

**THE INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT  
PRACTICES ON EMPLOYEES' PERFORMANCE AT THE KENYA AIRPORTS  
AUTHORITY**

**BY**

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**A RESEARCH PROJECT SUBMITTED TO THE FACULTY OF BUSINESS AND  
MANAGEMENT SCIENCE IN PARTIAL FULFILMENT OF THE  
REQUIREMENT FOR THE AWARD OF THE DEGREE IN MASTER OF  
BUSINESS ADMINISTRATION AT THE UNIVERSITY OF NAIROBI**

**2023**

**DECLARATION**

I confirm that this research project is my original efforts, and have not been presented for any award in any University.


Signature:  .....

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I hereby verify that the candidate, in their capacity as a student at our university, has prepared the contents of the present research project under my guidance as their assigned research supervisor.

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## **DEDICATION**

Most importantly, I want to dedicate this endeavour to the Almighty and compassionate God, expressing my gratitude for the financial provision, perfect health and expertise to work on this proposal. To my beloved wife, Naomi who have always been a part of this journey, and to my wonderful children: Diana, Godwell, Stacy and Nigel, the success in this MBA is for us all!

### **ACKNOWLEDGEMENT**

I also want to express my gratitude to all those who provided support during the course of my research project. To my supervisor, Dr. Margaret Kariuki (PhD), your guidance, consistent involvement, support, and valuable feedback have empowered me to succeed. Thank you, and may you be blessed abundantly.

I am also deeply thankful to my family, appreciating their support and love from the depths of my heart. You constantly encouraged me, prayed for me, and were also understanding when I took time off from them just to focus on my proposal. I appreciate your unwavering support and encouragement during the course of this journey.

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## OPERATIONAL DEFINITION OF TERMS

- Aviation Industry** Sector linked to air transport.
- Employee Performance** The output generated by employees within an organisation through which they are assessed based their achievement of predefined deliverables
- Employee Relations Strategy** Approach on how to manage worker and employer association at work, so as to ensure the labor force is engaged.
- Employee Resourcing Strategy** Elaborate plan on how to source, identify the right talent and onboard them, in line with the business objective(s).
- Performance Management Strategy** Well laid out mechanism on how to monitor and objectively measure employee performance, and how to ensure employee performance is well aligned with the business goal, and corrective actions in the event of deviation from the same.
- Training and Development Strategy** Approach to managing and promoting employee learning and growth, through equipping them with the right competencies and skills, required to attain the desired or set performance goals /objectives.

## ABBREVIATIONS AND ACRONYMS

<b>GDP</b>	Gross Domestic Product
<b>GM</b>	General Manager
<b>KAA</b>	Kenya Airports Authority
<b>KRA</b>	Kenya Revenue Authority
<b>Kshs.</b>	Kenya Shillings
<b>HR</b>	Human Resources
<b>SHRM</b>	<b>Strategic</b> Human Resource Management
<b>SA</b>	South Africa
<b>USD</b>	United States Dollars

## ABSTRACT

Despite putting in place human resource strategies to enhance employee performance in the Kenya Airport Authority, and the aviation industry Kenyan aviation industry as a whole, and its resultant effect on employee performance has not yet been felt, evidenced by clients' complaints of poor standards of service delivery, flight delays due to disaster unpreparedness, or employee strikes, which have negatively affected their profits over the years. As thus, this study seeks to find the reasons as to why this is so, guided by the study's main objective of establishing the influence of human resource strategies on employee performance at KAA, with specific objectives of establishing the influence of strategies, particularly, resourcing, training and development, employee relations, and performance management on employee performance at Kenya Airports Authority. This research is pegged on Resource Based Theory and Contingency theory, and employs a case study research design. The population under study is 1,850 employees, with a target population of the 13 GMs of the 13 departments at KAA, who are best suited to provide responses on the connections among the variables being examined as they are responsible for executing these human resource strategies and monitoring employee performance. A structured interview guide was used to collect the required data from the study's participants, and data will be analysed through content analysis, which will be done to ascertain the characteristics of connection between the variables under study. The study established that of the four strategic human resource practices implemented at KAA, that is strategic employee resourcing, strategic training and development, strategic employee relation and strategic performance management, strategic training and development had minimal influence on employee performance, with the other practices having a positive influence on employee performance at KAA, even though the employee performance was still unsatisfactory, and amendments could be done on how to enhance how these strategic human resource practices were implemented in order to have optimal impact on employee performance.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Human resource strategies emerged in the 1980s and the 1990s as a reaction to the changing business environment, where the need to align HR plans with the overall organisation strategy and objectives became very crucial, more so when business competition became stiff, and thus the demand for competitive advantage through human capital (Baker & Sinkula, 2015). This approach focuses on shift on change in the contribution or role of HR in the organisation, from managing people, to creating strategic business contributions, which begins from finding the right talent, enhancing their capabilities through training, constantly reviewing their performance, and ensuring they are well motivated to remain in the business to support its strategic objectives through their employee welfare strategies, employee relations strategies and their reward strategies (Cascio, 2018). As, thus, HR strategies provide solutions to business challenges, through people centric solutions (Eneh & Awara, 2016), with the correlation between the human resource strategies and worker performance anchored on the contingency theory and the resource-based theory.

