

**PERCEIVED EFFECT OF HUMAN RESOURCE MANAGEMENT
PRACTICES ON EMPLOYEE PERFORMANCE AT JEFF HAMILTON
KENYA LIMITED**

PRESENTED BY

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DECLARATION

I declare that this research project is my original work and has not been presented for any award of Degree in any other University.

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DEDICATION

The research project is dedicated to my mother, brother and sisters for their moral, spiritual and financial support in my post graduate studies. Much dedication goes to my workmates and classmates who supported me in one way or the other I also dedicate this research project to my loving husband for his inspiration and encouragement.

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ABSTRACT

The objective of the study was to determine the perceived effect of human resource management practices on employee performance at Jeff Hamilton Kenya Limited. The study was supported by two theories: Resource Based View and Human Capital Theory. The study adopted descriptive research design in form of a survey. The study also used primary source of data by use of questionnaires developed in form of a five point Likert scale. Data was analysed by use of scientific package for social science (SPSS) and a regression model was used to determine the perceived effect of human resource management practices on employee performance at Jeff Hamilton Limited. The findings conclude that there is a positive strong correlation between human resource management practices and employee performance. The summary is made based on the findings of the study, conclusion and recommendations made as per the objectives and findings.

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CHAPTER: INTRODUCTION

1.1 Background of Study

Human resource management practices have been described as a variety of functions aimed at effectively managing an organization's employees or human resources. It is a philosophy of people management, based on the belief that human resources are uniquely important to sustain business success (Kohli and Deb, 2010). For more than a century, human resource management, as a discipline and practice in the management of people in an organisation, has evolved and developed into different areas. The underlying forces behind the evolution and development of human resource management have been (and still are) mainly environmental, and the quest for better ways of acquiring and utilising labour. The changing organizational environment in the marketplace has pushed managers to improve efficiency in the production and service delivery processes by increasing their ability to use the best practices of people management (Farnham & Pimlott, 1999).

Human resource management practices has represented a consistent view of people management in which employees are treated as valuable assets. The renewed emphasis on the importance of human resources has drawn attention to the practice of people management .Kohli and Deb (2010) opines that an organization gains competitive advantage by using it's people effectively drawing on their expertise and ingenuity to meet clearly defined objectives. They argue that the purpose of human resource management practice is to ensure the employees of the organization are used in such a way that the employer obtains greatest possible benefit from their abilities and employees gain both material rewards and psychological satisfaction from their work. Human Resources are the most valuable resources of an organization because the productivity of all other resources depends upon people. The competitive environment is a major driver of change in the world of work. The pressures on

organizations to add value, achieve sustained competitive advantage, and respond and adapt quickly and flexibly to new challenges and opportunities are relentless. The responses to these pressures have taken many forms, including new types of organization, lean, delayed, flexible, process- or project-based, increasing reliance on information technology, and an emphasis on continuous improvement in terms of performance, quality and customer service (Armstrong and Brown, 2001).

The research will be supported by Resource Based View (Barney, 1991) and Human Capital Theory (Becker, 1964). The Resource Based View (Barney, 1991) state that the essence organisations comprise unique bundles of assets (including ‘human assets’) and that access to these, and the firm’s ability to make effective use of them, provides the source of its competitive advantage in the marketplace. Human capital theory was initially well developed by Becker (1964), and consists of the knowledge, skills and abilities of the people employed in an organization. Human capital represents the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinctive character.

The research was conducted at Jeff Hamilton, a Family owned enterprise and a global security company found in Kenya and other regions within East Africa. Jeff Hamilton is a Security company that has been in existence for the past 3 years and has about 120 staff. Some of the services offered at Jeff Hamilton include, guarding, alarm systems, cctv installation, loss control and security training and consultancy. The quality of the human or intellectual capital possessed by the company is seen generally as the key factor in conducting the study in the organization, and differentiating them from their rivals and achieving superior results. The focus of the company is on the development of business

strategies to achieve longer-term goals, and the part played by human resource strategies in general, and reward strategies in particular, in supporting their achievement.

1.1.1 The Concept of Perception

Perception can be defined as a process which involves seeing, selecting, organizing, interpreting and giving meaning to the environment. The functioning of the whole process is influenced by the individuals doing the perceiving, the objects or events being perceived and the environment in which perception occurs (Khanka, 2008). Robbins (2006) state that perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. Luthans (1995) opine that the perception is an important mediating cognitive process through which perceptions make interpretations of the stimulus or situation they are faced with.

Nzuve (2012) state that perception is the process by which individuals organize and interpret to their sensory impressions in order to give meaning to their environment. He argues that perception inputs are received through sensory mechanisms and depends on the attitude of the individual. Newstrom (2011) point out that employees see their work worlds differently for a variety of reasons. They may differ in their personalities, needs, physical settings or social surroundings. Perception is the process by which organisms interpret and organize sensation to produce meaningful experience of the world Lindsay & Norman Perception is the process by which we create a meaningful picture of the world (Kotler 2004). Perception is our sensory experience of the world around us and involves both the recognition of environmental stimuli and actions in response to these stimuli. Perception not only creates our experience of the world around us it allows us to act within our environment.

Perception has a strong impact on an individual descriptions analysis of events and subsequent behavior (Gordon, et al, 1990). The extent to which an individual perception of

the events matches what is truly there; therefore, it depends on; One, factors at work in the perceiver such as individual physical health, intelligence, degree of open mindedness and general level of emotional well-being. Two, the factors in the external situation such as whether this is a new experience or a repeat of past, extent of involvement of others especially those who bring strong positive messages i.e. encouragement and support, criticism and stress (Cole 2007). Perception is psychological and can be measured by qualitative factors such as people's attitudes, emotions, previous experience and their needs. People's attitudes have powerful influence upon what they pay attention to, what they remember and how they interpret information (Arnold and Feldman 1986).

Perception leads to decision making and action taking. Employee perception of fairness and unfairness is determined by how well particular event (s) or incidents (s) reflect on widely held beliefs, expectations and norms. Perceptions vary from person to person, people perceive things about the same situation but more than that, we assign different meanings to what we perceive and the meanings might change for a certain person. One might change one perspective or simply make things mean something else. Nzuve (2010) articulates the importance of perception by stating that people's behavior is based on their perception of the reality. Perception is influenced by factors such as physical senses, health differences, general intelligence, nature and effects of past experience, innate abilities and learned skills, individual values and attitudes, personality differences, individual aspirations and goals, status, situation or context (Cole 2007).

1.1.2 Human Resource Management Practices

Human resource management is a comprehensive and coherent approach to the employment and development of people, and is regarded as a philosophy about how people should be managed. The practice is concerned with the contribution people make to improving

organizational effectiveness and involves application of policies in the fields of organization design and development, employee resourcing, learning and development, performance and reward (Armstrong, 2014). Watson (2010) asserts that human resource management is the managerial utilization of the efforts, knowledge, capabilities and committed behaviours which people contribute to an authoritatively coordinate human enterprise as part of an employment exchange. He also points out the aim of the practice is to support organization in achieving its objectives by developing and implementing human resource strategies that are integrated with business strategy.

According to Armstrong (2011) state that the practice of human resource management (HRMP) is concerned with all aspects of how people are employed and managed in organizations. It covers activities such as strategic HRM (human resource management), human capital management, corporate social responsibility, knowledge management, organization development, resourcing (human resource planning, recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations, employee well-being and health and safety and the provision of employee services. Boxall and Purcell (2003) defines human resource management practice as a strategic integrated and coherent approach to the employment development and wellbeing of the people working in perceived terms of vertical or alignment between the organization's business and human resource strategies. Guest (1998) argues that practices depend on the human resource management strategy. The human resource strategy describes the orientation of the company in the management of human factor giving cohesion of the set of practices through which it is implemented. They also state that human resource management is the management of work and people towards desired ends, is a fundamental activity in any organization in which human beings are employed.

1.1.3 Employee Performance

Employee performance is the key process through which work gets done. It is how organizations communicate expectations and drive behaviour to achieve important goals; it is also how organizations identify ineffective performers for development programmes or other personnel actions (Coppelli, 2008). Shields (2007) state that performance provides the basis for self-development but, importantly it is about ensuring the support and guidance people need to develop and improve are readily available. He also point out that performance play an important role in rewarding employees by providing them with positive feedback and recognition of their accomplishments. Bernardin et al (1995) are concerned that performance should be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction and economic contributions. Campbell (1990) believes that Performance is behavior and should be distinguished from the outcomes because they can be contaminated by systems factors. Armstrong (2012) observes that performance is expected to improve a culture in which the achievement of high performance is key indicator of people contribution to the organization.

Nzuve (2007) asserts that evaluation of employee performance provide management with information necessary for the success of the organization Certo (2010) argues that employee performance helps to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the organization. He also opines that performance focuses on future performance planning and improvement. Noe et.al (2011) state that performance is a process of ensuring that individual's activities and outputs match organization's goals. They argue that managing human resources includes keeping track of how well employees are performing relative to objectives such as job descriptions and goals for a particular position. The activities of employee performance include specifying tasks and outcomes of a job that contribute to the organization success. Agwarwal (2010) opined that

an individual performance is highly important for an organization as a whole and the individuals working in it. Organizations need highly performing employees in order to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage.

