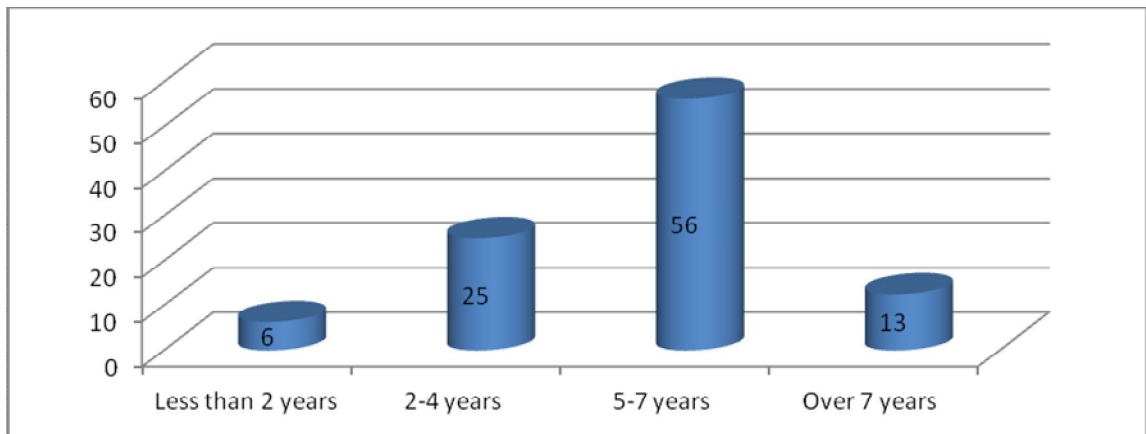


The results show that majority 43% of the respondents were operational staffs, this was followed by managers 36%, and support staff 18% while directors were 3%.

#### 4.2.4 Respondents Length of Service in the Organization

Figure 4.4 shows the duration the employees have worked in their respective organizations where a majority (56%) have worked in the their firms for periods of five to seven years, 25% have worked for periods of two to four years, 13% have worked for over 17 years while the rest (6%) had served in their respective organization for less than 2 years. These findings show that a majority of participants had adequate experiences working in their organizations and therefore had knowledge of the information sought by the study about the organization.

**Figure 4.4: Respondents length of service in the Organization**



#### 4.3 Employee Perception on Involvement in Formulation of Strategic Human Resources Management Policies

The goal of the study was to decide on the extent of employee perception of the extent of involvement in formulation of strategic human resources management policies at Kenya tourist development corporation. The respondents of the study were required to indicate to what extent they agreed with various factors on employee involvement in



implementing and influencing strategies for human resources. A Likert scale was used to rate responses and the presentation is done in Table 4.2 below. Rating was done on a 5 point Likert scale with ranging starting from one to five. 1 represented those who strongly disagreed while 5 represented those who strongly agreed. Scores of strongly agreeing and disagreeing were taken to mean non-agreement and were equivalent to scores of 0 to 2.5. Neutral scores represented acceptance to the statement and were equal to means scores ranging from 2.6 to 3.4. Scores of agreeing or strongly agreeing represented highly agreed statements and were equal to scores ranging from 3.5 to 5. Table 4.2 indicates the research findings.

**Table 4.2: Employee Perception on Involvement in Formulation of Strategic Human Resources Management Policies**

<b>Statements</b>	<b>Mean</b>	<b>Standard deviation</b>
There are clear horizontal and vertical communication channels like staff meetings, emails and retreats etc.	2.8372	.37097
The company HR makes sure line management puts into consideration workforce issues in processes of business strategy formulation.	3.0465	.48961
The company is accustomed to investing in HR practices for the delivery of results valuable to the business	2.4419	.33356
Reaching out by different work groups in your company to support and help each other is common	2.7442	.47372
The department of human resources makes sure activities/programs are directly and clearly linked to specific objectives and business impacts that require achievement by line functions	3.1628	.34548
Skills of employees are developed by the company through	2.9302	.43269

modern solutions and technological practices		
Individual business unit core values that are compatible with the company's overall values are identified by the HR in case value propositions substantially differ between units	3.0000	.38680

From the research findings, the employees responded on whether the department of human resources makes sure activities/programs are directly and clearly linked to specific objectives and business impacts that require achievement by line functions by strongly agreeing with a mean of 3.1628 and a standard deviation of 0.34548. This was identified to be the most significant factor on employee perception on involvement in formulation of strategic human resources management policies. Other significant factor was that the HR advocates to line management for workforce issues to be given consideration during the formulation process of business strategies (mean= 3.0465, SD= 0.489); and individual business unit core values that are compatible with the company's overall values are identified by the HR in case value propositions substantially differ between units (mean= 3.0000, SD= 0.386).