As a result of increase in competition in the aviation sector since the early 2000s, more so when the cost variable is the same amongst several airlines, the need to enhance competitive advantage through people gave rise to the need for strategic human resources to enhance employee performance in these sector (Odongo, Mugambi & Abayo, 2019). The aviation sector has thus implemented resourcing strategy, employee relations strategy, training and development strategies ((Faktaufon, 2013).

This study will be accentuated by two key theories. Specifically, the Resource Based theory and the Contingency theory. According to Barney (2021), the former theory stipulates that it is imperative for a firm to effectively utilize its resources so as to remain competitive. The Contingency theory by Fred Fiedler (1964) opines that there is no unanimously recognized management style, and the most apposite style varies based on the precise circumstances of the situation at hand.

There has been issues in implementing targeted methodologies for managing human resources strategically within the aviation industry, which has affected the outcome of these Strategic human resource practices on

worker performance, where for example, poorly implemented employee relations strategy has brought about strikes and go slows in the Western countries, leading airlines such as Delta Airlines, Austrian Airlines, Air France and British Airlines, experience go slows and strikes, in South Africa, the leading airline (Odongo, *et al.*, 2019). South African Airlines, has severally been forced to cancel its flights due to failure to show up to work, by the crucial workers in this sector crucial workers in this sector, and similarly in Kenya, employee performance in this industry has been affected by go slows and strikes, leading to poor service delivery, translating to increase in customer complaints (Ombego, & Makori, 2015).

Similarly, the influence of the strategic training and development in the aviation sector is still wanting evidenced by lack of disaster or emergency preparedness by the aviation staff, which has translated to loss of lives, a good example being the crash of a Malaysia Airlines Flight 17, in 2014, where 298 people lost their lives, and the 157 people who lost their lives during the 2019 Boeing 737 Ethiopian Airlines crash (Turk & Karvaraz, 2021). In Kenya, lack of training on disaster preparedness has caused delays and flight cancellations (Odongo *et al.*, 2019).

This has thus necessitated this study to establish whether the strategic human resource management practices implemented in the aviation sector, attain the desired impact on employee performance, and what remedial measures can be done to enhance the influence of these HR strategies on worker performance in this sector.

### **1.1.1 Concept of Strategy**

Strategy connotes the road map taken by an organisation, and highlights the vision, mission and objective of the business, from which various plans are developed (Cutu, 2021). Generally, in strategy development, the overall business strategy is first crafted by the leadership of the organisation, which then directs the departmental strategy, that is developed and implemented by the various HODS, who then cascade it to the employees, and are responsible for aligning individual employee goals, with the departmental goal and overall business strategy, which helps the business attain an edge over their competition (Kiilu & Awour, 2022).

Strategy is what makes a business unique, and is determined by internal and external factors (Takoy, 2018). Internal factors are pegged on the resource-based theory which highlights the

significance of human capital as a resource which cannot be copied by competitors, and thus recommend managers in organisations to place great emphasis in developing this crucial asset by identifying and sourcing the right talent, as well as training and retaining them (Andrews, 2016). External factors, are mainly hinged on the environment in which the business operates, and subscribes to the contingency theory, that alludes that the success of an organisation is established by how it responds to varying situations, which many a times, are brought about by the environment in which the business operates in (Cascio, 2018).

### **1.1.2 Strategic Human Resource management practices**

Strategic Human Resource Management involves crafting an integrated system that oversees the recruitment, development, and effective handling of employees, all aimed at reinforcing an organization's long-term goals. It plays a pivotal role in harmonizing diverse facets of personnel administration to catalyse behaviour, and cultivate an environment conducive to achieving performance milestones.

Strategic Human resource Management Practices are target based plans, inclined to drive business competitiveness, through employee performance by ensuring the business has employed the right people, or gets to employ the right staff who meet the business requirements, and developing the team through training, ensuring they are engaged by driving positive employee relations and constantly monitoring and reviewing their performance (Boon, Den Hartog, & Lepak, 2019).

Strategic resourcing focuses on human resource planning, which involves looking at the critical roles required by the organisation, when and where to obtain this talent, how to attract these talent by developing an employee value proposition and positive employer brand, and lastly how to ensure the right talent is retained in the business (Zira, Ogbu, & Remilekun, 2017). Strategic training and development is a planned approach to enhance the employee skills through learning so as to equip them with the competencies required to meet the organisation's goals and begins by aligning individual employee learning and development activities with business objectives, identifying gaps through training needs analysis, driving learning and measuring the outcome of training to ensure the objectives are met (Cascio, 2018).

Strategic employee Relations, directs on how to create and maintaining a positive working relationship between an organization and its people, created by developing a shared value system between employees and the organisation, which begins when the employee joins the organisation, having a proper communication and dispute management mechanism, and driving positive employee experience through reward and recognition (Campbell, 2017). Strategic performance management is a systemic method aimed at assisting an organization in attaining its goals and objectives by monitoring and enhancing the performance of individuals, teams, as well as, the entire organization, attained by goal setting, aligning individual and departmental goals with the overall business goal, measuring employee output, and taking corrective/ remedial action for deviation(s) from desired performance (Andrews, 2016).

### **1.1.3 Employees Performance**

The phrase employee performance denotes an employee's capacity or competence to attain their desired output efficiently, effectively and socially using their organizations available resources (Cascio, 2018). It is considered a combination of ability and motivation, implying for the need to incorporate human resource strategies to enhance their skill set or competencies, as well as motivate the employees to enhance their output (Lesororo & Muli, 2019).

