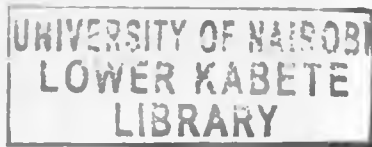# CHALLENGES FACING HUMAN RESOURCES MANAGEMENT AMONG INTERNATIONAL HUMANITARIAN RELIEF ORGANISATIONS IN KENYA

## NAMAMBWE EUNICE

## A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA) OF THE UNIVERSITY OF NAIROBI

### NOVEMBER, 2012

# DECLARATION

I declare that this research project is my original work and to the best of my knowledge it has not been submitted for the award of a degree in any other university.

Signature................................................Date...13$^{th}$/11/2012......

Namambwe Eunice                              REG. NO.: D61/60145/2010

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

Signature..............................................
Date....................13.11.12....................

Mr. Omondi George
University of Nairobi.

# DEDICATION

I dedicate this research project to my husband Peter Kintu and Children Bridget,
Calvin and Lisa

# ACKNOWLEDGEMENT

First I want to give thanks to the Almighty God without whose grace I would not have completed this course.

Secondly, my appreciations go to my family; my husband Peter Kintu and Children Bridget, Calvin and Lisa for their patience and moral support during the time of study.

I also give special thanks to my supervisor, Mr. George Omondi for his invaluable guidance and immense patience and counsel which enabled me complete my project.

Last but not least I give my sincere gratitude to my parents, sisters, brothers and friends for their infinite support throughout the course.

# ABSTRACT

Human resource management is distinctive approach to employment management which seeks to obtain competitive advantage through the strategic deployment of a highly committed and skilled workforce using an array of culture, structural and personal techniques. Human resource management is core in all the functions in an organization without involvement of which an organization can not perform its financial as well as operational functions properly. However, most organizations are faced with a myriad of challenges in their human resource management. The purpose of this study was to determine challenges facing human resource management in international humanitarian relief organisations in Kenya.

The study adopted a descriptive cross sectional census survey in which all the 60 international humanitarian organisations working in Kenya were studied. The study targeted the heads of human resource in the organizations. Data was collected using structured questionnaires. Descriptive statistics such as frequencies and means were used to analyse the data.

The study established that due to competition, attracting the right people for job openings was a major challenge to the organization. The study also established that high cost of training employees was a major challenge. The fluctuating foreign exchange and inflation have been cited as major challenge to the employee compensation strategy by the organizations. The study established that inadequate medical facilities were a challenge to the effective management of the health and safety in the organizations. The budgetary constrain has made difficult to implement the recommendations of the staff appraisal process in the organizations thereby making the performance management in the organizations not manageable. The study established that due to competition, attracting the right people for job openings was a major challenge to the organization. There was also dwindling budgetary allocation earmarked for human resource which has made the process of recruitment and selections difficult. The high cost of training employees was a major challenge to the human resource management. The organizations are also experiencing high employee turnover which is brought about by the employees looking for new pastures or due to poaching of trained staff by their competitors. The donors restrict the staffing cost besides the fluctuating foreign exchange and inflation has been cited as major challenge to the employee compensation strategy by the organizations. The study recommended that the organizations should adopt strategic human resource management, organizations top management should allocate more funds to the human resource department, and organizations should seek for more donors to be able to get enough funds for the staffing cost. Organizations should work with the host nations security apparatus to provide security to the employees.

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# CHAPTER ONE

# INTRODUCTION

## 1.1 Background to the study

A fundamental shift is occurring in the world economy today creating opportunities as well as presenting challenges and threats to organisations. Schuler (2000), as quoted by Eleni (2005), asserts that as we move progressively away from a world in which economies were relatively isolated from one another into an interdependent global economic system, were are witnessing the rapid appreciation for and development of all aspects associated with and effected by human resource management. Managing human resources has become critical to the success of all organizations irrespective of their sizes. While the emerging international economy creates opportunities it also presents challenges and threats with which yesterday's business managers did not have to deal with. Managing human resources has become critical to the success of all companies, large and small, regardless of industry (Combs *et al.*, 2006). The more effectively a firm manages its human resources, the more successful the firm is likely to be.

Globalization, changing demographics, skills gaps, and worker shortages can have a profound effect on a nation's ability to maintain its competitiveness (Laprade, 2006). Without a well-trained and well prepared labor force, organizations lose the ability to compete both nationally and internationally, resulting in decreased economic success. Rapidly advancing technology has contributed also to this constant pressure for speed, innovation, and change. Employees need to have a wide variety of technical and interpersonal workplace skills and competencies to be able to work with advanced

technologies and function optimally in today's high performing organizations (Fernandez, 2001). Schuler (2000) noted that today it would be difficult to imagine any organisation achieving and sustaining effectiveness without human resource management programmes and activities.

### 1.1.1 Human Resource Management

Storey (1995) as quoted by Alan Price (2007) looks at human resource management as a distinctive approach to employment management which seeks to obtain competitive advantage through the strategic deployment of a highly committed and skilled workforce using an array of culture, structural and personal techniques. It is very important that human resource managers need to design strategic approaches that are desirable in order to give a sense of direction and purpose and as a basis for the development of relevant and coherent human resource policies and practices. The human resource function needs to embrace human resource strategies as their approach for organisations to ensure that they effectively use their people to accomplish their missions.

Human resource management enables working people and the organisation which uses their skills to agree on the objectives and nature of their working relationship and ensures that the agreement is fulfilled (Torrington, Hall and Taylor 2005). This shows the strong relationship between the two as organizations need people to function properly in a competitive environment and on the other hand people need organisations to maintain their standards of living as employees work in exchange for compensation, security and their general well-being. Human resource management therefore demands reflective strategic approach, which requires that the human

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resource manager understands the objectives of the organisation and responds innovatively to the dynamics of the environment (Murambi, 2002).

Dessler (2011) observes that human resource management is the process of acquiring, training, appraising and compensating employees and attending to their labour relations, health and safety, and fairness concerns. The human resource manager plays a central role of assisting organisations in identifying the organisation's demand for the human resource and devising means to ensure that a sufficient supply of labour is available to meet the demand. It is the duty and responsibility of the human resource manager to perform the functions of planning, recruitment and retaining qualified employees, training and developing a competitive workforce, conducting performance management and compensation. Murambi (2002) observes that human resource management demands reflective strategic planning, which requires that the human resource manager understands the objectives of the organisation and responds innovatively to the dynamics of the environment.

## 1.1.2 Challenges Facing Human Resource Management

Human resource management is core in all the functions in an organization without involvement of which an organization can not perform its financial as well as operational functions properly. Human resource has been linked to increased productivity, good customer service, greater profitability and overall organizational survival (Welbourne and Andrews, 2005). The pace of globalization has however, continuously making enterprises face competition from all fronts. Human resource management is not left out in this transformation as it has to move along with the changing demands and this call for human resource managers to respond and deal

with emerging challenges. The management of human resources in an organization is complex since humans differ in terms of attitudes, values, aspirations, motivations, assumptions, psychology, and life goals (Eleni, 2005). Organizations have to grapple with trends-technological, competition for human resource and a shift towards a service society. The increased competition for globally mobile talents, changes in workforce attitudes, shifts in employer/worker relationship, changing labor laws, absence of occupation health and safety programs, and the high costs of retirement benefits all require organizations to come up with strategies that can help anticipate possible changes and new requirements for the future and make prior preparations.

The need to invest in training and development of employees has been underscored by some organizations and human resource managers with its emphasis on the importance of people and the skills they possess in enhancing organizational efficiency. Such human resource management concepts as "commitment" to the company and the growth in the "quality" movement have led senior management teams to realize the increased importance of training and development (Muhlemayer and Clarke, 2007).

Employee work environment need to be given prominence by the management of an organization. Employees need to balance life with work and this can be attained if the employer provides an enabling environment where good working conditions are availed to employees. A good way to help them achieve such balance is to offer flexible work arrangements which have been proved to meet the diverse needs of the workforce. According to Skinner (2009), flexible or non-standard working patterns have become a significant element of the reality of employment in many organizations and all the indications suggest that this challenge is set to continue.

Flexible working patterns are widely perceived to offer an effective way of combining successfully home and work commitments and to be a stepping-stone towards achieving equality of opportunity.