1.1.4 Jeff Hamilton Kenya Limited

Jeff Hamilton was started in the year 2013 and has been recognized as the fastest growing pioneer global security management partner of choice. With only 3 years in existence, Jeff Hamilton has 120 staff. It has branches in Nairobi, Mombasa, Kampala & Juba. The company's regional offices are located in Nairobi Kenya along Mombasa road at the Semco Industrial Park and the Mombasa offices on Links Road Nyali. From Nairobi they are able to coordinate our operations in Uganda and South Sudan. The vision of the company is to be global security management partner of choice whereas its mission is to manage security innovatively while consistently exceeding stakeholder expectations. Jeff Hamilton network and collaborate with other reputable organizations both locally and internationally to enhance its capacity to the benefit of its clients. This has made it possible to offer security solutions across the globe (Jeff Hamilton Human Resource Manual, 2015).

The company has five departments which include Executive, Sales department, Operations department, Human resource department, and Finance department. The customer base has witnessed tremendous growth premised on their approach of treating the security function as a revenue centre rather than a cost centre. The company has established formidable industry partnerships to ensure superior client experience benchmarked with global standards and it draws exposure and relationships from numerous organizations to articulate industry best practices. The company understands that each business is unique and as such limit transferability of such practices to the specific nature and situation under consideration.

1.2 Research Problem

Human Resource Management plays a pivotal role in proactive management of employees for effective orientation of people philosophies with organizational objectives. In today's rapidly changing and highly competitive environment, the human resource function plays an increasing important role in organization's ultimate success or failure. Organizations around the world are remodelling themselves as they respond to the challenges presented by the global economy. Success in today's competitive business environment is increasingly as a result of effective human resource management and performance of employees. The dynamic and competitive business environment resulting from globalization has led management to bring new focus on how human resources should be organized and managed (Aquinas, 2008). Human resource ensures the most effective and efficient use of human talent for accomplishing the goals of an organization. The human resource function is responsible for managing practices that ensure that a consistent, fair and thorough approach is adopted to dealing with human resource management issues (Kohli and Deb, 2010).

Many companies today recognize the importance of people in meeting their goals. One of the biggest problems in an organization is failing to adapt to the changing world. This means understanding the implications of globalization, technology changes, workforce diversity, labour shortages, changing skill requirements, continuous improvement initiatives, the contingent workforce decentralized work sites and employee involvement (Robbins and Decenzo, 2005). Jeff Hamilton being a young and fast growing company has been faced by challenges such as employee turnover, disciplinary in its operations and management of employees hence poor employee performance. Despite the company having a code of conduct the disciplinary cases has increased due to the calibre of employees working in the

organization who lack proper professional skills. The company also lack a comprehensive performance appraisal system which provides an opportunity to the employees and managers to create a plan for achieving shared goals and professional development of capability and capacity of employees to perform consistently coupled with the agility to respond to a changing dynamic business and work environment.

Previous studies have been conducted on the perceived effect of human resource management practices on employee performance. Nura (2014) conducted a descriptive research survey study on the human resource management practices and employee performance in Nigerian Higher Educational Institutions. The study found that human resource management practices operationalized are procurement, development, compensation, integration, maintenance and separation. Amendi (2015) did a descriptive consensus survey research on the influence of human resource management practices on performance of savings and credit cooperatives in Vihiga County, Kenya. The study found that most human resource management practices leads to employee performance. Kazira (2014) also did a descriptive research to analyse the relationship between human resource management practice and employee commitment in the retail banking at Standard Chartered Bank (Kenya). The study identified that there are challenges in implementation of human resource management practices aimed at motivating employees to enhance performance.

Oluoch (2013) conducted a descriptive study on the influence of best human resource management practices of organizational performance at the University of Nairobi. The study found that a bundle of human resource management practice such as recruitment and selection, reward system, job design, training and development influences performance at the university. Mbugua (2014) did a descriptive research on employees' perception on the influence of human resource management practices on performance of KENGEN. The study

point out that human resource management practices in organizations have undergone major shifts act as a such human resource practitioners have taken strategic position in organizations as they have a major role to in play in organizational performance.

The purpose of this research will be to look at the perceived effect of Human Resource Management practices on employees' performance of Jeff Hamilton Company which is one of the fastest growing family owned enterprise in the security sector in Kenya. The study seeks to address the research question: What are the perceived effects of the Human resource management practices on employee performance at Jeff Hamilton?

1.3 Objective of the Study

The objective of the study was to determine the perceived effect of human resource management practices on employee performance at Jeff Hamilton Kenya Limited

1.4 Value of the Study

The human resource practitioners will benefit from the study as the findings will assist them with a macro perspective of human resource management practice in overall organizational set up and serve as a vital input in drafting tailor made human resource management practices for organizations. It will also offer the human resource practitioners with answers to quite a few dilemmas that they encounter in their mission to pursue an organizationally dove talented and business aligned human resource function.

The research will be essential to policy makers because they will use the findings in developing and implementing legislation pertaining human resource management practice provide regulatory framework to monitor whether organizations follow all laid down procedures and practises used in management of employees in Kenya. The board of management (executives) of Jeff Hamilton will benefit from the study as the findings will provides them with an overview of the strategic of human resource by integrating and

aligning the best practices in their organizations with business objectives. The findings will also help them in achieving the business goals of the organizational unit or function in which they operate.

The study will be of value to researchers and other scholars since they will be able to identify the gaps that may have been left by the study when conducting similar studies in the future.

The study will also be benefit to them because they will use the findings as a reference guide on other studies that focuses on human resource management practices to improve employees productivity.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter of the study discussed the literature review from scholars and other researchers in relation to the effect of human resource management practices on employee performance. The chapter discussed the theoretical foundation of the study, human resource management practices, and the effect of human resource management practices on employee performance.

2.2 Theoretical Foundation

The study was supported by two theories: Resource Based View and Human Capital Theory.

2.2.1 Resource Based View

The theory was founded by Penrose (1959) and advanced by Barney (1991) to understand the potential of the human assets of organizations in providing competitive advantage and the role they play in organizations. According to the resource based view, human resources contribute to a sustained competitive advantage for an organization when they are valuable, non-tradable, non-imitable and non- sustainable. The resource based view of an organization determines the value of human resources for the organization as people can be competitive. The theory provides a framework and criteria for determining the type of human resources which can be the source of competitive advantage of an organization. The theory emphasizes the need for resources as being primary in the determination of policies and procedures. Organizations are viewed as able to succeed by gaining and retaining control over scarce valuable resources such as human resources. . Proponents of this model, such as Barney (2007), define ‘resources’ as ‘all assets, capabilities, organisational processes, firm attributes, information, knowledge etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness’. He classifies them into three categories: physical capital, organisational capital and human capital, where ‘human

capital resources' include the experience, judgement and intelligence of individual managers and workers in the firm.

Lado and Wilson (1994) believes that a strategic approach to human resource management recognizes that human resources are a key source for competitive advantage because it is skills, behaviour and values of human resources that are permanent in sustaining high performance. The resource based view also opine that human resource practices deliver added value and helps achieve sustainable competitive advantage through the strategic development of the organization's rare resource as it is claimed that human resource can play a major part in ensuring that the firm's human resource s meet the required criteria. The resource-based view (RBV) of the firm concentrates on its internal resources, strategy and business performance, where the contribution of a firm's human resources is to promote competitive advantage through developing 'human capital' rather than just aligning human resources to the firm's strategic goals. According to Barney (1991), 'the resource-based model of strategic management suggests that organisation theory and organisational behaviour may be a rich source of findings and theories concerning rare, non-imitable, and non- substitutable resources in firms'.

2.2.2 Human Capital Theory

The theory was advanced by Becker (1964) and considers human resources as a significant factor of sustained competitive advantage for a company. The theory is also concerned with how people in an organization contribute their knowledge and abilities to enhancing organizational capability and the significance of that contribution. This implies that when their capabilities and skills are available to an organization in the form of the skills and competencies of its individual employees and superior to those of its competitors, the firms gains and competitive advantage over its competitors. The crux of this theory is that people

are of value to the organization because they make it productive. In essence, the organization has invested in people just as they had invested in machinery, viewing them as an additional type of capital.

Scarborough and Elias (2002) state that the concept of human capital is most usefully viewed as a bridging concept that defines the link between human resource practices and business performance. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization. Davenport (1999) observe that people possess innate abilities, behaviours and personal time. Schultz (1981) believes that human capital theory helps to determine the impact of people on the business and their contribution to shareholder value. It demonstrates that human resource practices produce value for money in terms of for example return on investment. It also provides guidance on future human resource and business strategies that will inform strategies and practices designed to improve the effectiveness of people management in the organization.

2.3 Human Resource Management Practices

Human resource management practices take a central place in quality movement of organizations. Human resource management encompasses a wide range of practices intended to attract, develop, reward, motivate, integrate and retain employees. The type of human resource management practices that an organization prefers would be contingent upon its human resource management goals (Torington et.al, 2008). According Noe (2006) state there are several human resource management practices and they include analysing and designing work, determining human resource needs (human resource planning), attracting potential employees (recruitment), choosing employees (selection), teaching employees how to perform their jobs and preparing them for the future (training and development), rewarding

employees (compensation), evaluating their performance (performance management) and creating a positive work environment (employee relations).