Respondents moderately agreed to other statements among them: Skills of employees are developed by the company through modern solutions and technological practices (mean= 2.9302, SD= 0.433); There are clear horizontal and vertical communication channels like staff meetings, emails and retreats etc. with a mean= 2.8372, SD= 0.489; and reaching out by different work groups in your company to support and help each other is common with a mean of 2.7442. The least significant factor was the the company is accustomed to investing in HR practices for the delivery of results valuable to the business with a mean of 2.4419, SD= 0.333. The findings agree with Storey (2002) that employee perception

on involvement in formulation of strategic human resources management policies is very important in any organization.

#### 4.4 Rating of factors on strategic Human Resource Planning Practices

**Table 4.3: Rating of factors on strategic Human Resource Planning Practices**

<b>Statements</b>	<b>Mean</b>	<b>Standard deviation</b>
Aligning human resource planning practices to strategic planning	3.4419	.29589
Designing the human resource management system in strategic planning	3.3953	.25971
Workforce planning	3.0930	.31760
Planning human resource performance	3.3488	.38604
Planning for sustenance of Organizational competence and performance	3.4186	.36306

On factors relating to strategic human resource planning practices, respondents strongly agreed that aligning human resource planning practices to strategic planning and planning for sustenance of Organizational competence and performance, were strongly agreed with a mean=3.4419, SD=0.2958 and mean=3.4419, 3.4186, SD=0.363 respectively. Other significant factors were: Designing the human resource management system in strategic planning (mean= 3.3953, SD=0.259); Planning human resource performance (mean= 3.3488, SD=0.386) and Workforce planning with a mean=3.0, SD=0.317. They agree with Stephen *et al* (2008) that organizations must rate factors on strategic human resource

planning practices. The opportunities for cost savings and partnerships improvements can be enormous as the impact on margins and bottom line is considerable.

#### 4.5 Rating of factors on employee participation

**Table 4.4: Rating of factors on employee participation**

<b>Statements</b>	<b>Mean</b>	<b>Standard deviation</b>
I have the opportunity to be involved in decision making within this organization.	3.0000	.28680
I have the opportunity to give my opinion on work related issues.	3.4419	.39589
In a working meeting, I am involved in the decisions that are made.	3.2558	.38961
Through the works council I am able to participate	2.9302	.30357
I have sufficient knowledge of the policies and views in the organization	3.4419	.29589

Respondents of the study strongly agreed to the statements that they could contribute their opinions on issues related to work and that they have sufficient knowledge on the policies and views in the organization both of which were supported with a mean of 3.4419 and SD=0.395 and 0.295. These were the most significant factors on employee participation. Other factors regarded as influential were; during working meetings, employees are involved in the decisions that are made (mean= 3.25, SD=0.389) and employees being given opportunities for involvement in making decisions in the organization was also supported with a mean of 3.0 and SD=0.286. However, regarding the statement on through the works council employees are able to participate, respondents rated lowly significant with a mean of 2.9 and SD= 0.303. These findings imply that

through employee participation, organizations can improve competitive positioning, gain entry to new dynamic markets (Selden *et al.*, 2000).

#### **4.6 Strategic human resource planning practices**

Respondents of the study mentioned a number of management practices based on competencies during integration of business planning with planning of human resources by letting organizations assess the capacity of human resources through comparison of competencies with capacities required to achieve the mission, vision and organizational business goals. Human resource targeted programs, strategies and plans to address staffing, career development or succession management gaps are the developed, designed and implemented to remove the gaps.

They agreed that their practices and programs should be evaluated and monitored regularly to ensure they are taking the organization in the required direction and that competency gaps of employees are closed and needed corrections made. Planning of human resources is an ongoing process where systematic planning is done to ensure adequate use of human resources who are the most valued properties of the company. Planning of human resources aims to provide the best fit between jobs and employees while also avoiding spares or shortages in the workforce. The planning process of human resources contains three essential elements which are labour supply analysis, labour demand forecasting and balancing labour supply with projected labor demand.