Employee performance is evaluated against three main matrices namely: routine task output that workers actually deliver based on their role or required deliverables, adaptive task performance evaluates how employees react to unusual circumstances/ occurrences, whereas creative task performance encompasses the individual ability of an employee to generate ideas or be innovative (Fadavi & Baqi 2014). In the aviation industry, where it is a service based industry, employee performance is majorly evaluated on the quality of service delivery, degree of disaster/uncertainty preparedness and level of employee innovation (Ciira & Morenge, 2018).

#### **1.1.4. Kenya Airport Authority**

Kenya Airport Authority (KAA) is the entity responsible for owning and operating nine civilian airports and airstrips in Kenya. It was founded by an act of Parliament in 1992. In detail, KAA holds the responsibility of running five international airports, five domestic airports and nine airstrips, and has implemented four strategic human resource management practices to enhance staff performance. These strategies include resourcing, providing comprehensive training and development opportunities, fostering positive employee relations, and optimizing performance management processes. Over the years, KAA has been performing dismally, as evidenced by deficits in its financial reporting, where for instance, the financial year 2016/2017 was Ksh.20,398,000, 2017/2018 was Ksh.17, 788,000, 2018/2019 was Ksh. 18,784,000 and 2019/2020 was Ksh. 21,045,000 (Kiilu & Awour,2022). In addition, there has been numerous citizens complains on poor service delivery (Ciira & Moronge, 2018).

#### **1.2 Research Problem**

There is contradictions on the connection between strategic human management practices and employee performance. Several scholars argue that there is positive correlation between strategic human resource management practices and employee performance (Olume 2013). Other scholar established a negative relation between the two concepts (Khalumba, 2012).

Within the last 10 years, the Kenyan Airports Authority has been in the limelight for various employee performance related issues, notable amongst them being the recent black out in the nine airports in August 2023, which caused delays and missed flights for thousands of international and local travellers, a stalled Ksh.67B stalled Greenfield project, which was part of the country's vision 2030 project, that saw the state agency thrown over KES.4.7B down the drain, and a fire in the immigration area in 2013 which extensively damaged the international arrivals terminal, that excessively took so much time to extinguish just because KAA employees were not disaster prepared/ ready, which is critical matrix for the aviation industry. This has over the years spiralled into low ratings on their service delivery.

Adhiambo (2011), studied on the correlation between strategic human resource management practices and the performance of the sugar manufacturing companies situated in Western



Kenya. He found that revealed there was a positive correlation between the strategic human resource management practices and the performance of the firm. Olume (2013), studied on the effect of human resource strategies on worker performance among insurance companies in Kenya. He established that strategic HRM practices have a positive significant effect on employee performance ‘

Wanjiku’s (2010) study focused on the strategic human resource management practices embraced by the mobile phone service providers operating in Kenya. Her findings emphasized the pivotal role of these practices in driving profitability and aligning with corporate objectives. Meanwhile, Obiero's 2012 research examined the adoption level of strategic human resource management practices within cement manufacturing companies in Machakos. His findings similarly highlighted the implementation of these strategic HRM practices within the cement industry.

Henga (2015), study on performance management strategy, with a specific focus on performance appraisal and employee performance at KAA just touched on one aspect of the performance management strategy, which is one of four human resource strategies being implemented at KAA, thus providing an inadequate basis for generalisations on the linkages between human resource practices and worker performance at the Kenya Airports Authority.

This study will attempt to cover these research gaps by focusing on the four strategic human resource management practices strategies implemented in KAA, namely: the strategic resourcing, the strategic training and development, the strategic employee relations. and strategic performance management and their resultant effect on employee performance at all KAA locations, so as to enable better generalisations to be made on the linkages between the human resource strategies and staff performance at KAA. It will address the research gaps by answering the questions; what influence of strategic human resource management practices on the employee performance at the Kenya airports authority?

### **1.3 Research Objectives**

#### **1.3.1. General Objective**

The study's general objective is to determine the influence of strategic human resource management practices on employees' performance at Kenya Airports Authority.

#### **1.3.2. Specific Objectives**

This study's specific objectives are:

- 1) To establish influence of strategic employee resourcing on employee performance at the Kenya Airports Authority.
- 2) To investigate the influence of strategic training and development on employee performance at the Kenya Airports Authority.
- 3) To determine the influence of strategic employee relations on employee performance at the Kenya Airports Authority.
- 4) To evaluate the influence of strategic performance management on employees' performance at the Kenya Airports Authority.

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

This study on influence of human resource management strategies on employees' performance at the Kenya Airports Authority will be beneficial to the local and global aviation sector, as it will help validate the linkages between human resource strategies and employee's performance, with the goal of identifying methods to leverage these strategies to enhance employee performance within the sector. Such improvements in employee performance are expected to have a beneficial effect on the sector's overall performance. Also, this study will provide valuable insights for human resource managers in effectively implementing these strategies, which can then be replicated to other sectors and industries.