2.3.1 Human Resource Planning

Armstrong (2014) defines human resource planning (HRP) as a 'both quantitative and qualitative process of ensuring that the organisation has the right people at the right time doing the right job'. The emphasis is on employee competencies and their stability rather than the precision of the numbers obtained through rigorous forecasting techniques. Furthermore, Pattanayak (2006) considers HRP as a process of analysing an organisation's human resource needs under changing conditions, and developing the solutions necessary for satisfying those need. Human resource planning helps managers anticipate and meet changing needs relating to the acquisition, deployment and utilization of its employees. Job analysis is a systematic procedure for gathering, analysing and documenting information about a particular job. The analysis specifies what each worker does, the work conditions, and the worker qualifications necessary to perform the job successfully (Noe, 2008).

2.3.2 Human Resourcing/Recruitment

Armstrong (2014) state that recruitment is the process of finding and engaging the people the organization needs. Recruitment practice is a human resource practice in which organization assess and choose from among job candidates. Organizations use recruitment to locate and attract job applicants for particular positions. According to Arnold (2006) state that the practice covers developing an employee value proposition, and creating an employer brand. It involves a process of enabling the organisation to have the right people, doing the right jobs at the right time. This is in line with the challenges facing managers in staffing organisations. It is about planning for the number and quality of employees required under different job categories and to make sure that staffing process such as recruitment, selection, placement, promotions, transfers and downsizing are effective.

Recruitment and selection form part of the process of attracting and obtaining suitable employees for the organisation. This is a crucial practice in staffing function because it determines the quality of human resources that the organisation will have. It is usually a long process that starts with advertising for vacant posts, receiving applications, short listing the most qualified applicants, and selecting the best candidates by using various selection techniques (Cole, 1997).

2.3.3 Training and Development

Organization needs people with high and appropriate levels of knowledge, skills and abilities. The primary purpose of learning and development as an organizational process is to aid collective progress through collaborative expert and ethical simulation and facilitation of learning and knowledge that support business goals and develop individual potential, and respect and build on diversity (Mathis and Jackson, 2003). Benaldu (1996) state that a well-designed training programme can be linked to improvements in business results and that return on investments in training programmes is very high. The practice also deals with the conduct of learning and development activities in organizations. It covers how learning needs are identified. Brumbach (1998) opine that since the performance of the organisation depends on the competence of the workforce, training and development are important, not only for the present job but also for the future job and organisation. The head of the personnel department has to design tools for assessing the need for training that will be used to identify training and development gaps and develop effective strategies and programmes for training and developing staff.

2.3.4 The Practice of Reward Management/Compensation

Mullins (2010) state that reward management is concerned with the strategies, policies and practices required to ensure that the value of people and contribution they make to achieving

organizational, departmental and team goals is recognized and rewarded. Reward management deals with non-financial rewards such as recognition, learning and development opportunities, and increased job responsibility as well as financial rewards. McKenna & Beach (2002) state that financial aspect of rewards relates to extrinsic motivation meant for the satisfaction of basic needs of life, the non-financial rewards are more intrinsic, in that, they are meant for the satisfaction of psychological needs including job variety and challenging people, achievement, recognition, employee development and involvement in determining the affairs of the organisation. Employees need different types of compensations or rewards for the effort they expend on the job and enable the organisation function. It is the duty of the human resource department through the responsible officers to evaluate different types and levels of jobs in order to develop appropriate compensations or rewards in terms of pay and other incentive packages (Agawala, 2010).

2.3.5 Employee Relations

Employee relations involve management and trade unions in conducting collective agreements, collective bargaining, disputes resolution and dealing with issues concerning the employment relationship and working environment. The practice involves approaches, methods and procedures adopted by employers to deal with employees collectively through their trade unions (Noe, 2008). Relationships between an employer and employee and among employees in the work- place need to be nurtured to avoid conflicts and disputes which will ultimately lead to unproductive behaviour (Price, 2007). Foot & Hook (2008) have stipulated important rights of the employer and employee in the employment relationship. In this regard, the employer has the right to control work performance, integrate employees in the organisation's structure and management system, and create an environment of mutual trust, confidence and supply of enough and reasonable work.

2.3.6 Performance Management

Performance management has evolved from the growing demand in organisations for better people management in order to realise better results. The emphasis has shifted from what employees are supposed to do, to what they are expected to achieve – results (Kandula, 2007). Employees' output is a critical issue because it determines how much an employee is worth to the organisation. It involves techniques and tools of individual, teams and organisational performance measurement. It has to ensure that performance targets for individuals, teams, sections and departments are set and agreed upon and measures to address performance gaps are in place and are working (Preece, 2006). This is not an easy task because it requires a value judgement about employees. This is because whatever process or tool is used to appraise staff and reward them accordingly, there is always tacit or explicit dissatisfaction from staff based on the feelings that such decisions were biased. Progress has been made towards improving staff appraisal systems, which will be covered later under performance management (Kandula, 2007).

2.3.7 Health and Safety Practice

Health and safety policies and programmes are concerned with protecting employees – and other people affected by what the company produces and does – against the hazards arising from their employment or their links with the company (Armstrong, 2014). The practice deals with creating satisfactory work environment, managing stress, attending to work life balance, dealing with sexual harassment and bullying problems, providing services for individuals including employee assistance programmes and employee wellness programmes (Dessler, 2001). The achievement of the highest standards of health and safety in the workplace is the moral as well as the legal responsibility of employers – this is the overriding reason. Close and continuous attention to health and safety is important because ill-health and injuries caused by the system of work or working conditions cause suffering and loss to individuals

and their depend- ants. In addition, accidents and absences through ill-health or injuries result in losses and damage for the organization (Mullins, 2010).

2.4 Measures of Employee Performance

According to Walters (1995), various indicators are used to measure employee performance includes: contribution to the achievement of strategic objectives, measures of quality ,measures of quantity and volume ,measures of efficiency and value of money ,and measures of external internal customers satisfaction. These measures give top managers a fast but comprehensive view of the organization's performance and include both process and results measures. Performances indicators give the Human Resource department a chance to discuss with the employees about their performance and in return the employees will be able to give their feedback on it. This system allows the manager to know the problem in the organization and finds a way to fix it so as to increase the performance of employees. There are six (6) performance indicators; quality of work performed, quantity of work produced, dependability of the employee in the organization, teamwork and attendance of employees will assist managers in evaluating the performance of employees (Ghebregiorgis & Karsten, 2007). The quality of the work can be measured through freedom from errors and mistakes in their work, accuracy and the general quality of their work. Quantity of work is measured on the basis of the output produced by the employee for instance the volume of work produced is high.

Another performance measure is dependability of the employee where their timeliness and persistence to their work come in to play (Sarmiento, Beale & Knowles, 2007). Employees need to have cooperation in order to perform well. Working harmoniously with other members in the organization is beneficial as it ensures that the work gets done efficiently and effectively. Attendance is another measure of performance for employees. Low absenteeism ensures high productivity of workers as the employees are able to meet the goals or targets set for them (Ghebregiorgis & Karsten, 2007).

2.5 Human Resource Management Practices and Employee Performance

The quality of human resource in organization, particularly in terms of talent availability, is largely contingent upon human resource practices. When these practices get derailed or professional approach missed, organization will be saddled with substandard manpower. Human resource has a significant role to play in ensuring that their organizations are enabling employees have form of balance. Pfeffer (1995) state that good human resource policies and practices can I mprove productivity and performance by enhancing skills and giving people responsibility for making the best use of their skills. An organization's human resource management function focuses on the people aspect of management.

Many studies have been done to identify the perceived effect of human resource management practices on employee performance. Mbugua (2014) descriptive survey research design on employees perception of the influence of human resource management practices on performance of kengen. The results of the study also revealed that performance targets of employees are linked to the overall corporate objectives however the performance management system and evaluation process is not focused to ensure that employee performance is delivering on the performance of Kengen. The study revealed that the reward management policy framework, bonuses, promotions and employee recognition schemes do not enhance employee performance, motivation and retention to drive organization performance in Kengen. In addition the study revealed that employee and industrial relations have direct impact on the performance and that there is an established framework to facilitate good employee and industrial relations to reduce disruption and enhance productivity in Kengen.

Muindi (2012) did a descriptive study employees' perception of the effectiveness of performance management practices at Harambee Sacco Ltd. The study established that there is positive relationship between performance management practices and the employees' perception about the effectiveness in the organization. Performance management practices enhances employee motivation, career, allows employees to take higher responsibilities, enhance commitment to work and promote relations among employees and also between the employees and the management. Performance management practices if well integrated with organizational objectives leads to high efficiencies and effectiveness in the performance of the employees hence improving quality and productivity. Kazira (2014) conducted a descriptive survey on the relationship between human resource management practices and employee commitment in retail banking of standard chartered bank of Kenya. The study findings that employee commitment is positively related with recruitment and orientation, performance management, reward management, training and, job analysis and job design health and safety and career development. Khalumba (2012) conducted a study on the influence of human resource management practices on financial performance of commercial banks in Kenya. The study found that most commercial banks lacked effective human resource plans, employed ineffective recruitment and selection procedures, lacked effective reward management systems, lacked effective training and development programs and career development programs. The study thus concluded that the major human resource management practices that affected the financial performance of commercial banks included human resource planning, recruitment and selection, reward management, training and development, career planning and employees relations.