Employee relations approach providing fair and consistent treatment to all employees so as to enhance commitment to the organization. Companies with good employee relations are likely to have a human resource strategy that places high value on employees as organizational stakeholders. In addition, companies with strong employee relations benefit because their workforce is highly motivated to expend its best efforts (Gomez-Mejia et al., 2001). In exchange, employees expect to be treated fairly and to be recognized for their achievements. Human resource specialists play a crucial role in employee relations (Gomez-Mejia et al., 2001). Additionally, the management style of line managers directly affects employee relations, since line managers are crucial links to the human resource function and the ones who must orchestrate the distinctive skills, experiences, personalities, and motives of individuals. Managers also, must facilitate the interactions that occur within work groups. In their role, managers provide direction, encouragement, and authority to evoke desired behaviors (Eichinger and Ulrich, 2005). In addition, managers reinforce desirable behavior to the employees. The manager is an important source of knowledge about the tasks, the organization, and the human resource management policies, programs, and goals. The management style will influence which human resource management programs are communicated and implemented.

## 1.1.3 Humanitarian Relief Organisations in Kenya

Humanitarian relief organisations are non-profit making organisations that seek to save lives and alleviate suffering of crisis affected populations (UN report on Global

Issues, 2011). These organisations include the United Nations (UN), the Red Cross movement, and international and national non-governmental organisations (NGOs). Humanitarian relief organisations in Kenya have implemented projects since independence to the current day, working in partnership with the Government of Kenya on a number of developmental issues and providing aid to the vulnerable communities thereby promoting livelihoods. It is believed that the United Nations, through its humanitarian relief projects and agencies have played every important role for over the last 50 years in the development of Kenya (Mwaura, 2006).

Humanitarian Relief Organisations in this country have provided aid and relief services to various groups of people during difficult times. A good example on this aspect is the situation in the 1950 where UNICEF had to offer relief to the nomadic Maasai ethnic group during a demonstration at Olobelibel (Mwaura, 2006). Humanitarian relief projects implemented by organisations like Oxfam, UNHCR, Catholic Relief Services, CARE, Save the Children and World Vision have supported the government of Kenya in caring for hundreds of thousands of people who have fled to Kenya from neighbouring countries like Somalia and Sudan during periods of conflict in refugee camps like Dadaab and Kakuma by offering them food, shelter, medical services and education (UNHCR, 2010). In the recent past, humanitarian organisations operating in Kenya like Kenya Red Cross, UNICEF, Oxfam, WHO, Catholic Relief Services and World Vision responded swiftly in 2011 during the extreme drought conditions that exposed people in the areas of Turkana, Isiolo and other parts of north-eastern Kenya to famine and diseases like malnutrition in children (Oxfam Report, 2012).

The humanitarian operational environment is unique compared to the one other organizations operate in. It is significantly different from any other operating environment since all activities involved in this environment are all targeted towards the delivery of humanitarian assistance in whatever form irrespective of the risks or challenges involved. According to UNOCHA Annual Report (2011) there is no single organization that is able to deliver this assistance adequately on its own, hence there is need to coordinate and collaborate with other entities to achieve this objective. Towards this end and to facilitate engagement between various entities, inclusive and well-defined structures known as 'clusters', have been created. In the cause of providing their humanitarian services, the relief agencies experience has remained varied. Some operating areas have experienced political development, economic recovery and relative stability over the period with humanitarian access in general unhindered while other areas have reported incidences of the aid workers being targeted while other areas have remained dangerous and unstable in attempts to provide assistance and protection to the most vulnerable groups.

## 1.2    Statement of the problem

Ferris et al., (2009) noted that as organizations develop, they have to operate in an increasingly interconnected world and the training and development activities are going to support those changes and to the realization of organizational strategy. The management of human resource is however, complex and problematic because the individuals as workers hardly adapt or voluntarily embrace the objectives of the organization. As individuals, the employees have needs, aspirations, motivations, desires and interests which influence their behaviour at work but unfortunately these objectives are sometimes in conflict with the corporate objectives of the enterprise

(Eleni, 2005). As a result, employers face different types of challenges when dealing matters relating to employees. These challenges include; human resource planning, selection and recruitment; training and development; compensation; employee relations; health and safety as well as employee exit. Developing capable, motivated and supportive workers is essential for humanitarian relief organizations as they respond to emergencies. At the heart of each and every organization, the work force is central to emergency response. However, the management of human resources seem not to be an easy task as it involves quite a number of challenges according to the survey done by Price Waterhouse Coopers (2006) and this range from leadership development, managing cultural diversity, developing appropriate compensation package, health and safety matters, developing appropriate employee relations and the effects of globalisation like competition.

Humanitarian operations have become increasingly complex. Humanitarian Relief Organisations in Kenya are faced with an increase in the need to develop new approaches to respond to the rapid disaster assessments, deal with the changing donor roles, challenges in accessing populations in need and chronic conflicts (International Federation of Red Cross and Red Crescent Disaster Report, 2010). These organisations operate in areas that are sometimes arid and semi-arid, far from towns where there are no health facilities and other social services, impassable roads and insecure areas with criminal activities and sometimes far from police establishments making them operate in a unique environment in handling crisis. Towards the realization of relief organizations objective, human resources are expected to play an important role in developing appropriate strategies and also adapt to the ever challenging and unpredictable working environment.

A number of studies have been done on challenges of human resource management most especially on the policies and practice. Thathi (2008) studied human resource management challenges in the implementation of enterprise resource planning. The study findings included that there was a lack of proper consultation with stakeholders and lack of proper training on enterprise resource planning to staff. Maende (2010), in his study on human resource outsourcing practices among international non-governmental organisations in Nairobi focused more on the challenges and risks of human resource outsourcing. The study findings included that human resources outsourcing is happening in most human resources practices. On her part Akeyo (2011) studied on challenges managers face in the application of performance appraisal in human resource management. The study revealed that managers face a number of challenges that include lack of support from top management and lack of initiative to initiate and implement results of the appraisal making exercise. On the basis of the above and to the best of the researcher's knowledge, no study has been conducted to address the human resource management challenges that humanitarian relief organizations face in Kenya. This therefore leads to the research question; what challenges face human resource management among international humanitarian relief organizations in Kenya?

## 1.3    Objective of the study

To determine challenges facing human resource management in international humanitarian relief organisations in Kenya.

## 1.4 Value of the study

The findings of the study will help humanitarian relief organisations and especially the human resource departments to identify the gaps that may require re-evaluation and they will be able to make informed strategic decisions on issues affecting human resource management.

This study will contribute to the available body of knowledge and provide areas of wider understanding and consideration with regard to implementing the prescribed norms of human resource management in humanitarian organisations, especially during situations of emergencies and crises.

The study is expected to highlight key discourses of implementing traditional human resource policies in situations that require setting up emergency response teams to respond to crises and will provide areas that human resource professionals need to explore in order to develop comprehensive frameworks for ensuring effective human resource management in all types of organisations.

# CHAPER TWO

# LITERATURE REVIEW

## 2.1 Human Resource Management

Human resource management is a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective human resource management enables employees to contribute effectively and productively to the overall company direction and the accomplishment of organisational goals and objectives. Nzuve (2010) observes that traditionally, human resource management was known as personnel administration and has over the years changed names; for example, personnel management, manpower management and human resource management, which names simply mean more or less the same thing organisational function.

Armstrong (2006) defined human resource management as a strategic and coherent approach to the management of an organisation's most valued assets: the people working there who individually and collectively contribute to the achievement of the organisational objective. Human resource management is a distinctive approach to the management of employees as it seeks to obtain a competitive advantage through the strategic deployment of highly committed and skilled work force. Human resource management aims at ensuring that the organisation is able to achieve success through people. Storey (1995) as quoted by Armstrong (2006) defined human resource management as a distinctive approach to employment management that seek to obtain

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competitive advantage through the deployment of highly and skilled workforce, using an array of techniques.

Today, because of globalisation, there is a lot of pressure demanding a broader, more comprehensive and strategic perspective with regard to organisation human resources. This means that there is need for a longer–term perspective in managing and consideration of people as potential assets rather than variable costs. Matilu (2010) asserts that human resource management means employing people, deploying their capacities, utilising, maintaining and compensating their services in tune with the job and organisational requirement. Human resource management plays a very important role in managing, controlling, developing and maintaining workforce who significantly contributes to the existence and profitability of the organization. Human resource management is responsible for assisting the management for running the organisational processes efficiently. Human resource management is also responsible for attracting skilled workforce, and carrying out recruitment and induction procedures, training and development, and settlement of the employee in a particular work environment he/she is comfortable in.