#### **4.7 Discussion of Findings**

The study sought to assess the employee perception on involvement in formulation of strategic human resources management policies as the first objective of the study. The study sought to assess strategic human resource planning practices as the second objective of the study. From the study findings, it was clear that the organization offered performance appraisal system, performance management systems is implemented in the organization, the performance management system is used to measure performance, criteria on performance evaluation is clear and easily understood, performance management system is consistent and fair, employee feels secure due to the system of managing performance and performance management is clearly communicated was also strongly agreed. Employee perception and involvement training and development practice and discipline administration were the main human resource management practices exercised by majority of the organization. These finding conforms to that of Reynolds et al, (2002) that the learning process enables individuals to construct new skills, knowledge and capabilities while training is an organizational response undertaken to enhance the learning process. The study findings also concurs to those of Armstrong (2009) that training processes that are efficient are systematic and are specifically planned, designed and implemented to satisfy identified needs and should be provided by training professionals and evaluated to determine the impact of the training

On involvement of employees in the implementation of systems of performance management in Kenya Tourism and Development Corporation, the study found that employees are involved in implementation of performance management system, employees are involved in setting performance objectives, performance objectives set are

discussed and agreed, the supervisor guides them in performance management process, they are evaluated objectively during performance appraisal, feedbacks are provided regularly during the appraisal period, performance management system is used to enhance individual performance, training is provided to support implementation of performance management system and performance gaps are identified through performance management system are addressed. These findings are similar to findings by Rowden, (1999) that senior managers believe that by allowing employees to determine the decisions they make, the organization includes them in deciding its future. Culture, structure and commitment of the organization and managers at lower levels have the ability to hinder or encourage strategy implementation. According to William and Adam Smith (2006) this is particularly evident in decentralized and loosely controlled organizations that require levels of consultation and communication to ensure co-operation.

The study found that organization frequently reviews human resource policies and procedures as well as recruiting and selecting suitable employees on the available job vacant hence contributing to good performance. The study also found that customer satisfaction; increase production and improved working environment were some of the impacts realized by the application of practices of managing human resources in the organization. These findings were consistent with that of Othman et al. (2001) who established that performance evaluations are developed and designed with an intention to improve employee performance in their work and to improve their competencies during training while also advising them on the appropriate behaviors in the organization or work station. The study also established that training programs were formulated,

according to the perception of employees, to reduce incompetency costs and improve organizational performance. These finding is in line with Hair (2003) which agrees that the extent of employee perception of the extent of involvement in formulation of strategic human resources management policies determines the success of that organization and its general performance in the market that it is operating in.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter contains data finding summaries, the recommendations, conclusions, limitations and further research suggestions. It also makes suggestions and recommendations for further study.

#### **5.2 Summary of the Findings**

From the study findings, it was clear that the organization offered performance appraisal system, performance management systems is implemented in the organization, the performance management system is used to measure performance, criteria on performance evaluation is clear and easily understood, performance management system is consistent and fair, employee feels secure due to the system of managing performance and performance management is clearly communicated was also strongly agreed. Employee perception and involvement training and development practice and discipline administration were the main human resource management practices exercised by majority of the organization.

On involvement of employees in the implementation of systems of performance management in Kenya Tourism and Development Corporation, the study found that employees are involved in implementation of performance management system, employees are involved in setting performance objectives, performance objectives set are discussed and agreed, the supervisor guides them in performance management process, they are evaluated objectively during performance appraisal, feedbacks are provided

regularly during the appraisal period, performance management system is used to enhance individual performance, training is provided to support implementation of performance management system and performance gaps are identified through performance management system are addressed

The study found that organization frequently review human resource policies and procedures as well as recruiting and selecting suitable employees on the available job vacant hence contributing to good performance. The study also found that customer satisfaction, increase production and improved working environment were some of the impacts realized by the application of practices of managing human resources in the organization. The study also established that training programs were formulated, according to the perception of employees, to reduce incompetency costs and improve organizational performance.

### **5.3 Conclusions**

The study concluded that Kenya Tourism and Development Corporation have set human resource management practices where one of the main roles is to offer development and training programs that improve competencies of employees. On the same, the study concluded that employee perception and involvement were the main practices of managing human resources that most organizations practiced.

With regard to organizational performance and practices of human resource, the study concluded that good practices of human resource management contributed to the employees good performance by frequently reviewing procedures and policies for human resources and selecting and recruiting employees suitable for the needs of the organization. In addition, the study found that practices of human resource management

enabled realization of customer satisfaction, improved environments for working and increased production in the organization.

On employee perception, the study concluded that organization formulate training program with aim of improving organizational performance and reducing incompetency costs. Inclusively, the study concluded that there was relationship between employees training and their level of performance within the organization where trained staffs perform well than those who have never attended any training session.