Nekhoba (2013) conducted a study employee perception of the effectiveness of human resource management practices at International Livestock Research Institute (ILRI). The

study found out that the employees perceived human resource planning, recruitment and selection, training and development, performance measurement, rewards management and human relations as being effective at the institute. The study concludes that the incorporation and implementation of the practices in the human resource policy will enable the organization to realize the intended objectives as these practices together work the best to show the true and whole picture of the employee's performance and not just a single snap shot. The study concludes that the institute has to learn how to manage a diverse workforce to get maximum benefit and competitive advantage in the changed scenario. Sagwa (2014) argues that human resource management practices and performance of firms listed on the Nairobi securities exchange. The results indicate that competitive strategy moderates the relationship between employee outcomes and firm performance. The results show that the relationship between HRMP and firm performance is not mediated by employee outcomes. The study contributes to understanding of the link between HRMP and firm performance, while at the same time confirms the findings of previous studies that have found a significant link between HRMP and firm performance. The finding that employee outcomes do not mediate in the relationship between HRMP and firm performance was surprising.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter comprises the Research Design, Target Population, Sample Design, Data Collection Procedures, and Data Analysis and Procedures.

3.2 Research Design

The study adopted descriptive research design in form of a survey. A descriptive design is a process of collecting data from the members of a population in order to determine the current status of the subject under study with respect to one or more variables. The major emphasis of a descriptive study is to determine the frequency of occurrence of the event to which variables are related (Mugenda and Mugenda, 1999).

3.3 Target Population

Target population is the specific population about which information is desired. According to Ngechu (2014) a population is a well-defined set of people, services, elements, events, group of things or households that are being investigated. The definition ensures that population of interest is homogeneous. Mugenda and Mugenda (1999) state that population of study are more representative because everyone has equal chance to be included in the final sample. The target population for this study will be all employees working at Jeff Hamilton. According to the company's Human Resource Department the total number is one hundred and twenty (120) employees (Jeff Hamilton Human Resource Department, 2016).

3.4 Data Collection

The study used primary source of data by use of questionnaires. The structured questionnaire was developed in form of a five point Likert scale to determine the perceived effect of human resource management practices on employee performance at Jeff Hamilton Limited. The questionnaire was categorised into two parts, 'A' and 'B'. Part 'A' contained information on the background of the respondents while part 'B' had questions on the perceived effect of

human resource practices on employee performance. The questionnaire was administered to the respondents through ‘drop and pick method’ and email correspondents. The respondents will be given ten (10) days to fill the questionnaires.

3.6 Data Analysis

Data was analysed for accuracy, uniformity and consistency before analysis. The data was analysed by use of descriptive statistics in form of mean, percentages, and standard deviation through Statistical Package for Social Sciences (SPSS). The findings were presented by use of frequency distribution in form of tables, diagrams, pie charts and bar graphs. The study will use regression model to determine the perceived effect of human resource practices on employee performance.

Regression Model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \varepsilon$$

$\beta_1 \beta_2 \beta_3 \beta_4 \beta_5 \beta_6 \beta_7 \beta_8 \beta_9$ = Coefficients of Determinants

Y = Employee Performance

X₁ = Human Resource Planning

X₂ = Recruitment

X₃ = Training and Development

X₄ = Compensation and Reward

X₅ = Employee Relations

X₆ = Performance Management

X₇ = Health and Safety

ε - error

CHAPTER FOUR: DISCUSSION ANALYSIS, PRESENTATION AND INTERPRETATION

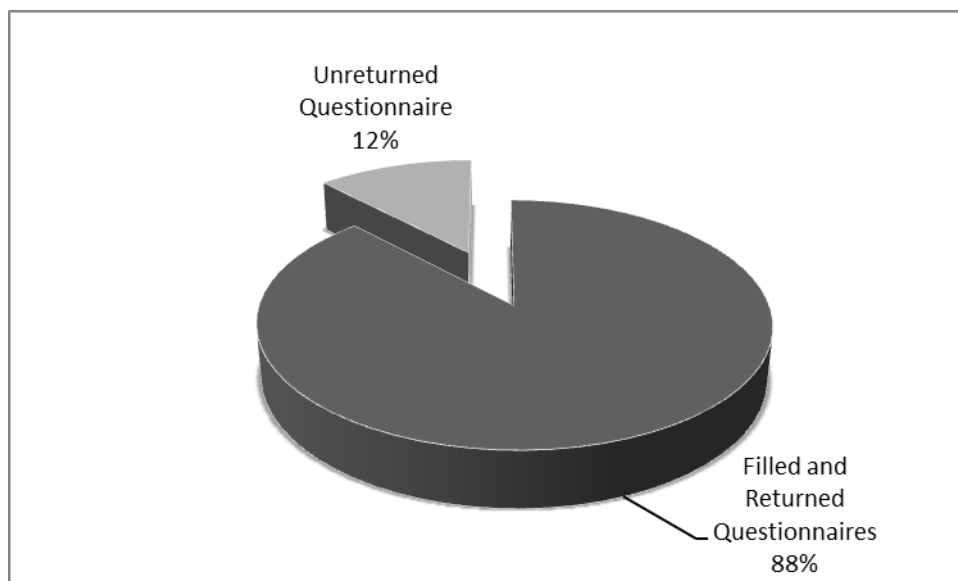
4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research objective and research methodology. The study findings are presented on the perceived effects of human resource management practices on employee performance of Jeff Hamilton Kenya Ltd. The researcher has presented the response rate, the data on background information of the respondents, analysis on the effect of human resource management practices on employee performance, and discussions on the findings.

4.2 Response Rate

The researcher in attempt to collect data relevant to the study distributed 120 copies of questionnaire to the company staff. Out of 120 questionnaires distributed, it's notable that only 105 which are 87.5% of the total were filled and returned while 15 were never returned which represent 12.5% as shown in Figure 4.2.1

Figure 4.2.1: Response Rate



Source: Research Data

The researcher distributed 120 questionnaires and only 105 questionnaires were completely filled and returned as indicated in Figure 4.2.1. This response rate is acceptable and representative and conforms to Mugenda and Mugenda (1999) who state that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.3 Demographic Data

The section presents the data findings on the respondents' general information. The demographic information included gender of respondents, their level of education, age bracket, level in the organization, number of years served in the organization, work category and department.

4.3.1 Gender

The study sought to establish the gender of the respondents in the study. The findings were shown in 4.3.1 below.

Table 4.3.1: Gender of Respondents

Gender	No. of Respondents	Percentage (%)
Female	24	31%
Male	73	69%
Total	97	100%

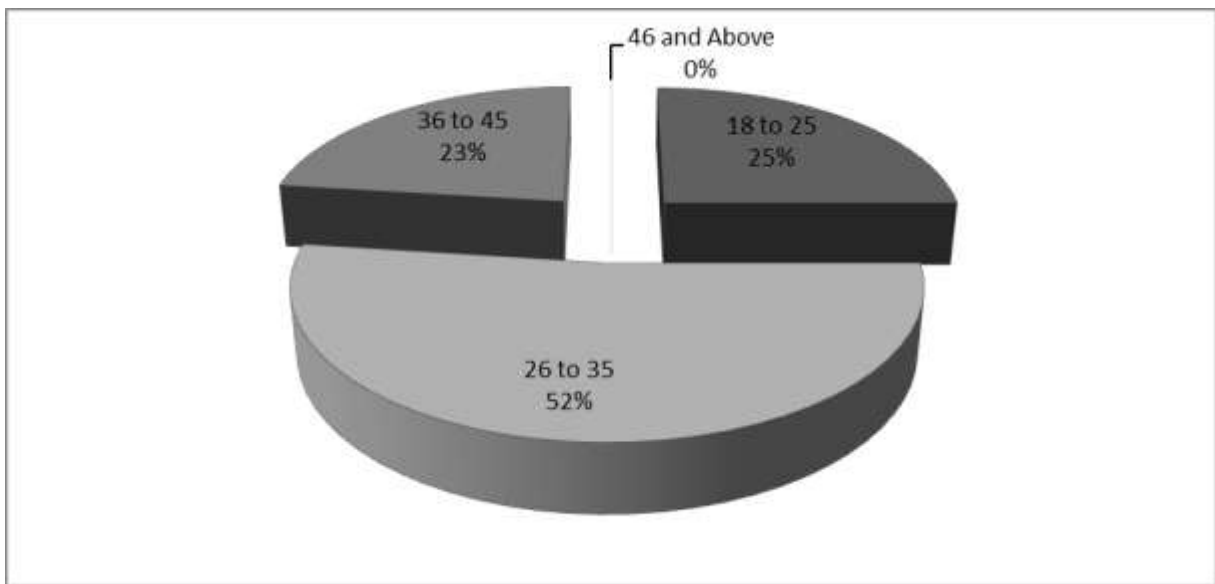
Source: Research Data

From the findings presented above, the studies found out that majority of the respondents were male with 69% representation while 31% were female. The results implied that genders participated in the study and there is no biasness that could have resulted.