According to Price (2000), a lot of academic literatures have forgotten the 'human' element in human resource management rather people have been tagged as a 'resource' along with other resources such as tables and chairs. Price (2000) believes that people cannot be discussed and treated in the same manner like equipment's. Due to globalisation, there is a lot of pressure demanding a broader, more comprehensive and strategic perspective with regard to organisation human resource. This means that there is need for a longer–term perspective in managing and consideration of people as potential assets rather than variable costs. Human resource management must

become strategic instead of operational, aligning the human resource function with the strategic needs of the organisation.

Matilu (2010) asserts that human resource management means employing people, deploying their capacities, utilising, maintaining and compensating their services in tune with the job and organisational requirement. Human resource management plays a very important role in managing, controlling, developing, and maintaining workforce who significantly contributes to the existence and profitability of the organization. Human resource management is responsible for assisting the management for running the organisational processes efficiently. Human resource management is also responsible for attracting skilled workforce, and carrying out recruitment and induction procedures, training and development, and settlement of the employee in a particular work environment he/she is comfortable in.

## 2.2 Challenges facing human resource management

The changing employee expectations pose several different challenges for human resource management professionals and therefore the human resource management (HRM) has to change as the business environment changes. It has to do this as a mixture of responding to changes in that environment and if predicting such changes and making proactive decisions about the nature of human resource management. The future is unpredictable and it is hard to determine what it will bring. It is important to be flexible and to acquire as much knowledge as possible to help cope with these uncertainties. Human resource (HR) managers need to synthesize issues relating to their core personnel functions with the general economic and business issues, whilst remaining in touch with technological development. Successful HR managers and departments have a significant strategic impact on their organizations. According to

Seyed (2003), companies today need to identify what their employees need. Companies with more than one location can no longer assume that all employees in all sites have the same needs. Employees have different needs that call for the establishment of a cost effective plan to provide for their needs. Employees' needs are static and ever changing (Dessler, 2011). Haslid (2008) asserts that human resource managers and organisations need to provide benefits based upon what the best particular fit is for the employee. This calls for companies to look at their total reward package in order to retain their skilled workers.

## 2.2.1 Human resource planning

In an attempt to ensure that organisation attract and retain skilled and valuable employees to meet changing service delivery needs, there are a number of challenges that impacts on organisation's endeavours to conduct human resource planning. Among the main challenges are: resistance by both employer and employees, forecasting the micro–environment, collecting the available information about the work force, labour laws and government regulations, capacity to develop the necessary systems and workplace diversity (Armstrong, 2009).

Human resource planning needs up-to-date data on employees in order to plan and implement changes effectively. Muoki (2011) noted that human resource planners need to know what human resources exist and the information about the capacity of the workforce; the number of employees, their salaries, professional qualifications and the professional development needs. However, the challenge is that this kind of information in most cases cannot be easily traced and is inaccurate especially in organisations that have not yet adopted human resource information systems.

According to Subba (2010), many employers resist human resource planning as they think that it increases the cost of manpower as trade unions demand for employees based on the plan, more facilities and benefits including training and development. The other assumption by employers is that they feel that human resource planning is not necessary as candidates are/will be available throughout the year due to the increasing rates of unemployment. Subba (2010) argues that trade unions and employees also resist human resource planning as they view it to increase the workload of employees and prepares programmes for securing human resources mostly from outside. Chew (2004) observed that employees and trade unions resist human resource planning because they view it as a practice that is aimed at controlling the employees through productive maximisation. Effective human resource planning calls for adequate preparation of all the stakeholders in the organisations to manage the changes that can be brought about by planning.

The changing labour laws and government regulations on employment are a challenge to human resource planning. Human resource planning requires organisation's knowledge on the national and international labour laws. Muoki (2011) asserts that human resource planners in any given organisation need to be aware of the union contractual terms and must be in compliance with the employment laws. The capacity to understand the new job competencies is needed to develop new staff roles and training of employees. Karuiki (2008) observed that the roles, functions and strategies of organisations and institutions often change in the process of organisational reform. This brings about changes in the entire organisational set-up calling for new structures, processes, procedures, skills and knowledge.

## 2.2.2 Selection and Recruitment

Pollitt (2007) note that the growing number of "baby boom"/old generation moving towards retirement with the insufficient number of younger workers to take their place let alone satisfy the requirements of a growing economy for more labour and different skills. Pollitt (2007) gives the example of United Kingdom (UK) where estimated forecasts into the state of the future workplace that in 2020 there will be three million workers over 50 years and fewer than one million under 50 years. The analysis of his argument is evident today, the consequence of these trends are already apparent in the workplace through the increasing competitive battle among individuals in possession of scarce skills, growing international dimension to recruit and internal mobility strategies of some companies and employer renewed focus on developing and retaining key employees.

Recruitment and selection has had cost implications on organisations. One strategy for addressing a recruitment shortage is to use a recruitment agency, advertisement among others to source and attract new candidates but this can be expensive (Armstrong 2006, Dessler 2011, Pollitt 2007). Pollitt (2007) argues that recruitment can be an expensive process especially if it drags on over a long period of time, so many organisations measure costs as they have to control internal budgets. Recruitment and retaining staff is particularly tough when human resource budgets are tightened. With human resource budgets constrained, organisations are forced to look for more cost-effective ways of improving key talent management processes. Organisations need to find ways of simultaneously reducing recruitment costs while improving their ability to attract the best talent and ultimately retain talented individuals.

Pollitt (2007) noted that many organisations lack a central repository to capture current employees' skills and capabilities in one place. This is important given that one of the reasons for most employees leaving organisations is not because of pay but lack of development opportunities within an organisation. Pollitt (2007) argues that organisations need to put in place systems that enable human resource managers to view employees' capabilities and skills across the workforce. This helps the organisation not only gain visibility into skills base but also able to identify internal candidates suitable for a vacant post and improve retention rates through greater internal mobility.

## 2.2.3 Training and development

Training and staff development tend to be a challenging process in many organisations. Santo and Stuart (2003) observed lack of support from top management and line managers towards training and development of employees. The extent to which training skills and learning are transferred to the job and workplace is strongly motivated by immediate supervisor's support in the transfer of learning process. However, the lack of support from top management and line manager's commitment, involvement and cooperation in the development of human resources has greatly affected the efficiency of human resource development systems. This has also affected the effective development of employees' learning and motivation (Gilley and Maycunich, 2000).

The high rate of labour mobility is also argued by some scholars like (Price 2007, Armstrong 2006, Haslid 2008, Harrison 2000), to be a major disincentive to the broad

provision of training and development and a barrier to employees' career development and enhancement. According to Debrah *et al* (2002) as quoted by Haslid (2008), the problem has been blamed for employees leaving organisations in search for new career prospects and also to the notion of "poaching" of employees especially in the context of South East Asia countries particularly Indonesia, Malaysia and Singapore (Debrah, 2002) as quoted by Haslid (2008). In some cases, some firms do not provide the training that employees need, but instead poach employees from other firms who have already been trained and developed by their prior employers.

Santo and Stuart (2003) observed that some organisations lack intellectual human resource development professionals as these practitioners are deemed to be important human capital in organisations. Unfortunately, the lack of intellectual human resource development professionals as Haslid (2008) asserts is regarded as impending the effectiveness of human resource development in most firms. Organisations need knowledgeable and competent human resource development personnel such as internal trainers with the expertise to train and develop employees within the organisation

## 2.2.4 Compensation

As the business environment becomes increasingly complex and global, organisations are facing the challenges of creating and maintaining effective compensation, given the cost constraints, need for greater professional expertise, organisational understanding, creativity and vision than ever before. According to Armstrong and Murlis (2004), there has been a dramatic increase in the diversity of compensation strategies and practices. Not too long ago, employees received basic salary which

employers probably described as competitive and a set of pre-established benefits which most organisations preferred to be comprehensive.

Today organisations are providing variable pay, hiring bonuses, lump sum recognition bonuses and group incentive plan. This has made compensation too costly for some organisations especially the small and medium organisations whose funding in most cases is unpredictable. Globalisation and the competition for skilled talents is a big challenge to most firms. There has been a significant rise in pay inequality between firms globally (Armstrong and Murlis 2004, Bernardin 2003). Employees like chief executive officers and technical employees receive average compensation which has more than tripled. Sometimes an average chief executive earns in a single day what a typical worker earns in a year. Chief executive officers' pay rates are increasing at a very alarming rate than those of an average worker when the fact of the matter is that the contribution of the individual worker is increasing sometimes faster than the contribution of the executive officers.