The study will help to contribute to theory, knowledge, policy and practise to the existing body on knowledge on strategic human resource management practice, and employee performance, thus the research will be of significant value to scholars and other researchers in the human resource management field. By investigating the impact of human resource strategies on employee performance, the research will highlight areas that warrant further investigation on the connections between HR strategies and employee performance management.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter extensively reviewed both the theoretical literature and the empirical literature that seeks to address the predetermined the study's research questions. To begin with, the chapter discusses the pivotal theories that support the current study, providing the framework upon which the research is built. Next, the chapter meticulously delineates the relevant literature to the proposed study, with an acute emphasis on the variables under investigation. In essence, the chapter incorporates a comprehensive review of literature spanning human resource practices, employee performance, and the pharmaceutical industry.

#### 2.2 Theoretical Review

This research is underpinned by two major theories, namely resource-based theory and contingency theory, both of which are widely employed in comprehending human resource strategies, and their impact on employee performance.

##### 2.2.1 Resource Based Theory

Resource Based theory was promoted by Penrose in 2009 (Cited by Gebczynska, & Brajer-Marczak, 2020), and stipulates that a firm should make use of its resources so as to remain competitive, more so exploit the non-imitable resource, in this case, its human capital so as to have competitive advantage (Cascio, 2018). This theory further asserts that organisations can do this by building and developing their human capital through human resource strategies such as resourcing, which begins by HR planning, to establish what number, where and when to obtain the right talent, how to attract and retain this talent, as well as equipping them with the right competencies to enable them meet the business objectives, which is linked to their employee output expectations, or performance (Gebczynska, & Brajer-Marczak, 2020). In addition, this theory highlights the importance of performance management strategy, more so goal setting, and linking individual employee goals, with the overall business goals, thereby indicating its applicability in providing a theoretical foundation for explaining the casual connectivity between human resource strategies and employee performance (Ciira & Moronge, 2018).

### **2.2.2 Contingency Theory**

The Contingency theory, which was established by Fred Fiedler in 1964, posits that there lacks an unanimously recognized, one-size-fits-all management approach. Instead, the best management style depends on the exact context of the situation. The theory opines that employing one inflexible management style over the long-term is inefficient (Harney, 2016). In line with this theory, the effectiveness of the human resource strategies largely hinges on their application context. Therefore, achieving alignment, both externally and internally, between the implemented human resource strategies and the organization, in order to attain optimal levels of employee performance.

External fit is attained when strategic human resource management practices implemented in the organisation, are aligned with the organization's overall strategy or adapt to the environmental conditions that the organization encounters. Conversely, internal fit aims to ensure that the employed human resource practices are in harmony with the organization's size, available resources, and employee capabilities (Cascio, 2018). This theory places emphasis on how various HR strategies such as employee resourcing, training and developing employees, and performance management should be aligned with the overall business goals, so as to attain internal and external fit, for the business to have optimal outcome on employee performance, having effected these strategies, thus its applicability for this study

### **2.3 Strategic Human Resource management practices and Employee Performance**

Rapando (2018), investigated the influence of strategic resourcing on staff performance, with a specific focus on service delivery within the Directorate of Personnel Management, revealed that getting the right talent, helps enhance employee performance in an organisation, as they come equipped with skills that they also transfer to other employees. Likewise, Ngui, Elegwa & Gachungwa (2014), discovered that attracting, hiring and retaining the right talent has a moderate positive significant effect on staff performance, which translates to a similar effect on the overall organisation performance, on their study on resourcing strategy on staff performance in the commercial banking sector in Kenya.

Mupani & Chipunza (2018), conducted research on environmental influences, strategic employee resourcing approaches and the performance of small and medium-sized enterprises; specifically focusing on small restaurants in South Africa. They revealed that getting the right employees is not enough to enhance employee performance, and that organisations should

invest in retaining this talent, as part of their resourcing strategy, so as to ensure continuity of their performance, as well as propagate their skills to other employees, more so for the new hires. Moreover, this study highlights the importance of HR planning, which helps in identifying the number, where, how and when employee talent acquisition should be conducted, so as to enable the business get the right talent, which is also corroborated by Ateufack (2021), on an inquiry on influence of HR planning on employee performance in selected banks in Cameroon.

Mohamed (2018), led a study on the influence of strategic training and development on the performance of staff in Al-Baqa Applied University concluded that training was positively connected with employee performance, as when it is well executed regularly, it equips the employees with the essential knowledge, capabilities, and skills needed to adapt to the constantly evolving demands of the workplace. Nassazi (2013), & Githinji (2014) investigations on the effect of training on staff performance in Pakistan, and United Nations Office in Somalia, respectively, also revealed implementing training regularly has a positive effect on staff performance, as it promotes creativity and employee innovation, which is an measure of employee performance.

Gebrehiwot & Elantheraiyan (2023), on an inquiry on the impact of training on employee performance in the context of Mekelle City, Tigray, Ethiopia, established that training needs analysis helps identify skill gaps, which when acted upon help enhance employee performance. Similarly, Odhiambo (2018), on a study examining the impact of training and development at Safaricom Ltd, also revealed that training needs analysis helps promote employee performance, by highlighting the competency gaps of the employees, which acted as a constraint to employee performance.

Ilyas, Hin & Adnan (2016), research on training aligned with business strategies, focusing on several manufacturing companies in Nigeria, established that aligning individual employees training with the business goal or objectives, helps foster a strategic fit between them and the organisation, and helps motivate employees, leading to higher performance as they are able to perceive their relative contribution to business growth. Similarly, Amadi(2014), investigated the influence of training on staff performance at Safaricom Call Centre, established that aligning individual employee training with the business objectives, greatly enhanced

employee performance, and recommended that all training should be aligned with the business goals, to enhance strategic fit.