4.3.2 Distribution of Respondents by Age

The study sought to establish the age of the respondents who participated in the study during the study period. Figure 4.3.2 below presents the findings.

Figure 4.3.2: Age Bracket



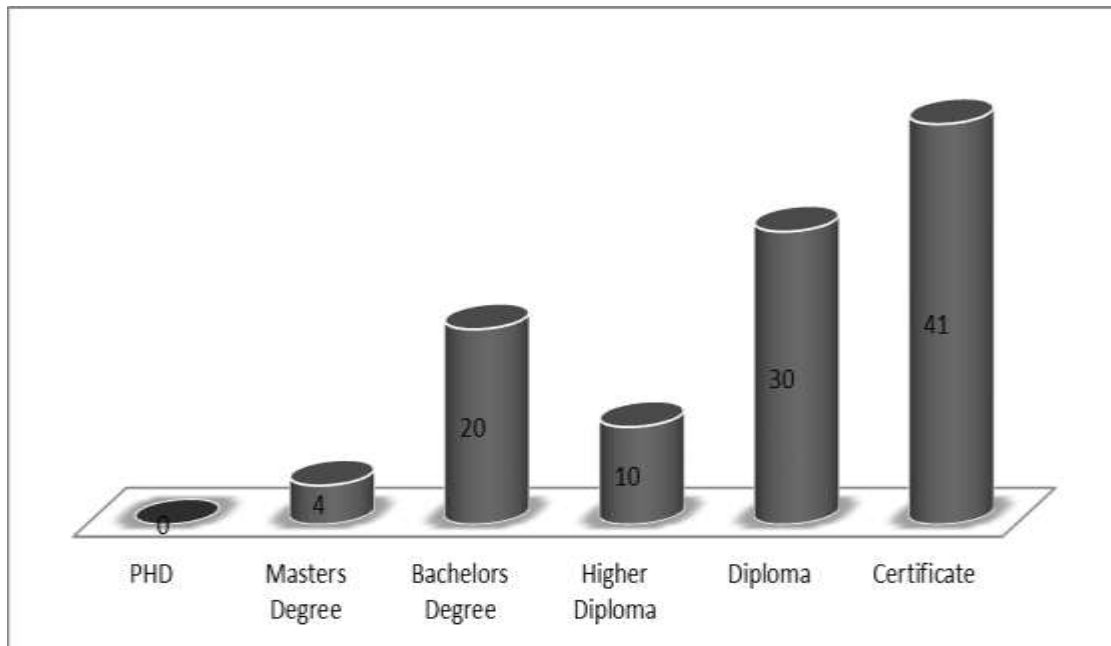
Source: Research Data

Findings reveal that majority of the respondents were 26-35 years (52%), 18-25 years (25%) and 36-45 years (23%). There were no workers who were 46 years and above. The results indicate that majority of the workers were young had enough experience. The study also indicates that there was a fair representation of the ages even though there were no employees with more than 46 years.

4.3.3 Distribution of Education Qualifications of the Respondents

The study sought to identify the education qualifications of the workers and findings as shown in Figure 4.3.3

Figure 4.3.3: Distribution of Education qualification of the Respondents



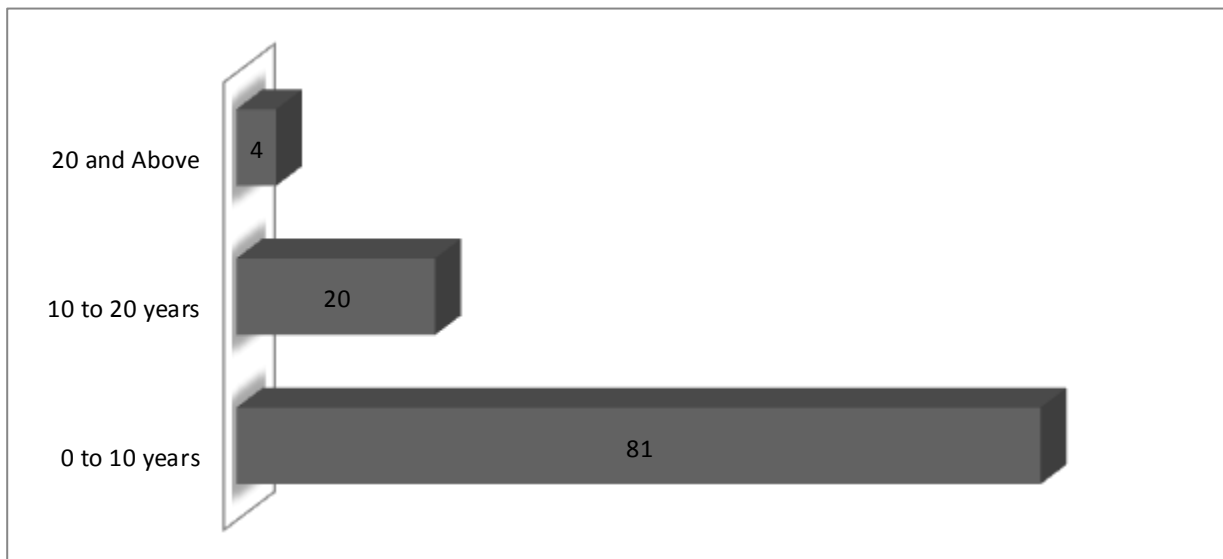
Source: Research Data

Research findings from the study reveal that majority of the respondents (41) were certificate holders, 30 were Diploma holders, 20 were Bachelor Degree holders, 10 were Higher Diploma holders, 4% had Master's Degree and none of the respondents was a PHD holder. The findings indicate that the majority of the respondents were educated and knowledgeable on the on the concept of human resource management practices and employee performance.

4.3.4 Work Experience

The study sought to know the number of years the workers has been employed in the company. Figure 4.3.4 below presents the results.

Figure 4.3.4: Work Experience Distribution



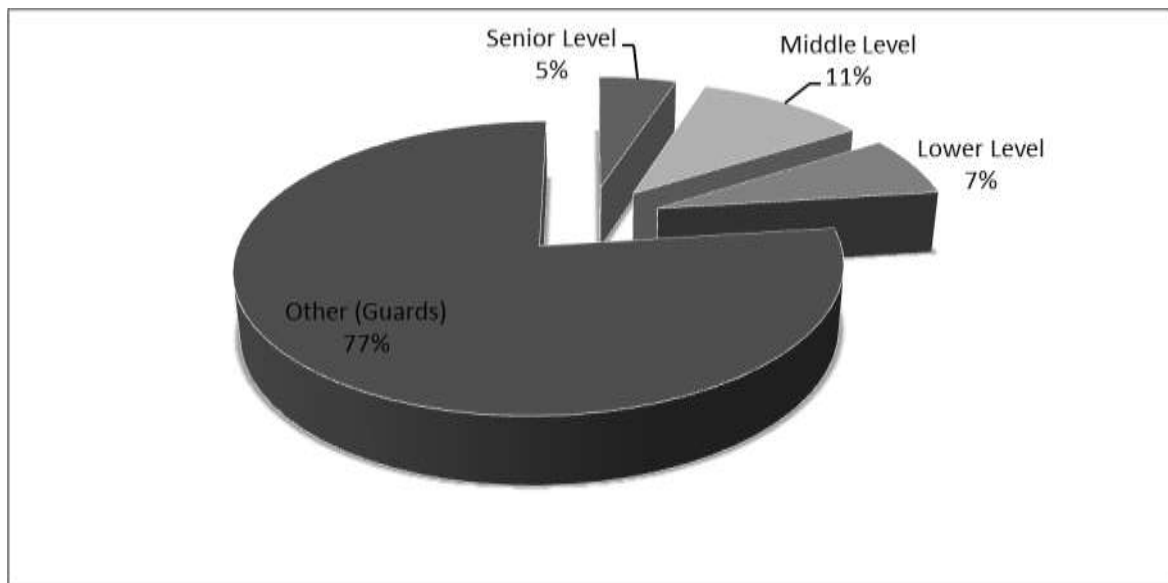
Source: Research Data

Research findings from the study as shown in figure 4.3.4 indicate that majority of the respondents had been employed for 0-10 years (81), 10-20 years (20), and 20 & above years (4). The findings indicate that majority had worked for 0-10 years that gives them vast experience in the area of study.

4.3.5 Job Category

The research sought to know the job category of the employees in the company. Figure 4.3.5 below presents the results.