Managing environmental pay issues is another area of concern for organisations that operate globally. In some emerging markets, there simply isn't enough adequate market information available for organisations to have intelligence to make competitive compensation decisions. Mattson (2007) gives the example of Russia where compensation experts advise companies to privately fund studies for a small sample of key jobs. The argument is that as employees become aware of the regional differences in the compensation structures, some will campaign for similar rewards. Companies that give in to employee pressure for homogeneity, might end up with

very expensive plans and need to establish appropriate bonus levels that are competitive with the market.

## 2.2.5 Performance management

Performance management systems in most organisations lack top management support which makes the appraisers and appraisees not to take the process seriously. In some instances, supervisors and managers simply assume that motivated employees can make sure they do what is necessary to make self improvement. Unfortunately, some employees may need more structural support to make sure they follow through on their action plans. Findings and recommendations in the performance appraisals need to effected and supported by top management and there need to be laid down procedures to be followed. Akeyo (2011) notes that lack of support reflect negatively on the organisational management and can discourage the parties to the appraisal exercise. Organisations need to have policy documents on performance management and their implementation for it to be more effective.

Performance management systems in some organisations face the challenge of aligning compensation with performance management. Organisations need to reward individuals in accordance with performance appraisal. Compensation also needs to be aligned with organisation's culture and organisational strategies. Murgor (2010) notes that firms however, have to separate pay and performance review discussions. The main focus in the performance review discussion need to be basically on the individual's performance.

Budgetary constraints are another challenge that affects organisations in the application of performance management and appraisal. There is need to make available sufficient resources for the implementation of the recommendations, for example, in case of a call for training, it is obvious that resources have to be available to support the achievement of organisation and employee objectives. Akeyo (2011) argues that financial constraints may make organisations not to be able to prepare both the appraiser and those to be appraised through training on what is expected of them. This may leave the concerned parties in a dilemma as they may not be sure of what is expected of them in the whole exercise.

Evaluating performance competencies is a challenging process in performance management. Competencies represent a new level of discussions in most firms. Murgor (2010) urges that most firms are less comfortable discussing and giving feedback on behaviours simply because behaviour is more subjective and less quantifiable than objectives. Organisations need performance data, guidelines and policy documents for one to evaluate the competencies. There is a challenge of effective communication between the appraiser and the appraisee and the management in general. Effective communication and feedback make appraisees more committed to improving their behaviours especially when appraisees share their improvement goals with their appraisers. In some organisations, there is barely little time that employees spend some time writing out specific improvement goals and action plans and in some cases employees are left to figure out for themselves how to improve low rated work behaviours. Firms need to prepare their employees, sensitise them about performance management systems through publications like news letters, performance reviews, involving every body in the system and getting employee

views, concerns on performance management. In addition firms that design their own performance appraisal instruments can achieve greater employee acceptance and commitment if they include employees' input in the design of the instruments.

## 2.2.6 Employee relations

Employee relations have a number of challenges that call for organisations, trade unions and governments to address. Managers and human resource specialists must work in partnership to ensure that the communication policies and procedures bolster employee relations, since to develop and sustain such relations, employers must keep employees informed of company policies and strategies (Gomez *et al.,* 2001). The process of empowerment entails providing employees with the skills and authority to make decisions that would traditionally be made by managers (Ivancevich, 2001). The goal of empowerment is an organization consisting of enthusiastic, committed people who perform their work because they believe in it and enjoy doing it. This situation is in stark contrast to an organization that gets people to work as an act of compliance to avoid punishment, for instance being laid-off or qualifying for a pay check. Empowerment encourages employees to be creative and to take risks, which are key components that can give a firm a competitive edge in a fast-changing environment (Hymowitz, 2000). Empowerment is really a necessary tool to increase employee satisfaction, which will transfer into greater productivity and organizational effectiveness.

The profound changes occurring in the world of work and particularly in the labour market, have given rise to new forms of relationships which do not always fit within the parameters of the employment relationship. While this has increased flexibility in

the labour market, it has also led to a growing number of workers whose employment status is unclear and who are consequently outside the scope of the protection normally associated with employment relations. ILO (2004) argues that governments have a key role to play in creating an enabling institutional framework to balance the need for flexibility for enterprises and security for workers in meeting the changing demands of a global economy. At the heart of national policies to meet the social challenges of globalisation is a dynamic strategy for managing labour market changes.

The changes in the workers' status, mass redundancies and unbearable unemployment in most countries and organisations due to major financial crises, external debts, structural adjustment programmes and privatisation have affected employment relations. These realities have been reflected in deterioration in the conditions of employment and work. Today, because of the massive unemployment, workers are taken for granted in some organisations with regard to job security; 'you follow the trade unions and risk your job or work under hardship conditions to get a wage'.

According to International Labour Organisation Report (2004), there is a challenge of non-compliance with the labour laws by some employers. Traditional mechanisms to enforce labour laws are not used as they should be. Mechanisms and procedures to safeguard worker's rights are not adhered to. Enforcement of labour laws by administrative bodies like trade unions and judicial authorities is always affected by financial constraints and limited powers to discharge their obligations.

## 2.2.7 Health and Safety

Meswani (2008) noted the leadership mindset and lack of commitment to be one of the main challenges that most organisations face in occupation safety and health. In most emerging economies, there is little convergence of occupation safety and health with business. Business goals are mostly aligned with productivity and increase profits. Most organisations fail to recognise health and safety as a strategy enabler of sustained economic growth. Meswani (2008) observed that most organisations do not measure business performance with respect to occupational health and safety. As a result, there is no incentive for stakeholders to improve on the health and safety performance. Many organisations today view investing in occupation health and safety as a luxury or one of those things that are required for compliance.

The working population with low literacy rates and abysmal awareness of occupational health hazards is another challenge that employers are still facing world wide. There is need for employees to change their attitude of acceptance of injuries and accidents as part of life and to accept that accidents do occur in organisations. Burke and Signal (2010) and Meswani (2008), all noted that there is a short term focus on earning the daily bread which takes precedence over a safe work environment. There is need for employers to spread the awareness of occupational hazards to the large work population as they need to be sensitized to the long-term detrimental effects of the environment that they work in and what precautions can be taken to mitigate these effects.

Vandenberg *et al* (2002), observed the poor quality of assets or absence occupational health and safety equipments to address the demands of health and safety in some

organisations. Maswani (2008), stressed that for many organisations, medical check-up is considered as the "Be all" and "End all" of occupational health and safety. Commitment to organisational health and safety initiative need to start from top management to the bottom. Management need to be convinced of the economic benefits of occupational health and safety initiatives. Organisations need to make occupational health and safety an integrated part of performance measurement. Health and safety management programmes should include proactive measures like risk assessment, auditing, accident investigations, mock drills, benchmarking with leading companies, training and reliability programmes.

Age- related hazards in relation to age factor is a challenge to many organisations. According to Burke and Signal (2010), they observed that the young and inexperienced workers are still at greater risk of work-related accidents due to lack of proper training and inadequate supervision. International Labour Organisation report (2011), noted that the younger workers are more vulnerable to accidents as they lack experience, knowledge of safe working procedures, physical and psychological maturity to be able to see dangers ahead of them. The occupation safety and health of young workers continue to pose challenges that need to be addressed in organisational occupational safety and health strategies and programmes concerning specific preventive and protective measures and adequate training.

International Labour Organisation report (2011), noted the challenge of gender-mainstreaming into occupation safety and health. Occupational risks for men traditionally were better known since their assessment and prevention had previously focused on dangerous sectors dominated by male workers. However, today according to the International Labour Organisation (2011), women represent over 40% of the

workforce worldwide and this increasing proportion has led to a range of gender-related questions about the different effects of occupation safety and health risks on women and men. There are gender- related differences concerning the physical demands of heavy work, ergonomic design of workplaces and length of the working day. Vandenberg *et al* (2002), argues that organisations need to recognition of differences and diversity in promoting safer and healthier workplace for all workers. The effects of gender roles on health need to be more carefully explored to develop a better understanding in organisations.