#### **5.4 Limitations of the Study**

The main limitation of the study was time, the period offered by the institution was short. Most of the respondents who were interviewed did not have a clear sense about performance management programs in Kenya Tourism and Development Corporation and it was a bit difficult to explain the target of this research to the respondents. Some of them viewed the requested data as confidential for them and somehow unreachable. Not all respondents answered the questionnaire hence the result could be more realistic if the researcher got responses from all respondents.

#### **5.5 Recommendations**

The study recommends that proper employee directives are given by performance appraisals to enable employee competency and efficiency improvement as well as maintenance of standards by the organization. Employee initiatives and increased use of HRM practices can also enable achievement of organizational objectives. Additionally, the organization should consider employees as an asset and not as a liability by reviewing policies set regarding their welfare and relate them to the market need in order to ensure

effective service delivery that enhance customer satisfaction hence maintenance of good reputation in the market.

On employee perception, outputs that are uniform can be achieved through training of all employees in the organization on strategic issues that direct them towards common objectives. Likewise the study recommended executives to set training sessions where staff could attend training session in order to update them on current strategies adopted by the organization in order to improve their performance.

#### **5.6 Suggestions for Further Study**

Additional research needs to be done on the impact of the employee recruitment and retention in organization performance so as to know both positive and negative effects that are reliable. Further research also needs to be done on the influence of employee perception on strategic human resource practices by focusing on other sectors rather than tourism and hospitality industry so as to gain reliable information which shows how the real situation is like in all sectors.

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## APPENDIX I: QUESTIONNAIRE

This questionnaire is to gather data for purely academic reasons. All information will be treated with stringent confidence. Do not put any name or credentials on this questionnaire. *Answer all questions as indicated by either filling in the blank or ticking the option that applies.*

### SECTION A: PERSONAL INFORMATION

- 1) What is your gender? (tick one)  
Male  Female
- 2) Age(tick one)  
20  20 to 30  30 to 40  40 and above
- 3) What is your educational background  
Certificate  College level   
Undergraduate  postgraduate
- 4) What is your Rank in the Organization  
Director  Manager   
Operational  Support Staff
- 5) How long have you been working in your present capacity?  
Less than 2 years  2 to 4 years  5 to 7 years  Over 7 years

### EMPLOYEE PERCEPTION OF THE EXTENT OF INVOLVEMENT IN THE FORMULATION OF STRATEGIC HUMAN RESOURCES MANAGEMENT POLICIES.

- 6) To what extent are employees involved in the implementation of strategic human resources  
Very low extent   
Low extent   
Moderate extent   
High extent   
Very high extent



7) To what extent do you agree with following factors on employee involvement implementation of strategic human resources

	Strongly disagree	disagree	neutral	agree	Strongly disagree
The firm has perfect vertical as well as horizontal communication channels (emails, staff meetings, retreats, etc).					
HR at your firm guarantees that line management contemplates workers issues during the business strategy formulation process.					
The firm spends in HR practices that provide valuable business results					
At your firm, diverse work groups reach out to help and support each other.					
The HR department guarantees that programs/activities relate openly and unswervingly to particular business effects and objectives the line functions are essential to attain					
The firm tries to grow the expertise of its workers in modern technological practices as well as solutions					
HR classifies central values for each business units compatible with those of the general firm where value propositions vary considerably amongst units					

8) Does your company train employees on how they can get involved in strategic Human Resource Planning Practices

Yes ( ) No ( )

9) Rate the following factors on strategic Human Resource Planning Practices that are done by Kenya Tourist Development Corporation

	<b>Strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>Strongly disagree</b>
Aligning human resource planning practices to strategic planning					
Designing the human resource management system in strategic planning					
Workforce planning					
Planning human resource performance					
Planning for sustenance of Organizational competence and performance					

10) Rate the following factors on employee participation

	<b>Strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>Strongly disagree</b>
I have the chance to be involved in decision making within this firm.					
I have the chance to give my opinion on work related issues.					
In a working meeting, I am involved in the decisions that are prepared.					
Through the works council I am able to Participate					
I am well informed of the views and policies of the firm					

11) Which are the other strategic human resource planning practices that are important in your department but have been omitted in question 1, please list below.

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12) Please list below the human resource planning practices that are being practiced in Kenya Tourist Development Corporation and feel should be changed in order to align with both the fast changing internal and external environment.

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**THANK YOU FOR YOUR TIME AND COOPERATION**