Figure 4.3.5: Job Category



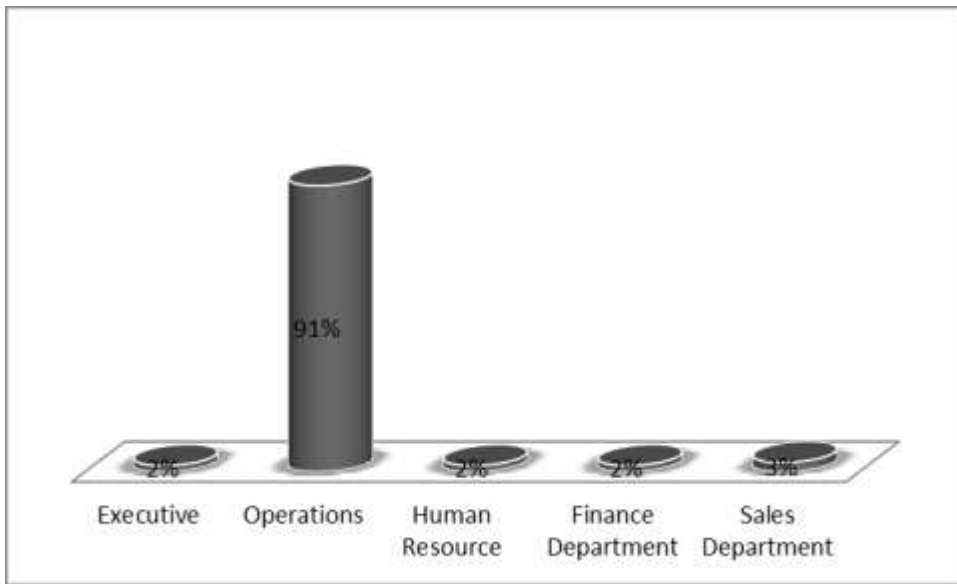
Source: Research Data

The Study findings indicate that majority of the respondents were Other guards who consists of (77%), lower level category (7%), 11% from middle level category and 5% represented the senior level category. The findings imply that all the most employees from different management levels were well represented in the study.

4.3.6 Department of Work

The study sought to establish the departments in which the respondents worked. The results are shown in Figure 4.3.6

Figure 4.3.6: Department of Work



Source: Research Data

Figure 4.3.6 indicate that most respondents were from Operations Department (91%), Sales Department (3%), Finance (2%), Human Resource (2%), and Executive (2%). The findings indicate that all the departments were involved in the study and the research results were of importance to the study. This shows that reliable and valid data was collected from the respondents.

4.4 Human Resource Management Practices

The section focuses on the research findings of the various human resource practices that were investigated under this study and their effect on employee performance of Jeff Hamilton Kenya Ltd. The section presents the means and standard deviations of the following human resource management practices; human resource planning, recruitment, training and development, compensation and reward, employee relations, performance management, and health and safety. The practices are presented based on their weighted average mean. The employee performance was also presented. The study utilized a five-point Likert scale which include ‘Strongly Agree (5)’ to ‘Strongly Disagree’ (1). The scores of strongly disagree and

disagree have been taken to represent a variable which had mean score of 0 to 2.5 on the continuous Likert scale; ($0 \leq L.E. < 2.4$). The scores of ‘moderate’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: ($2.5 \leq M.E. < 3.4$) and the score of both agree and strongly Agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; ($3.5 \leq G.E. < 5.0$)

4.4.1 Human Resource Planning

The research in respect to this aspect asked the respondents to indicate to what extent they agreed with the statements under human resource planning. Table 4.3.1 represents the results.

Table 4.4.1: Human Resource Planning

	Mean	Std. Deviation
The human resource plan provides a link to the company business plan	3.5238	.86708
Jeff Hamilton human resource plan provides estimates for supply and demand of people and competencies	3.1619	.48286
Jeff Hamilton has a comprehensive human resource plan	3.1238	.81683
Human Resource Plans are linked to achievement of the organizations strategy and increase performance in the organization	3.1143	.39986

Source: Research Data

Most of the respondents agreed to a great extent to the fact that the human resource plan provides a link to the company business plan (Mean = 3.5238). Moreover, respondents agreed to a moderate extent with the following aspects; Jeff Hamilton human resource plan provides estimates for supply and demand of people and competencies (Mean = 3.162); Jeff Hamilton has a comprehensive human resource plan (Mean = 3.124), and Human Resource Plans are linked to achievement of the organizations strategy and increase performance in the organization (Mean = 3.114). From the factor on human resource planning the respondents agreed to a moderate extent to all the aspects highlighted by the study. Therefore, it can be

deduced that the company exercised human resource planning and the study can further test its effect on employee performance.

4.4.2 Recruitment

The respondents were asked to indicate to what extent they agreed with the statements under recruitment. The results are summarized in Table 4.4.2.

Table 4.4.2: Recruitment

	Mean	Std. Deviation
Jeff Hamilton provides equal opportunities to all, irrespective of sex, race, creed, disability, age or marital status.	4.9238	.26658
Jeff Hamilton has an integrated Recruitment and Selection that defines ways of attracting and retaining employees	4.6381	.77365
Highly skilled employees who can help the company achieve the objectives are acquired during recruitment process	4.6286	.62415
Recruitment and selection is based on professional and academic qualifications	4.0857	.53913

Source: Research Data

The findings of the study as shown in Table 4.4.2 revealed that majority of the respondents agreed to a great extent with all the aspects investigated under recruitment practice. All the respondents agreed that Jeff Hamilton provides equal opportunities to all, irrespective of sex, race, creed, disability, age or marital status (Mean = 4.924); Jeff Hamilton has an integrated Recruitment and Selection that defines ways of attracting and retaining employees (Mean = 4.638); highly skilled employees who can help the company achieve the objectives are acquired during recruitment process (Mean = 4.629); and Recruitment and selection is based on professional and academic qualifications (Mean = 4.086). These findings imply that, recruitment practices are carried out in the company is open and transparent with employees' participation.

4.4.3 Training and Development

The respondents were asked to indicate to which extent they are agreement with the listed statements under the Training and Development. The results are summarized in Table 4.4.3 below.

Table 4.4.3: Training and Development

	Mean	Std. Deviation
Employees are trained in areas that help in customer relations and career advancement	4.8190	.51480
Jeff Hamilton has a comprehensive training and development policy that provides training & development opportunities for employees to enable them meet organization goals.	4.7143	.61573
All training and development initiatives are focused on skill and competency development of employees.	3.4571	.78481

Various aspects were tested under training and Development. From the study, the findings shows that majority of the respondents agreed to a great extent with the following aspects; Employees are trained in areas that help in customer relations and career advancement (Mean = 4.819) and Jeff Hamilton has a comprehensive training and development policy that provides training & development opportunities for employees to enable them meet organization goals (Mean = 4.7143). However, they agreed to a moderate extent with the aspect that all training and development initiatives are focused on skill and competency development of employees (Mean = 3.457). Therefore the findings imply that training and development is given much emphasis to enhance employees' competencies, skills and knowledge at Jeff Hamilton.

4.4.4 Compensation and Reward

The research required the respondents to indicate the level of extent they agreed with the listed statements under the aspect. Table 4.4.4 below presents the results.

Table 4.4.4: Compensation and Reward

	Mean	Std. Deviation
Jeff Hamilton offers Financial (Bonuses) and Non-Financial Rewards (employee recognition and promotion) that enhance employee performance	3.9619	.41426
The reward and compensation schemes at Jeff Hamilton enhance motivation and performance of staff to drive organization performance	3.4381	.74581
Jeff Hamilton has reward management policy that enhances employees performance	2.9333	.97336
The rewards and compensation provided is competitive	2.8190	1.01698

Source: Research Data

Findings from the study reveal that majority of the respondents agreed to a great extent with the aspect that Jeff Hamilton offers Financial (Bonuses) and Non-Financial Rewards (employee recognition and promotion) that enhance employee performance (Mean = 3.962). Moreover, they agreed to a moderate extent with the following aspects; the reward and compensation schemes at Jeff Hamilton enhance motivation and performance of staff to drive organization performance (Mean = 3.481); Jeff Hamilton has reward management policy that enhances employee’s performance (Mean = 2.933); and the rewards and compensation provided is competitive (Mean = 2.819). From the respondents data the results imply that Jeff Hamilton has a competitive compensation and reward structure that can attract, retain and maintain employees in the organization. However, they feel that the company has to improve its reward management policy to enhance performance.

4.4.5 Employee Relations

In line with this aspect the respondents were asked to indicate to which extent they agreed with the listed statements under the aspect. Table 4.4.5 below presents the results.

Table 4.4.5: Employee Relations

	Mean	Std. Deviation
The employee relations policy on grievances in Jeff Hamilton provide employees the right to raise their grievances with their manager	4.9524	.29026
Jeff Hamilton has established frameworks to facilitate good employee and industrial relations to reduce disruption and enhance productivity	4.2286	1.06750
Jeff Hamilton has developed involvement practices and an employee relations climate which encourages commitment and cooperation.	3.9810	1.24020
Employees have a trade union and shop steward to represent their needs to the management	1.0000	.00000

Source: Research Data

The Study findings indicate that most of the respondents agreed to a great extent with; the employee relations policy on grievances in Jeff Hamilton provide employees the right to raise their grievances with their manager (Mean = 4.9524); Jeff Hamilton has established frameworks to facilitate good employee and industrial relations to reduce disruption and enhance productivity (Mean = 4.2286) and Jeff Hamilton has developed involvement practices and an employee relations climate which encourages commitment and cooperation (Mean = 3.981). However, the respondents agreed to a low extent with the aspect that employees have a trade union and shop steward to represent their needs to the management (Mean = 1.000). The findings imply that Jeff Hamilton has good tools in addressing its employees with the concern of issues that may hinder employer-employee relationship. However the employees feel that they have not been allowed to have a shop steward to advocate for their grievances.