## 2.2.8 Employee Exit

Organisations are facing the challenge of cost factor when employees exit. The rising cost of employee benefits in general and of post- retirement benefits in particular is beginning to reach crisis proportions. Calo (2005) noted that with such benefit cost increases threaten to erode corporate profits in the private sector and to increase taxes or reduce services in the public sector. These cost increases have contributed to changes in organisational patterns such as outsourcing, a shift to a greater use of part-time employees in order to reduce on the costs. Susanne and Stefan (2012), observed that companies spend a great deal of time and money recruiting and training employees and the cost of replacing staff members lost through retirement, dismissal or resignation are great. Susanne and Stefan (2012), urge that the monetary cost of replacing one employee is generally too high estimated to range on an average from 50% and 200% of the annual salary for the position and may even be higher in much specialised fields.

According to Parise (2006), human resource management is facing the challenge of knowledge transfer. As organisations begin to prepare for the transition of skilled and

dedicated professionals from their workforce, they need to ensure that the accumulated knowledge and skills of these valuable resources are retained by the organisation. Calo (2005) observed that when long-term valued employee retires, he/she often takes their accumulated knowledge and skills with them rather than leaving them behind by transferring that knowledge and skills to others. Susanne and Stefan (2012) noted that some organisations especially the small and medium sized, lack suitable resources in order to make full usage of their knowledge stock under the conditions of employee exit/ retirement. A critical need for organisations is to capitalise on transferring the expertise, skills and wisdom of the retiring professionals to others in the organisation and this process need to be planned and managed as a high organisational priority.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Research Design

This was a descriptive cross sectional census survey. This design is appropriate since all the units in the will be studied at the same time.

## 3.2 Population

The population study was all the international humanitarian relief organisations operating in Kenya. According to the United Nations Office for Coordination for Humanitarian Affairs (UNOCHA) report (2011), there were sixty (60) international humanitarian organisations working in Kenya. All the organisations were studied.

## 3.3 Data Collection

The study used primary data which were collected through self-administered questionnaire. The questionnaire consisted of two sections, A and B. Section A focused on demographic data which captured personal characteristics of an employee that influence organisational commitment. Section B focused on challenges facing human resource management. The respondents were the head of the human resource management function in the organisation. The questionnaire were administered using the drop and pick method.

## 3.4 Data Analysis

The data was analyzed by the use of descriptive statistics. Descriptive statistics such as frequencies and means were used to analyse the responses on the human resource challenges in the targeted organisations. These statistics provided the most significant and most important challenges that need elaborate solutions to be addressed by human resource managers.

# CHAPTER FOUR

# DATA ANALYSIS RESULTS AND DISCUSSIONS

## 4.1 Response Rate

A total of 60 heads of human resource in the International humanitarian relief organizations were sampled. Every respondent was given a questionnaire out of which 43 respondents responded by completing and returning the questionnaire. This gave a response rate of 71.6%. The collected data were edited and coded. Data analysis of the responses was done using frequency, percentages, mean score and standard deviation. Presentations were done in form of pie charts, bar graphs and tables.

## 4.2 Demographic data

The study sought to determine the names of the participating organizations, gender of the respondents, age, level of education, work experience with current employer and position in the organization. The results of the study are presented in the sections below:

## 4.2.1 Gender

Respondents were asked to indicate their genders. According to the findings presented in Figure 4.1, majority of the respondents (63%) were female while 37% were male. This may be interpreted to mean that there are more women than men working in the Human Resource Departments of most International Corporations.

**Figure 4.1: Distribution of Respondents by Gender**
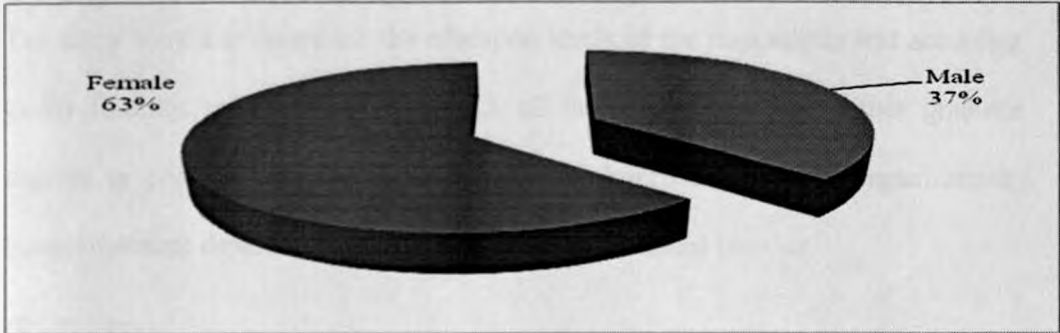


Source: Research Data (2012)

## 4.2.2 Age

Respondents were asked to indicate their ages and according to findings in Figure 4.2, 49% of the respondents were aged between 41 and 50 years while 33% of the respondents were aged between 31 and 40 years. The results show that there were no youthful respondents as no respondent was aged below 30 years. This could be attributed to the fact that these were heads of the human resources departments.

**Figure 4.2: Distribution by Age**
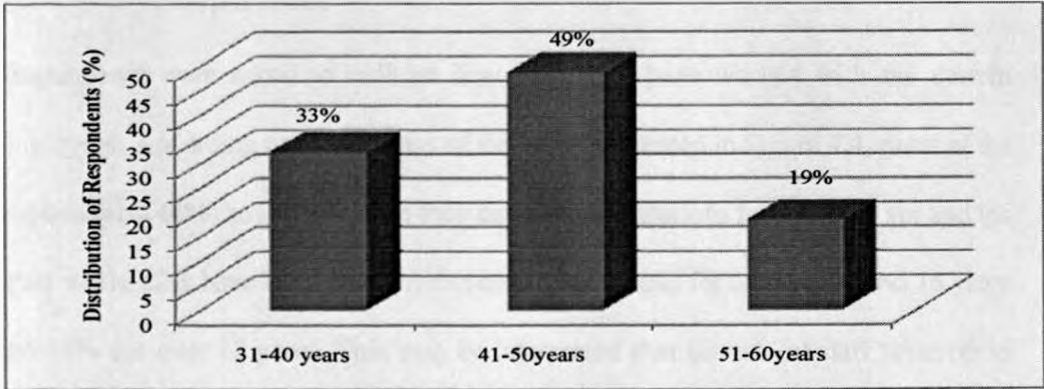


Source: Research Data (2012)

### 4.2.3. Highest Level of Education

The study sought to determine the education levels of the respondents and according to the findings presented in Figure 4.3, all the respondents have either graduate degrees or post graduate degrees. This may be interpreted that the organizations' human resource departments are headed by highly educated persons.

**Figure 4.3: Highest Level of Education**
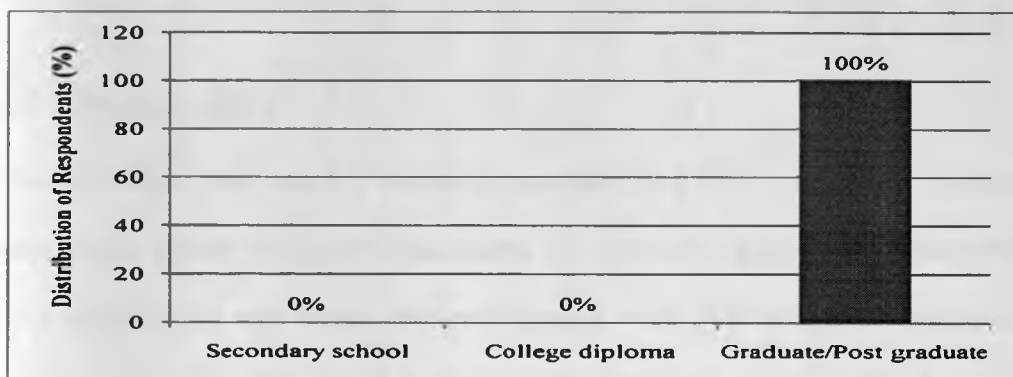


Source: Research Data (2012)

### 4.2.4 Work Experience

Respondents were asked to indicate how long they have worked with the current employers. According to the findings of the study presented in Figure 4.4, most of the respondents (44%) have worked in their current organizations for between six and ten years while 12% have been with the current organizations for between 11 and 15 years and 14% for over 15 years. This may be interpreted that the rate of staff turnover in the organization is very low considering that most staff have been with the organizations for more than 5 years.