Abura (2018), on a study on employee relations strategy on staff performance at the public universities in Kenya, revealed that rewarding through promotion increased worker performance, as it motivates them to work harder, this was further corroborated by Omuya (2018), on her study on employee relations on staff performance at public universities in Kenya, which revealed that rewards and recognition motivate the employee to perform better.

Naliaka,(2019) highlighted in her inquiry on employee relations strategy on employee performance in water and sewerage provider in Nairobi County, revealed that having a proper dispute /grievance handling mechanism helps increase employee job satisfaction, which motivates their performance, and avoids disrupting employee output when the employees are out picketing or striking, which augers with Pratibha (2022), investigation on the influence of HRM strategies and practices in small firms in India, whose research findings indicated that having a proper dispute or employee grievance mechanism helped ensure continuity of work by averting strikes and picketing, which negatively affects their performance.

Musyoka (2016), and Fernández-Gámez, Gutiérrez-Rui, Becerra-Vicario & (2019), on the influence of shared values on employee performance in Sankara Hotel Kenya and selected hotels in Italy respectively revealed that having shared value systems enhances employee performance by directing employee behaviour and resultant outcomes towards the overall goals, of the business, and also compels them to be aligned with the strategy or objectives of the business.

Maseke, Unengu& Haufuku, (2022), on an inquiry on the influence of performance management strategy, and systems in Nigeria, asserted that when the goals of the business are not aligned with the employee goals, the employees will have poor performance, as they do not know what is expected of them, or when they fall short of the business expectations. Maseke et al., (2020), finding is collaborated by Gede & Huluka(2023), study on the influence of strategic alignment on performance of Ethiopian Public Universities, that aligning employee goals with the business goals, helps provide role clarity and direction to the employee on the organisation's expectation of them, which in turn directs their performance, and curbs under performance by the workers. Moreover, Wanyama (2016), on

his study on the influence of participative goal setting on staff performance at Kenya Seed Company, highlighted that employees perform better, when they are involved in setting their own goals, as well as setting the overall business goals, which help create a fit between the worker and organisation's goals.

Buuri (2015), on his inquiry on performance management practices and staff performance in the insurance sector in Kenya indicated that constantly monitoring and reviewing employee performance, through frequent performance appraisals, and giving constructive feedback, and helping employee make corrective action towards deviated performance enhanced worker performance in this companies. His findings are augmented by Owino (2019), on her study on performance management systems and staff performance in county referral hospitals within Kiambu County that indicated that regular monitoring of employee performance helps the workers take remedial action when they deviate from the expected performance expectations.

#### **2.4 Summary of Literature and Research Gaps**

From the empirical research outlined above, strategic human resource management practices greatly influence employee performance, as they provide direction to what is expected of them, and also motivate the employees to perform better, more so when they are involved in developing their goals, and also when they are rewarded for their performance.

However, these studies have limitations as they have not highlighted on the negative outcomes of these HR Strategies, where for instance, as evidenced by Yamoah (2014), study on effect of monitoring worker performance in Unibank Ghana, who felt violated and uncomfortable when their performance was always monitored, thereby negatively affecting their performance. Similarly, these studies have not indicated that even in the presence of these strategies, if they are not well implemented, the intended impact on employee performance will not be realized. Likewise as established by Agoi(2017), on his study on influence of HR practices on employee satisfaction in the public sugar manufacturing companies within Kenya, highlighted that driving positive employee experience through reward and recognition, as a major component of employee relations strategy, may have negative effects on performance, especially when they feel the incentives are not fair, which creates an unpleasant employee experience, and resultant poor performance.

In addition, most of the studies were fixated on various industries in the private sector, with few studies focusing on the public sector transport industry, indicating a need to focus on the same.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The present chapter delineates the methodology utilized in the study, encompassing the research design, the target population, the data collection approaches, the reliability and validity assessments of data collection instruments, the data analysis and presentation methods, including the ethical considerations that were factored in throughout the study.

#### 3.2 Research Design

This study adopted a case study methodology as it allows an exhaustive inquiry or investigation of variables under study by focusing on one unit of analysis, thereby providing a rich and contextualized understanding of phenomena under study (Marshall & Rossman, 2016). This research design was ideal as it helped establish the linkages between the predictor variables and the contingent variable at KAA.

#### 3.3 Data Collection Instrument

A structured interview guide was employed to systematically collect information from the individuals participating in the study. A structured interview guide was best suited to collect qualitative information from the respondents during research, as it helped the researcher understand, and explore research subjects' opinions, using a set protocol or set of questions, to avoid deviation whilst interrogating the respondents (Rahi, 2017).

The data was collected from head of departments and units which of the 13 namely: HR, Finance, ICT, Procurement, Corporate Strategy, Corporate Communications, Security, Marketing and Business Development, Operations, Engineering, Audit and Risk, Customer Service and Legal departments, as they are solely responsible for crafting and executing human resource strategies and monitoring employee performance.

### **3.4 Data Analysis and Presentation**

The data gathered in this study was scrutinised through content analysis techniques as the research was of a qualitative nature. Relational Content analysis was employed to ascertain the existence and strength of the connection between the predictor variables and dependant variables under study.