4.4.6 Performance Management

The respondents were asked to indicate to what extent they agreed with the listed statements under the aspect. The results is presented in Table 4.4.6 below.

4.4.6 Performance Management

	Mean	Std. Deviation
Performance Management and appraisal of employees is carried out to ensure that employee performance is delivering the organization objectives	3.3905	.89330
Performance targets of employees are linked to the overall objectives of the organization to ensure effective implementation.	3.2762	.83775
Jeff Hamilton performance management system is focused on the enhancement of organization performance	2.9905	.82620
Competencies in performance management are used to ensure that performance reviews do not simply focus on outcomes	2.9143	.82175

Source: Research Data

Study findings show that majority of the findings agreed to a moderate extent with all the aspects under this practice. Performance Management and appraisal of employees is carried out to ensure that employee performance is delivering the organization objectives (Mean = 3.3905); Performance targets of employees are linked to the overall objectives of the organization to ensure effective implementation (Mean = 3.2762), Jeff Hamilton performance management system is focused on the enhancement of organization performance (Mean = 2.991), and competencies in performance management are used to ensure that performance reviews do not simply focus on outcomes (Mean = 2.914). Therefore the findings imply that Jeff Hamilton has carried performance review to its employees by use of performance appraisals that focuses on evaluating employees' capabilities. However the employees feel that the performance reviews do not focus on outcomes.

4.4.7 Health and Safety

In line with this aspect the respondents were asked to indicate to which extent they agreed with the listed statements under the aspect. Table 4.4.7 below presents the results.

Table 4.4.7: Health and Safety

	Mean	Std. Deviation
Jeff Hamilton provides protective clothes to its employees	4.7429	.67977
The company provides insurance covers to its employees	4.7048	.75859
Health and safety policies cover how the organization intends to provide healthy and safe places and systems of work.	3.6286	1.03084
Health and safety practice and programs enhance productivity and performance in the workplace	3.5143	.86729

Source: Research Data

Findings from the study indicate that majority of the respondents agreed to a great extent with all the aspects that Jeff Hamilton provides protective clothes to its employees (4.743), the company provides insurance covers to its employees (4.705), Health and safety policies cover how the organization intends to provide healthy and safe places and systems of work (3.629), and health and safety practice and programs enhance productivity and performance in the workplace (3.5143). The findings imply that the Jeff Hamilton puts a lot of emphasis on health and safety by protecting its employees from occupational diseases and harms.

4.5 Employee Performance

The study sought to identify employee performance in Jeff Hamilton Kenya Ltd using various indicators. The respondents were required to indicate to what extent they agreed with various aspects under employee performance. The five-point Likert scale was also used. The table 4.5.1 below presents the results.

Table 4.5.1: Means and Standard Deviations for Measures of Employee Performance

	Mean	Std. Deviation
I'm a team player and have good attitude with my colleagues	4.9238	.26658
I cooperative and get along with others well.	4.9048	.29495
I accomplish my work quickly and accurately.	4.8857	.39986
I usually meet my productivity standards	4.8857	.44537
My performance is evaluated based on pre-established goals and objectives	4.8857	.37505
I am usually present and on time, normally pre-plan my absences	4.8762	.35882
I am highly persistent, always gets the job done on time.	4.8762	.33094
My performance is linked to rewards	4.2571	.75992
I usually work well under pressure	4.1619	.87841

Source: Research Data

Research findings reveal that all the respondents agreed to a great extent with all the aspects that were featured under the practice. They agreed that they were team players and had good attitude with colleagues (Mean = 4.9238); they cooperated and got along well with others (Mean = 4.905); they accomplished their work quickly and accurately (Mean = 4.8857); they met productivity standards (Mean = 4.8857); their performance was evaluated based on the pre-established goals and objectives (Mean = 4.8857); they were usually present on time and normally pre-planned their absences (Mean = 4.8762); they were highly persistent and got the job done on time (Mean = 4.8762), their performance was linked to rewards (Mean = 4.2571), and they usually worked well under pressure (Mean = 4.162).

4.6 Effect of Human Resource Management Practices on Employee Performance

The study sought to know the relationship between human resource management practices and employee performance. Inferential statistics was done on the variables. Multiple linear regressions were done to obtain the r coefficient and r-square that determined the relationship. The results below present a summary of the results.

4.6.1 Multiple Regressions

In order to establish the relationship between human resource management practices and employee performance in Jeff Hamilton, the study conducted a multiple regression analysis.

Table 4.5.1 below presents the findings.

Table 4.6.1: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 ^a	.951	.948	.09162
a. Predictors: (Constant), Health and Safety, Human Resource Planning , Recruitment , Compensation and Reward, Employee Relations, Training and Development, Performance Management				
b. Dependent Variable				

Source: Research Data

Coefficient of determination explains the extent to which changes in the dependent variable (employee performance in Jeff Hamilton) can be explained by the change in the independent variables or the percentage of variation in the dependent variable that is explained by the seven independent variables (Health and Safety, Human Resource Planning, Recruitment, Compensation and Reward, Employee Relations, Training and Development, Performance Management). The seven independent variables that were studied, explain only 95.1% of the changes in the employee performance in Jeff Hamilton as represented by the R^2 . The study shows that there is a strong positive significant correlation ($R = 0.975$) between human resource management practices and employee performance in Jeff Hamilton Kenya Ltd. Coefficient of determination was strong and significant ($R^2 = 0.951$, $F=271.78$, $P<0.05$). This implies that 95.1% of change in performance is attributable to Human Resource Management Practices.

Table 4.6.2: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.971	7	2.282	271.786	.000 ^b
	Residual	.814	97	.008		
	Total	16.785	104			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Health and Safety, Human Resource Planning , Recruitment , Compensation and Reward, Employee Relations, Training and Development, Performance Management						

Source: Research Data

The probability value of 0.000 indicates that the regression was significant in predicting the impact of human resource management practices on employee performance in Jeff Hamilton Kenya Ltd. If any hypothesis was tested under this study, the null hypothesis would have been rejected and alternative picked as shown by the p-value which is less than 0.05. The significant F value implies that the regression model fits the data and hence was appropriate for the intended prediction.

Table 4.6.3 Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.669	.206		12.946	.000	2.259	3.078
	Human Resource Planning	-.095	.054	-.131	-1.758	.082	-.203	.012
	Recruitment	.071	.073	.083	.970	.334	-.074	.216
	Training and Development	-.066	.085	-.081	-.778	.438	-.234	.102
	Compensation and Reward	-.189	.066	-.343	-2.867	.005	-.319	-.058
	Employee Relations	.193	.061	.288	3.141	.002	.071	.314
	Performance Management	.126	.076	.252	1.658	.101	-.025	.277

	Health and Safety	.454	.053	.841	8.569	.000	.349	.559
a. Dependent Variable: Employee Performance								

Source: Research Data

The researcher conducted a regression analysis so as to determine the relationship between human resource management practices and employee performance in Jeff Hamilton. The regression equation was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \varepsilon$$

$\beta_1 \beta_2 \beta_3 \beta_4 \beta_5 \beta_6 \beta_7 \beta_8 \beta_9 = \text{Coefficients of Determinants}$

$Y = \text{Employee Performance}$

$X_1 = \text{Human Resource Planning}$

$X_2 = \text{Recruitment}$

$X_3 = \text{Training and Development}$

$X_4 = \text{Compensation and Reward}$

$X_5 = \text{Employee Relations}$

$X_6 = \text{Performance Management}$

$X_7 = \text{Health and Safety}$

$\varepsilon = \text{Error}$

According to the regression equation established, taking all factors constant at zero, the employee performance will be 2.669%. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in human resource planning will lead to a -.095 decrease in employee performance in Jeff Hamilton. A unit increase in the recruitment will lead to a .071 increase in employee performance in Jeff Hamilton. Also, a unit increase in training and development will lead to a -.066 decrease in employee performance in Jeff Hamilton. A unit increase in compensation and reward will lead to a -.189 decrease in employee performance. Again, a unit increase in employee relations will lead to a .193

increase in employee performance. Moreover, an increase in performance management will lead to a .126 increase in employee performance in Jeff Hamilton as well as health and safety will lead to a .454 increase in performance. This withstanding, the study shows that there is a significant relationship between compensation and reward, employee relations, health and safety and employee performance in Jeff Hamilton since they have p-values that are less than 0.05. Again, we find that human resource planning, recruitment, performance management and training and development have insignificant relationship with employee performance since their p-values (.082, .334, .101 & .438) is greater than (0.05) therefore we accept any null hypothesis set. Therefore, it can be deduced that human resource management practices has a significant impact on the employee performance in Jeff Hamilton Kenya Ltd.

4.6 Discussion of the Findings

The aim of the study was to determine the perceived effect of human resource management resources on employee performance at Jeff Hamilton. The research findings were found to be in line with the literature review. Armstrong (2012) stated that the human resource function plays a central role in building organization's reputation as an ethically or socially responsible organization. From the findings the human resource management function contributes to the achievement of different organizational effectiveness. Prominent are the gaining and maintaining competitive advantages as outlined by Torrington et.al (2014). Cole (1997) concur that human resource management practices have been found to improve performance through the influence they have upon employee attitudes. Human resource practices were thus found to be beginning of causal chain which seeks to influence attitudes, behaviour and the outcomes such as performance.