**Figure 4.4: Experience with Current Organization**
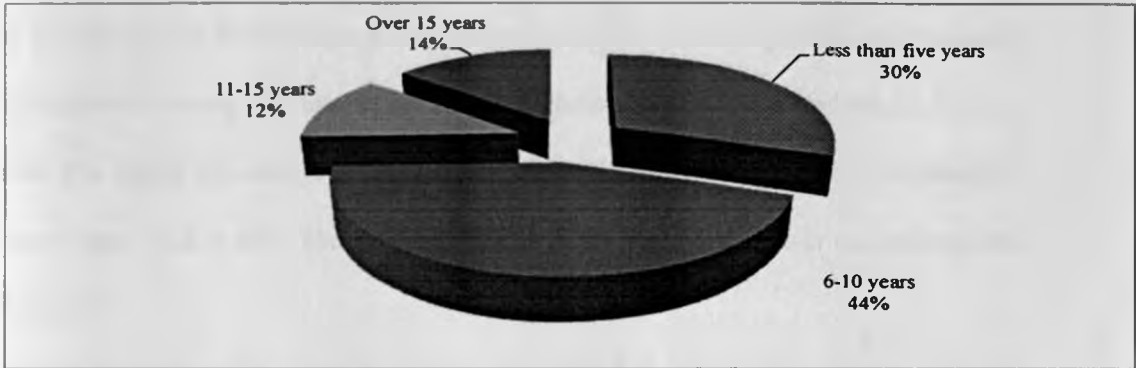


Source: Research Data (2012)

## 4.2 5 Position Held

The respondents were asked to indicate the positions they held in the human resource departments in their respective organizations. The results in Figure 4.5 show that 42% of the respondents were human resource managers while 26% were senior managers in the departments. The results show that 23% of the respondents were technical officers.

**Figure 4.5: Position Held in the Organization**
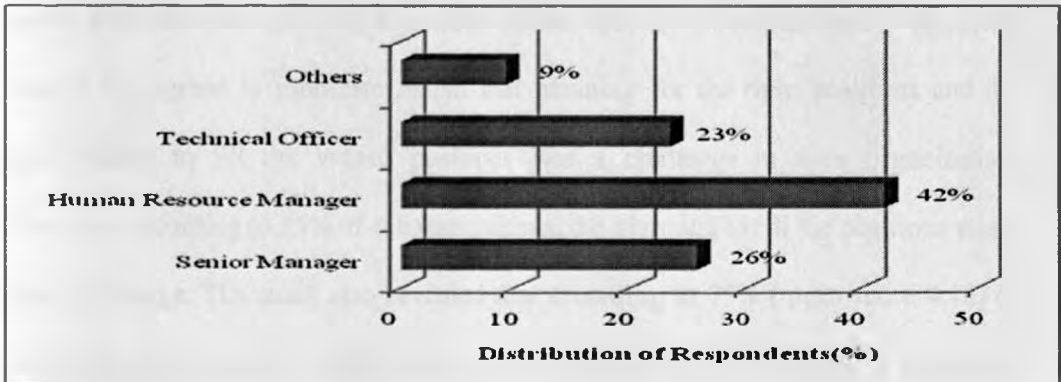


Source: Research Data (2012)

## 4.3 Challenges Facing Human Resource Management

In this section the study sought to determine the challenges facing the human resource management among the International Humanitarian Relief Organizations in Kenya. This was tested on an a five point likert scale of 'very great', 'great', 'moderate', 'small' and 'not at all'. The findings of the Study are presented in the subsequent sections.

The respondents were asked to indicate the extent to which they agreed with the statements regarding the general challenges facing the organizations. The findings of the study show that all the respondents (mean score 4.42) agreed to a great extent that there were many expectations from potential employees to the organization. The results further show that most of the respondents (51%, mean score 3.56) agreed to great extent that the changing competitive demands in the job market had affected the organizations' management of human resource. While 30% of the respondents agreed t great extent that due to internationalization of the job market, potential candidates for employment in their organizations appeared to opt for assignment elsewhere, 37% agreed with this statement only to a small extent. Most of the respondents (44%, mean score 3.16) agreed to moderate extent that planning for the right positions and the right people to fill the vacant positions was a challenge in their organization. However, according to 35% of the respondents, the planning to fill the positions was a great challenge. The study also revealed that according to 75% (mean score 4.16) of the respondents agreed to great extent that there was limited willingness of competent staff to work in hardship field stations.

## 4.3.2 Recruitment and Selection

The study sought to establish the recruitment and selection challenges faced by the human resource management of the International Humanitarian Relief Organizations. The findings show that most of the respondents (68%, mean score 3.84) agreed to great extent that attracting the right people to apply for job openings was a major challenge to the organizations. The results show that 51% of the respondents (mean score 3.37) agreed to a great extent that the growing dimension to recruit internationally was a challenge. The results of the study show that most of the respondents (47%) agreed to a small extent that reduced number of potential employees with requisite competence was a challenge while 42% agree to great extent that it was a challenge. The study results show that 68% of the respondents agreed to great extent that inadequate budget earmarked to human resources was a challenge to the management of human resource. The results show that 30% of the respondent agreed to great extent that lack of a central repository (database) to capture employee skills and capabilities was a challenge. The results of the study could be interpreted to mean that recruitment and selection was a major challenge to the human resource management in the international humanitarian relief organizations. These findings agree with Pollitt (2007) that there exists a competitive battle for individuals in procession of scarce skills, international dimension to recruit and internal mobility strategies of some companies and employer renewed focus on developing and retaining key employees. The findings also agree with Pollitt (2007) who noted that one of the human resource challenges facing most organizations is the lack a central repository to capture current employees' skills and capabilities in one place.
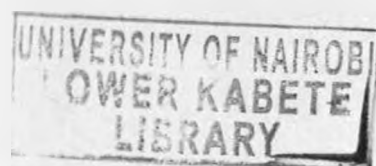
### 4.3.3 Training and Development Challenges

The study sought to establish the training and development challenges faced by the human resource management of the International Humanitarian Relief Organizations. The findings show that 79% (mean score 4.05) of the respondents agreed to great extent that the high cost of training was a challenge. The results further show that most of the respondents (49%, mean score 3.42) agreed to great extent that high rate of staff turnover was a challenge to the organizations while 30% indicated that high employee turnover was a challenge only to moderate extent. The results show that 73% of the respondents agreed to great extent that limited donor support for training and staff development was a challenge to the organizations human resource management. The study findings revealed that according to 74% (mean score 4.09) of the respondents 'poaching' of trained employees by other organizations was to a great extent a challenge to the human resource management. However, the results show that according to 49% of the respondents, lack of competent human resource trainers to train and develop staff was a challenge to the management of human resource only to moderate extent. The findings of the study may be interpreted to mean that training and development in the international humanitarian relief organizations was a major challenge in the management of human resource in these organizations. The findings of the study agree with Price (2007), Armstrong (2006), Haslid (2008) and Harrison (2000) who noted that organizations are experiencing a high rate of labour mobility. The study findings agree with Debrah et al (2002) the problem training and development has been blamed for employees leaving organisations in search for new career prospects and also to the notion of "poaching" of employees

### 4.3.4 Employee Compensation

The study sought to determine the extent to which the human resource compensation was a challenge to the management of human resource in the International Humanitarian Relief Organizations in Kenya. According to the results 72% (mean score 3.93) of the respondents agreed to great extent that donors' restrictions on staffing costs was a challenge to the management of the human resource compensation. The results further show that 68% (mean score 3.67) agreed to great extent that inflation and foreign exchange fluctuations was a challenge to the employee compensation in the organizations. The results show that competitive pay rates of other organizations that compete for the same talent was a great challenge to the organization according to 66% (mean score 3.84) of the respondents. However, majority of the respondents (65%, mean score 3.14) agreed only to moderate extent that government regulations and policies were a challenge to the employee compensation. The findings are interpreted to mean that the human resource compensation was major human resource management challenge in the organizations.

### 4.3.5 Employee Retention

The study sought to determine that employee retention challenges that faced the International Humanitarian Relief Organizations. The findings show that according to most respondents (47%, mean score 2.91) employee desire to form trade unions was not a significant challenge to the human resource management. The results also show that 47% (mean score 2.95) of the respondents did not think that limited knowledge among staff on organisation's regulations and entitlements were of any significance to the human resource management. The study results show that most respondents (42%, mean score 3.33) agreed to moderate extent that limited staff welfare and mediation

programmes was a challenge, while 44% (mean score 3.58) agreed to moderate extent that Lack of trust between senior managers and staff was a challenge. These findings may be interpreted to mean that employee retention was not a major challenge in the human resource management.