## CHAPTER FOUR

### DATA ANALYSIS, RESULTS AND DISSCUSION

#### 4.1 Introduction

In this chapter, the discovered research outcomes are showcased alongside a thorough examination achieved through content analysis. The data that was analysed was gathered employing a structured interview framework from the head of departments of the HR, Finance, ICT, Procurement, Corporate Strategy, Corporate Communications, Security, Marketing and Business Development, Operations, Engineering, Audit and Risk, Customer Service and Legal units.

#### 4.2 Strategic Employee Resourcing and Employee Performance at KAA

This section sought to obtain the respondents view on the KAA's strategic HR planning, its reputed as an employer, how it engages in brand building, its employee resourcing and retention strategy, and how the resourcing strategy can be improved, and how the employee resourcing strategy influences employee performance at the organisation. The interviewees stated that each department came up with its annual manpower needs, which were guided by the year's strategic objectives, and had a set out procedure for recruiting its staff, which ensured sufficient skilled manpower, and thus had a robust HR planning system. However, at times, the anticipated or intended outcomes of strategic HR planning at KAA were not obtained due to political interference and budgetary constraints, which made it difficult to actualise the strategic HR planning.

On employer branding, the respondents stated that KAA was perceived to be a good employer, and was actually considered one of the best parastatals to work with by its staff, and the public, with the HR HOD stating that they are always in receipt of blind applications and were always swamped with numerous resumes whenever they floated vacant roles internally or externally, thus indicative of a good brand image. The interviewees stated that KAA did not purposefully engage in any external employer brand building activities, but just strived to create a good work culture so as to attract and retain its workers. This study also established that KAA had low staff attrition rates, with the respondents stating that its long serving employees were over 30 years old in the organisation, which was attributed to the all-inclusive work culture, which made the employees stay. However, they stated that this posed a challenge to employee performance in the organisation, as this constricted external recruitment, which was crucial for driving innovation at KAA, where new employees had the

potential of enhancing how things were done in the organisation, by coming up with fresh ideas from their various places of work, or having competencies/ skill set that the current pool at KAA did not possess, leading to enhanced employee performance in the organisation.

The sentiments from the HODs of the 13 departments at KAA highlighted the need for the organisation to set aside more financial resources to facilitate the fruition of the strategic HR planning, and engage in external employer brand building, where KAA will be involved in career fairs in order to enhance the organisation's ability to attract good talent externally thereby enhancing their strategic resourcing strategy. The respondents also collectively stated that strategic employee resourcing positively influenced employee performance at KAA, as it supported the acquisition and retention of qualified personnel, who matched the competency requirements for the various roles, thereby enabling the enrichment of employee output.

#### **4.3 Strategic Training and Development and Employee Performance**

The main intent of this section was to establish the respondents' views on the fit/alignment between employee training and business goals at KAA, the frequency and extent of strategic training needs analysis, strategic training activities that were implemented at KAA, and what had been the outcome of this. Moreover, this section sought to identify the respondents' views on the influence of the training and development strategy on employee performance at KAA, and how it can be enhanced.

The respondents stated that employee training was not aligned with the business goals, but rather employee competency gaps, indicating there was no fit between employee training and business goals at KAA. In addition, they stated that since the training budget allocated in the organisation was limited, training was just done when needed at KAA, and this was majorly for the technical and customer service departments, as thus the outcome of the training was only experienced in these two departments. The interviewees asserted that the bias in training and development activities in KAA, made it difficult for the training and development to enhance employee performance in the organisation, thus minimal effect of the training and development activities on employee performance at KAA. The respondents stated that training and development should be given prominence to all the departments, in order for it to be effective, and should also align individual training requirement with business goals in order to enhance employee performance.

#### **4.4 Strategic Employee Relations and Employee Performance at KAA**

This study focused on establishing strategic employee relations activities at KAA in this segment, from its value system, the communication and dispute management mechanism, reward and recognition activities at KAA and strategic employee relations activities are linked to employee performance, at KAA.

The respondents asserted that there is a shared value system at KAA, with a unity of purpose amongst the employees in the organisation, that is driven by an all-inclusive work culture, and open communication channels, where every employee has a voice at KAA. They also stated that there is an inhouse dispute management structure in the organisation, though majority of the times, the junior employees overlooked it and resorted to picket and demonstrate to express their disgruntlement which affected their performance.

Unanimously, the respondents asserted that the trade union activities negatively affected the employee performance at KAA, as these often-encouraged confrontational ways of resolving employee complaints, and unending dialogues which often led to disruption of work. The respondents also stated that there was a viable reward and recognition program, which each department had their unique non-financial incentive of appreciating its top performers which the employees were happy about, that encouraged enhanced employee performance.

Though the respondents stated that strategic employee relations had a positive impact on employee performance at KAA, much more can be done by enhancing the dispute management system so as to reduce the influence of the trade union activities, which really disrupt employee performance in the organisation.

#### **4.5. Strategic Performance Management and Employee Performance at KAA**

In this segment, the research aimed to evaluate the respondents' views on strategic performance management activities at KAA and their relation to employee performance. The respondents stated that KAA sets its overall business goals annually, which are then linked to the departmental goals and then broken down to individual employee goals by the respective head of department in the thirteen administrative units in the organisation, implying that employee goals are linked to employee performance. The respondents also stated that since all employees were on performance contracts, performance monitoring was done annually without fail. However, they stated that KAA only evaluated and monitored employee

performance as it was a government directive as it was a state agency, just as a formality sake, and not majorly to enhance employee performance, as thus remedial action on deviation from desired performance was not conducted thereby making the performance appraisal activities have minimal or no effect on employee performance at KAA.