## 4.3.6 Health and Safety

The study sought to establish the health and safety challenges facing international humanitarian relief organizations. The findings show that 42% of the respondents agreed to great extent that lack of adequate medical facilities in upcountry field stations was a challenge to the health and safety management in the organizations. The study revealed that 81% (mean score 4.35) of the respondents indicated that insecurity in the project areas was a major challenge to the management of health and safety of the staff. However, majority of the respondents (63%, mean score 2.63) did not think limited flexibility of the organisation's medical insurance scheme to cater for certain ailments/accidents was a challenge to the management of health and safety of employees. Respondents also indicated that inability to manage occupation health programmes for staff was not a major challenge to the organization. From the findings, it is clear that insecurity was the major challenge that the organizations faced in the management of health and safety. The study findings are in agreement with Vandenberg et al (2002) who noted that poor quality of assets or absence of occupational health and safety equipments to address the demands of health and safety in organizations was one of the major challenges.

### 4.3.7 Performance Management

The researcher sought to establish the performance management challenges faced by the international humanitarian relief organizations in Kenya. The results of the study presented show that 49% (mean score 3.47) agreed to a great extent that the budgetary constraints limited the implementation of recommendations from performance appraisal processes. The results however show that most of the respondents (47%, mean score 3.30) agreed only to moderate extent that the options for penalizing under performance are limited of costly to the organization. The results show that according to 40% (mean score 3.14) to a great extent the Participation of peers in the appraisal process does not provide an objective feedback. From the findings of the study, the researcher may interpret that performance management was only a challenge to a moderate extent. The study are in agreement with Akeyo (2011) who argued that financial constraints may make organisations not to be able to prepare both the appraiser and those to be appraised through training on what is expected of them.

### 4.3.8 Employee Exit

The study sought to determine the extent to which employee exit was a challenge to the organizations management of human resource. The results show that 65% (mean score 3.74) agreed to great extent that the high cost of retirement benefit was a challenge. The results show that 33% of the respondents agreed to very great extent that the rotational policy has lead to lack of continuity of certain programmes while 56% (mean score 3.26) agreed to great extent that separation costs in hardship duty stations are high due to high staff turn over. The findings of the study may be interpreted to mean that the employee exit was to a large extent a challenge to the organizations. The findings of the study are in agreement with Calo (2005) that

organizations are facing rising cost of employee benefits in general and of post-retirement benefits in particular is beginning to reach crisis proportions.

# CHAPTER FIVE

# SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

## 5.1    Summary of Findings

The study established that the respondent organizations could cope with the many expectations from potential employees. The results further established that according to most respondents (51%, mean score 3.56), the changing competitive demands in the job market had affected the organizations' management of human resource. The study revealed that according to 30% of the respondents, due to internationalization of the job market, potential candidates for employment in their organizations appeared to opt for assignment elsewhere. The study also established that according to 75% (mean score 4.16) of the respondents, limited willingness of competent staff to work in hardship field stations was a major challenge.

The findings revealed that according to most of the respondents (68%, mean score 3.84), attracting the right people to apply for job openings was a major challenge to the organizations. The results further established that according to 51% of the respondents (mean score 3.37), a growing dimension to recruit internationally was a challenge. The study results showed that 68% of the respondents indicated that inadequate budget earmarked to human resources was a challenge to the management of human resource. The results also revealed that according to 30% of the respondent, lack of a central repository (database) to capture employee skills and capabilities was a challenge.

The established that 79% (mean score 4.05) of the respondents indicated that the high cost of training was a challenge to the management of human resource. The results further showed that most of the respondents (49%, mean score 3.42) indicated that high rate of staff turnover was a challenge to the organizations same as high employee turnover was a challenge only to moderate extent. The results showed that according to 73% of the respondents, limited donor support for training and staff development was a challenge to the organizations human resource management. The study findings revealed that 74% (mean score 4.09) of the respondents indicated that 'poaching' of trained employees by other organizations was to a great extent a challenge to the human resource management.

The study established that according to 72% (mean score 3.93) of the respondents, donors' restrictions on staffing costs was a challenge to the management of the human resource compensation. The results further showed that 68% (mean score 3.67) of the respondents indicated that inflation and foreign exchange fluctuations was a challenge to the employee compensation in the organizations. The results show that competitive pay rates of other organizations that compete for the same talent was a great challenge to the organization according to 66% (mean score 3.84) of the respondents.

The study established that according to most respondents (47%, mean score 2.91) employee desire to form trade unions was not a significant challenge to the human resource management. The results also show that 47% (mean score 2.95) of the respondents did not think that limited knowledge among staff on organisation's regulations and entitlements were of any significance to the human resource management. The study results further showed that most respondents (42%, mean

score 3.33) indicated that limited staff welfare and mediation programmes was a challenge, while according to 44% (mean score 3.58) of the respondents lack of trust between senior managers and staff was a challenge to a moderate extent.

The findings revealed that 42% of the respondents indicated that lack of adequate medical facilities in upcountry field stations was a challenge to the health and safety management in the organizations. The study revealed that 81% (mean score 4.35) of the respondents indicated that insecurity in the project areas was a major challenge to the management of health and safety of the staff. However, majority of the respondents (63%, mean score 2.63) did not think limited flexibility of the organisation's medical insurance scheme to cater for certain ailments/accidents was a challenge to the management of health and safety of employees. Respondents also indicated that inability to manage occupation health programmes for staff was not a major challenge to the organization.

The results of the study revealed that according to 49% (mean score 3.47) of the respondents, budgetary constraints limited the implementation of recommendations from performance appraisal processes. The results further showed that 47% (mean score 3.30) of the respondents indicated that options for penalizing under performance are limited of costly to the organization only to moderate extent. The results further show that according to 40% (mean score 3.14) of the respondents, the participation of peers in the appraisal process does not provide an objective feedback.

The findings revealed that 65% (mean score 3.74) indicated that the high cost of retirement benefit was a challenge to the organization. The results also showed that

33% of the respondents indicated that rotational policy has lead to lack of continuity of certain programmes while 56% (mean score 3.26) indicated that that separation costs in hardship duty stations are high due to high staff turn over.

## 5.2 Conclusion

The study established that due to competition, attracting the right people for job openings was a major challenge to the organization. There was also dwindling budgetary allocation earmarked for human resource which has made the process of recruitment and selections difficult.

The high cost of training employees was a major challenge to the human resource management. The organizations are also experiencing high employee turnover which is brought about by the employees looking for new pastures or due to poaching of trained staff by their competitors.

The fact that most of these organizations are international organizations and are depending on the funding from the donors who restrict the staffing cost has made it difficult for the organizations to effectively management the human resource. The fluctuating foreign exchange and inflation have been cited as major challenge to the employee compensation strategy by the organizations.

The study established that inadequate medical facilities were a challenge to the effective management of the health and safety in the organizations. The study also established that insecurity in the project areas has been a challenge for the management of human resource as the safety of the employees is not guaranteed.

The budgetary constrain has made difficult to implement the recommendations of the staff appraisal process in the organizations thereby making the performance management in the organizations not manageable.

The organizations according to the study findings are finding it difficult to manage the employee exit due to high cost of retirement and recruitment resulting from high employee turnover.

## 5.3 Recommendations

The study established that the organizations find difficulty in attracting the right people for the jobs due to competition. The study recommends that the organizations should adopt strategic human resource management that will enhance the organizations competitive advantage and hence be able to attract and retain the right people.

The study established that the human resource department faced constraints in terms of funds for training. The study recommends that the organizations top management should allocate more funds to the human resource department to facilitate effective training of the employees.

The study findings revealed that the donors restricted the staffing cost which has made it difficult for the management of human resource. The study recommends that the organizations should seek for more donors to be able to get enough funds for the

staffing cost. The management should also allocate more funds for the implementation of recommendation of staff appraisal.

The results of the study revealed that insecurity in the area projects was the major challenge for the safety and health of the employees. The study recommends that the organizations should work with the host nations security apparatus to provide security to the employees. The study also recommends that the organizations should allocate more funds for the purchase of health and safety equipments.

## 5.4 Limitations of the Study

The following were the limitations of the study:
Most of the respondents were very busy and therefore may not have been in a position to provide the information. However after some follow-ups they were able to delegate it to their juniors who were able to provide the information.

## 5.5 Suggestions for Future Research

This study was done on the challenges facing human resource management among the International Humanitarian Relief Organizations only. It is suggested that similar study should be replicated in other organizations especially in public organizations with the aim of finding out the human resource management challenges.

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## APPENDICES

# APPENDIX I: LETTER OF INTRODUCTION

**UNIVERSITY OF NAIROBI**

**SCHOOL OF BUSINESS**

**P.O. BOX 30197**

**NAIROBI**

**19th June, 2012**

**Dear Respondent**

**RE: COLLECTION OF SURVEY DATA**

I am a postgraduate student at the University of Nairobi, at the school of Business. In

order to fulfil the degree requirement, I am undertaking a management research

project on the "Challenges Facing Human Resource Management among International

Humanitarian Relief Organisations in Kenya".

This is kindly to request you to participate in this survey by completing the attached

questionnaire. The information you provide will be used strictly for academic

purposes and will be treated with utmost confidentiality.

Thank you for your cooperation.

Yours faithfully,

**Eunice Namambwe**

Reg No. D61/60145/2010

Tel: 0717651128

# APPENDIX II: QUESTIONNAIRE

Please give answers in the spaces provided and tick (√ ) in the box that matches your response to the questions where applicable.

## PART A: Demographic data

1. Name of the organization................................................

2.  Gender            Male ( )          Female ( )

3. What is your age bracket? (Tick as applicable)

   a)  Under 30 years                           ( )

   b)  31 – 40 years                                ( )

   c)  41 – 50 years                                ( )

   d)  51 – 60 years                                ( )

   e)  Over 60 years                                ( )

4. What is your highest education level?

   a)  Secondary School                      ( )

   b)  College Diploma                       ( )

   c)  Graduate/Post graduate            ( )

5. How long have you worked with the current employer?

   a)  Less than five years                   ( )

   b)  6 - 10 years                              ( )

   c)  11 - 15 years                             ( )

   d)  Over 15 years                              ( )

6.  What is your current position in the organisation?

   a) Senior Manager                      ( )

   b) Human Resource Manager         ( )

   c) Technical Officer                    ( )

d) Other (please specify)                    (   )

## PART B: Challenges facing human resource management

1. To what extent do you agree with each of the following statements?

|  |  | Very Great | Great | Moderate | Small | Not at all |
|---|---|---|---|---|---|---|
|  |  | 5 | 4 | 3 | 2 | 1 |
| i) | There are many expectations from potential employees to my organisation. |  |  |  |  |  |
| ii) | The changing competitive demands in the job market have affected my organization's management of human resources. |  |  |  |  |  |
| iii | Due to internationalization of the job market, potential candidates for employment in my organisation appear to opt for assignments elsewhere. |  |  |  |  |  |
| iv | Planning for the right positions and the right people to fill them is a challenge in my organization. |  |  |  |  |  |
| v) | There is limited willingness of competent staff to work in hardship field stations. |  |  |  |  |  |

2. What are the specific human resource challenges that affect your organization? Responses are in a scale from 5 to 1 defined as below.

| | | Very Great | Great | Moderate | Small | Not at all |
|---|---|---|---|---|---|---|
| | | 5 | 4 | 3 | 2 | 1 |
| | **Recruitment and selection** | | | | | |
| | Attracting the right people to apply for job openings | | | | | |
| | Growing dimension to recruit internationally | | | | | |
| | Reduced number of potential employees with requisite competence | | | | | |
| | Inadequate budget earmarked to human resources | | | | | |
| | Lack of a central repository (database) to capture employee skills and capabilities | | | | | |
| | **Training and development** | | | | | |
| | High cost of training | | | | | |
| | High rate of staff turnover | | | | | |
| | Limited donor support for training and staff development | | | | | |
| | 'Poaching' of trained employees by other organizations | | | | | |
| | Lack of competent human resource trainers to train and develop staff | | | | | |
| | **Human resource compensation** | | | | | |
| | Donors' restrictions on staffing costs (ceiling for the wage bill) | | | | | |
| | Inflation and foreign exchange fluctuations | | | | | |
| | Government's regulations and policies | | | | | |
| | The competitive pay rates of other organisations that compete for the same talent | | | | | |

| | Very Great | Great | Moderate | Small | Not at all |
|---|:---:|:---:|:---:|:---:|:---:|
| | 5 | 4 | 3 | 2 | 1 |
| **Employee relations** | | | | | |
| Employee desire to form trade unions | | | | | |
| Limited knowledge among staff on organisation's regulations and entitlements | | | | | |
| Limited staff welfare and mediation programmes | | | | | |
| Lack of trust between senior managers and staff | | | | | |
| **Health and safety** | | | | | |
| Lack of adequate medical facilities in upcountry field stations | | | | | |
| Limited flexibility of the organisation's medical insurance scheme to cater for certain ailments/accidents | | | | | |
| Insecurity in the project areas | | | | | |
| Inability to manage occupation health programmes for staff | | | | | |
| **Performance management** | | | | | |
| Budgetary constraints limit the implementation of recommendations from performance appraisal processes | | | | | |
| Options for penalising under performance are limited or costly to the organisation | | | | | |
| Participation of peers in the appraisal process does not provide an objective feedback | | | | | |
| **Employee exit** | | | | | |
| High cost of retirement benefits | | | | | |

| | | Very Great | Great | Moderate | Small | Not at all |
|---|---|---|---|---|---|---|
| | | 5 | 4 | 3 | 2 | 1 |
| | Our rotation policy leads to lack of continuity of certain programmes | | | | | |
| | Separation costs in hardship duty stations are high due to high staff turn over | | | | | |

3. What other factors not mentioned above pose a challenge in your organization's human resource management?

_____

_____

_____

_____

_____

4. What interventions is your organization currently undertaking to address some of these human resource management challenges?

_____

_____

_____

_____

_____

**Thank you for your cooperation.**

# APPENDIX III: LIST OF INTERNATIONAL HUMANITARIAN RELIEF ORGANISATIONS IN KENYA

| United Nations Agencies | International Non-Governmental Relief Organisations |
|---|---|
| United Nations Environmental Programme (UNEP) | Action Against Hunger (AAH) |
| United Nation Human Settlement Programme (UN-Habitat) | CARE |
| Food and Agricultural Organisation for the United Nations (FAO) | Caritas International |
| International Civil Organisation (ICAO) | Catholic Relief Services (CRS) |
| International Labour Office (ILO) | Doctors Without Borders (MSF) |
| International Maritime Organisation (IMO) | Emergency Nutrition Network (ENN) |
| International Monetary Fund (IMF) | Food For The Hungry International (FHI) |
| United Nations Development Fund for Women (UN Women) | Hunger Plus, Inc |
| United Nations Development Program (UNDP) | Interaction |
| United Nations Drug Control Program (UNDCP) | International Committee of the Red Cross (ICRC) |
| United Nations Educational Scientific and Cultural Organisation (UNESCO) | International Federation of Red Cross and Red Crescent Societies (IFRC) |
| United Nations Industrial Development Organisation (UNIDO) | International Organisation for Migration (IOM) |
| Office of the United Nations High Commissioner for Refugees (UNHCR) | International Rescue Committee (IRC) |
| United Nations Children's Fund (UNICEF) | Lutheran World Federation |
| United Nations Joint Programme on HIV/AIDS (UNAIDS) | Mennonite Central Committee (MCC) Mercy Corps (MC) |
| United Nations Office for Project Services (UNOPS) | Overseas Developmental Institute (ODI) |

| | |
|---|---|
| United Nations Population Fund (UNFPA) | Oxfam |
| World Bank | Refugees International |
| World Food Program (WFP) | Relief International |
| World Health Organisation (WHO) | Save the Children (UK) |
| United Nations Centre for Regional Development (UNCRD) | The Office of U.S. Foreign Disaster Assistance (OFDA) |
| United Nations Humanitarian Air Services (UNHAS) | US Committee for Refugees (USCR) |
| United Nations Office for Coordination for Humanitarian Affairs (UNOCHA) | World Vision International |
| United Nations Political Office for Somalia (UNPOS) | Action Aid |
| United Nations Centre for Regional Development Africa Office (UNCRD) | African Medical Research Foundation (AMREF) |
| | Agency for Cooperation and Research in Development (ACORD) |
| | Centre for Conflict Resolution |
| | Concern Worldwide |
| | Danish Refugee Council |
| | European Commission for Humanitarian Aid |
| | GOAL |
| | Norwegian Refugee council |
| | United States Agency for International Development |
| | World Relief |

*United Nations Office for Coordination for Humanitarian Affairs (UNOCHA): List of International Non-Governmental Organisations and United Nations Agencies (2011).*