The interviewees recommended a culture or mindset transformation among the employees at KAA on why and how performance management should be conducted, so as to enable it to be geared to driving corrective action to rectify and direct employee output, and not just a mere government directive, in order for the strategic performance management efforts to yield a positive influence on employee performance at KAA.

#### **4.6 Employee Performance at KAA**

The study in this section aimed to establish the respondents view on employee performance at KAA. The employee performance metrics were the employees' provision of service delivery in adherence to specific quality standards (quality of service), degree of disaster/emergency preparedness by employees, and level of innovation of the employee at KAA, as they were the measures used to gauge worker output in the aviation industry.

The respondents stated that the employee performance at KAA was unsatisfactory, as they experienced frequent cases of disaster unpreparedness, customer complaints on poor quality of service delivery, with few instances of the HODS taking pride in the innovations made by the employees.

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

The result of the findings on the influence of strategic resourcing practices at KAA, that indicate that positive employer branding and strategic HR planning positively influence employee performance collaborate with the findings of Mupani & Chipunza (2018), and Rapuda (2018), that revealed that positive employer branding helps attract the right talent, who posses the right skill set to perform the required roles within the organisation, which is vital component in driving employee performance. Similarly, these study findings on the influence of HR planning validate Ateufack (2021), research outcomes which highlighted the importance of HR planning in enhancing employee performance, as it highlights the manpower requirements needed and how and when these requirements are to be fulfilled inorder to have the right skill set required by the organisation in order to have optimal employee output.

#### **4.4 Strategic Employee Relations and Employee Performance at KAA**

This study focused on establishing strategic employee relations activities at KAA in this segment, from its value system, the communication and dispute management mechanism, reward and recognition activities at KAA and strategic employee relations activities are linked to employee performance, at KAA.

The respondents asserted that there is a shared value system at KAA, with a unity of purpose amongst the employees in the organisation, that is driven by an all-inclusive work culture, and open communication channels, where every employee has a voice at KAA. They also stated that there is an inhouse dispute management structure in the organisation, though majority of the times, the junior employees overlooked it and resorted to picket and demonstrate to express their disgruntlement which affected their performance.

Unanimously, the respondents asserted that the trade union activities negatively affected the employee performance at KAA, as these often-encouraged confrontational ways of resolving employee complaints, and unending dialogues which often led to disruption of work. The respondents also stated that there was a viable reward and recognition program, which each department had their unique non-financial incentive of appreciating its top performers which the employees were happy about, that encouraged enhanced employee performance.

Though the respondents stated that strategic employee relations had a positive impact on employee performance at KAA, much more can be done by enhancing the dispute management system so as to reduce the influence of the trade union activities, which really disrupt employee performance in the organisation.

#### **4.5. Strategic Performance Management and Employee Performance at KAA**

In this segment, the research aimed to evaluate the respondents' views on strategic performance management activities at KAA and their relation to employee performance. The respondents stated that KAA sets its overall business goals annually, which are then linked to the departmental goals and then broken down to individual employee goals by the respective head of department in the thirteen administrative units in the organisation, implying that employee goals are linked to employee performance. The respondents also stated that since all employees were on performance contracts, performance monitoring was done annually without fail. However, they stated that KAA only evaluated and monitored employee

These study established the need to link training and development on business goals at KAA, and allocating the required financial resources for training and development as this is quite crucial in equipping employees with the right skill set, failure to which the training will be inconsequential which augers with the study outcomes of Gebrewot *et al.*, (2023), and Boon *et al.*,(2019), that revealed the importance of linking individual employee training needs to the overall business needs so as to enhance employee performance, and setting aside sufficient resources for this, failure to which the training will be inconsequential in driving employee performance.

The outcome of these research findings which revealed the negative outcomes of not taking corrective action on employee performance after performance evaluation, justifying the research outcomes of Owino (2019), and Buuri (2015), which highlighted the value of providing feedback after performance evaluation, and taking corrective action on deviation from desired employee performance, failure to which the performance management activities will have no effect or minimal effect on employee performance as observed in KAA.

The outcomes of these study findings indicate the value of having a robust employee relation strategy which has a shared valued system, established channels of communication and dispute management structure, which plays an important role in driving employee performance. This study also highlights the negative effects of trade unions on employee performance, which collaborates with the findings of Dinyuny & Segar(2015), as well as Antwi& Bakoror(2020), which revealed that trade union activities are disruptive to employee performance, as they encourage picketing and goo slows, and lengthy dispute resolution systems which are disruptive to the employees' workflow, which consequently derails their output.

#### **4.8 Chapter Summary**

This chapter aimed to highlight the results of the study findings on the influence of strategic human resource practices on employee performance at Kenya Airports Authority. Whilst the research findings revealed that KAA engaged in strategic employee resourcing, strategic training and development, strategic employee relation and strategic performance management initiatives, the employee performance in the organisation was still unsatisfactory, highlighting issues on how these strategic human resource practices were being implemented which made them not yield their desired outcome.



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECCOMENDATIONS

#### **5.1 Introduction**

This chapter seeks to provide a summary of the research findings, conclusion and recommendations. In addition, this section highlights the limitations encountered in this study and suggestions for subsequent investigations.

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

The study conclusively demonstrated that of the four strategic human resource practices implemented at KAA, that is strategic employee resourcing, strategic training and development, strategic employee relation and strategic performance management, strategic training and development had minimal influence on employee performance, with the other practices having a positive influence on employee performance at KAA, even though the employee performance was still unsatisfactory, and amendments could be done on how to enhance how these strategic human resource practices were implemented in order to have optimal impact on employee performance.

#### **5.3. Recommendations of the Study**

The research suggests that the advantageous course of action for KAA would be to devote more financial resources in implementing their strategic human resource practices, as they are capital intensive in order obtain the required results on employee performance. The study also recommends a shift in how the employees perceive or peg value on these human resource practices, moreso strategic performance management practices, so as not to be seen as a mere formality, but to be viewed as purposeful activities geared to drive positive employee performance.

#### **5.4. Conclusion**

Generally, the desired effect of strategic human resource practices on employee performance at KAA have not been felt due to budgetary constrains and lack of emphasis on the value of how and why these human resource practices have been implemented in order to drive employee performance at the organisation.

### **5.5 Limitations of the Study**

Numerous constraints challenged the scope and validity of this study. Firstly, drawing from the specific characteristics and essence of the study, its findings were objective in nature, as they were based on the subjective opinion of the study participants, thus the researcher had to rely on the information provided by the 13 respondents which had the risk of being biased.

Secondly, the researcher faced a lot of bureaucracy in assessing the HODS which ate into the anticipated time required to conduct this research.

Thirdly, the researcher encountered difficulties in obtaining comprehensive information from the respondents, as at times they were hesitant to divulge on the area of study, but the researcher strived as much as possible to get all the required information by being diplomatic and patient with the respondents, as well as rewording the questions severally.

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## APPENDICES

### APPENDIX I: INTRODUCTION LETTER

The Managing Director,  
Kenya Airports Authority

01/10/2023.

Dear Sir,

#### **REF: APPEAL FOR AUTHORITY TO CONDUCT ACADEMIC RESEARCH**

I am a graduate student pursuing my Master's degree in Human Resource Management at The University of Nairobi. As a component of my academic obligations, I am leading a study on the impact of human resource management strategies on employee performance in Kenya's aviation industry, with a specific focus on the Kenya Airports Authority. I would like to extend an invitation to your company to participate in this research by allowing your employees to take part in providing responses during my interview with them. The information gathered from the respondents will be analysed to assess the influence of human resource practices on the performance of employees.

Importantly, the information gathered in the study will undergo rigorous management ensuring utmost confidentiality is maintained throughout the process. The information will be utilized exclusively for academic purposes.

Yours truly,  
Benjamin Kibet  
The University of Nairobi.

**APPENDIX II: INTERVIEW GUIDE**

Thematic Area	Probe/ Question	Response
Strategic Employee Resourcing	<ol style="list-style-type: none"> <li>1. How do you handle SHR planning at KAA?</li> <li>2. Do you engage in Strategic employee brand building?</li> <li>3. What are your perception of KAA's image as an employer?</li> <li>4. What is your view on strategic employee retention at KAA?</li> <li>5. How can the resourcing strategy be enhanced at KAA, so as to yield maximum effect on employee performance?</li> <li>6. What is your opinion on the influence of strategic Resourcing on employee performance at KAA?</li> </ol>	
Strategic Training and Development	<ol style="list-style-type: none"> <li>1. What are your opinion on the fit/alignment between employee training and business goals at KAA?</li> <li>2. What is the frequency and extent of strategic training needs analysis at KAA?</li> <li>3. What is your take on the strategic training activities implemented at KAA?</li> <li>4. What is your view on the evaluation of training at KAA?, what has been the outcome?</li> <li>5. What is your perception on the influence of the training strategy on employee performance at KAA?</li> <li>6. What do you recommend that KAA should do so as to enhance the effect of training strategy on its worker performance?</li> </ol>	
Strategic Employee Relations	<ol style="list-style-type: none"> <li>1. What are your views on the value system between the employee and business goals?</li> <li>2. What is your view on the channel of communication used</li> </ol>	



	<p>at KAA?</p> <p>3. What is your take on KAA's dispute management system?</p> <p>4. What is your opinion on the efforts undertaken by KAA to drive a positive employee experience through reward and recognition?</p> <p>5. From your perspective, how can KAA enhance its employee relations strategy, so as to drive greater employee performance?</p>	
Strategic Performance Management	<p>1. What is your perception of goal setting at KAA?</p> <p>2. Do the employees at KAA align their personal goals, with the overall business goals?</p> <p>3. What is your take on the frequency of monitoring of employee performance at KAA?</p> <p>4. What is your opinion on the efforts undertaken by KAA in taking corrective action on deviation from expected employee performance?</p> <p>5. In your view, how can KAA improve its Strategic performance management, so as to yield better worker performance?</p>	
Employee performance	<p>What is your take on the quality-of-service delivery provided by employees at KAA?</p> <p>What is your view of the degree of disaster/emergency preparedness by employees at KAA?</p> <p>What is your take on the level of innovation of the employee at KAA?</p>	