As pointed out in the literature review and findings of the research study, human resource planning was found to be critical in Jeff Hamilton. As confirmed by Noe (2008) human

resourced planning assists managers to meet the changes needs relating to the acquisition, development and utilization of employees. The study also shows that to derive its human resource needs, Jeff Hamilton first forecasts its demand and supply of human resources. The findings also show that recruitment practice has been embraced in the company to a great extent. As Arnold (2006) state in the literature an effective approach to recruitment is necessary and can help the company successfully compete for limited human resources. To maximize competitive advantage Jeff Hamilton must choose the recruitment method that produces the best pool of candidates and cost efficiently. To attrat and maintain competitive advantage Jeff Hamilton has to successfully compete with other organizations in its recruitment efforts as effective recruitment requires a great deal of careful human resource planning.

Training and development was found to contribute competitive advantage by enhancing recruitment and building employees competencies and reducing turnover. As explained by Benaldeu (1996) in the literature training and development is cost effective and cost efficient as the programs and practices are designed to make workers better employees by bringing about permanent changes in their knowledge base, attitudes and skills. The findings also show that employees who lack much needed competencies can create problems that undermine efficient operations. Jeff Hamilton training and development policy can serve to increase employee competence based on the results. Employee resourcing was found to be a need in the organization. Though the company has an employee relations policy which illustrates ways of managing industrial disputes and grievances as shown in the findings, they have not been allowed to have a shop steward who can advocate for their welfare in the company. As stated by Foot & Hook (2008) important rights of the employer and employee in the enhancement of employment relationship.

The findings also show that the workers are remunerated well to a moderate though not competitive. McKenna & Beach (2002) state in the literature that Employees need different types of compensations or rewards for the effort they expend on the job and enable the organisation function, and also to remain competitive. Health and safety was found to be necessary since Jeff Hamilton offer protective clothes as highlighted in the occupational safety and health Act (2007). As stated by Dessler (2001). The achievement of the highest standards of health and safety in the workplace is the moral as well as the legal responsibility of employers. Performance management was found to be necessary as per the findings. However, managers are reluctant to provide candid feedback and have honest discussions with employees for fear of reprisal or damaging relationships with the very individuals they count on to get work done. Employees feel that their managers are unskilled at discussing their performance and ineffective at coaching them on how to develop their skills. Many complain that performance management systems are cumbersome, bureaucratic and too time consuming for the value added. This leads both managers and employees to treat performance management as a necessary evil of work life that should be minimized rather than an important process that achieves key individual and organizational outcomes. As pointed by **results** and stated out by Kandula (2007) employees' output is a critical issue because it determines how much an employee is worth to the organization. It involves techniques and tools of individual, teams and organizational performance measurement. The findings conclude that there is a positive strong correlation between human resource management practices and employee performance.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter represents the summary of the findings, conclusion based on the research objective and recommendations. It also discusses the limitations of the study and suggestion for future research.

5.2 Summary of the Findings

The study established that 120 questionnaires were administered and only 105 questionnaires were completely filled. The response rate was found acceptable and representative and conforms to Mugenda and Mugenda (1999) who state that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. The studies found out that majority of the respondents were male with 69% representation while 31% were female. The results implied that both gender participated in the study. The findings revealed that majority of the respondents were of 26-35 years represented by (52%). This shows that majority of the workers were young and that there was a fair representation of employees of all ages. The study on education qualification shows that most employees were certificate holders. This indicated that the majority of the respondents were educated and knowledgeable on the on the concept of human resource management practices and employee performance. Majority of the respondents were employed for 0-10 years and this gave them vast experience on the area of study.

The Study findings indicate that majority of the respondents were Guards who consisted of (77%) and it implies that almost employees from different management levels were well represented in the study. The findings of the study indicate that 91% of the respondents were from Operations Department, and this shows that reliable and valid data was collected from

all the departments in the organization. The findings of the study on human resource practices established that most of the respondents agreed to a great extent to the fact that the human resource plan provides a link to the company business plan (3.5238). The results implied that human resource planning was embraced in the organization. Majority of the respondents were found to agree to a great extent with all the aspects investigated under recruitment practice. These findings imply that, recruitment practices that are carried out in the company are open and transparent with employees' participation. The findings shows that majority of the respondents agreed to a great extent aspects on training and development that employees are trained in areas that help in customer relations and career advancement (4.819). Therefore the findings imply that at Jeff Hamilton training and development is given much emphasis to enhance employees' competences, competencies, skills and knowledge. The findings also established that majority of the respondents agreed to a great extent with the aspect that Jeff Hamilton offers Financial (Bonuses) and Non-Financial Rewards (employee recognition and promotion) that enhance employee performance (3.962). The respondents agreed to a great extent with; the employee relations policy on grievances in Jeff Hamilton provides employees the right to raise their grievances with their manager (4.9524).

From the findings performance management has been embraced to moderate extent. Therefore the findings imply that Jeff Hamilton has carried performance review to its employees by use of performance appraisals that focuses on evaluating employees' capabilities. . This withstanding, the study shows that there is a significant relationship between compensation and reward, employee relations, health and safety and employee performance in Jeff Hamilton since they have p-values that are less than 0.05. Again, we find that human resource planning, recruitment, performance management, training and development and recruitment have insignificant relationship with employee performance

since their p-values (.082, .334, .101 & .438) is greater than (0.05) therefore we accept any null hypothesis set.

5.3 Conclusion

The findings and discussion on human resource management practices the overall purpose of human resource management is to ensure that the organization is able to achieve success through people. HR strategies were congruent with the context and circumstances of the organization. The respondents were in agreement that employee performance is a function of both ability and motivation, it makes sense to have practices aimed at enhancing both.' Thus there are several ways in which employees can acquire needed skills (such as careful selection and training) and multiple incentives to enhance motivation (different forms of financial and non-financial rewards). Human resource management practices that create a link between HRM and business performance that were found to be embraced by Jeff Hamilton were employee relations and involvement, recruitment selection, extensive training and contingent compensation.

5.4 Recommendations for Policy and Practices

The management of Jeff Hamilton should ensure that human resource planning provides strategies for improving organizational effectiveness that focus on developing processes that support the achievement of business goals and a positive culture. Human resource planning determines the human resources required by the organization to achieve its strategic goals.

The company should ensure that a Reward Policy is in place to enhance motivation, job engagement and commitment by introducing practices and processes that ensure that people are valued and rewarded for what they do and achieve, and for the levels of skill and competence they reach. Jeff Hamilton should also ensure that the reward policy develops motivation, commitment, job engagement and discretionary behaviour help in valuing and

rewarding people in accordance with their contribution. Performance management policy should be aligned to reward. This develops a performance culture that encourages high performance in such areas as productivity, quality, levels of customer service, growth, profits and, ultimately, the delivery of increased shareholder value. The policy empowers employees to exhibit the discretionary behaviours most closely associated with higher business performance such as risk taking, innovation, knowledge sharing and establishing trust between managers and subordinates.

Jeff Hamilton should ensure it has Employee relations policy which enables employees to participate in welfare activities. From the findings it was evident that most of the employees are in a union but the management did not allow them to have a shop steward to agitate for their welfare. Employee relation policy will create a climate in which productive and harmonious relationships can be maintained through partnerships between management and employees and their trade unions.

Training and education is necessary in successful implantation of Human Resource Management Practices at Jeff Hamilton. An educational programme is designed to increase both knowledge and understanding of, for example, total quality management and the aim will be to influence behaviour and thereby progressively change attitudes. Training should be designed to develop specific competences. Commitment should be enhanced Jeff Hamilton if managers can gain the confidence and respect of their teams, and training to improve the quality of management and should form an important part of any programme for increasing commitment.

Recruitment Policy should be developed to provide a resourcing strategy which ensures that the organization obtains and retains the people it needs and employs them efficiently. It is a key part of the human resource management (HRM) process. Human resource management is fundamentally about matching human resources to the strategic and operational needs of the organization and ensuring the full utilization of those resources. It is concerned not only with obtaining and keeping the number and quality of staff required but also with selecting and promoting people who 'fit' the culture and the strategic requirements of the organization.

5.5 Suggestion for Future Research

The future research studies should be conducted and cover at least more organizations so as to compare the results that can be helpful to future researchers. Again different variables can also be tested to find out their impact or relationship on human resource management practices. Future research should also adopt a different research design and other data collection methods that can be able to give more information on the area of study. The future studies should also target a larger sample size as compared to this study.

5.6 Limitations of the Study

The sample size was too small as it was difficult to find out the positive significant correlation of variables from the data collected. As statistical tests usually require a larger sample size for the distribution of the population to be considered representative. The study also faced time constraints from the respondents who took so much time in answering questionnaires which resulted to delay in data analysis.

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APPENDIXES

APPENDIX I: QUESTIONNAIRE

INSTRUCTIONS: Please provide the following regarding your position in the organization by placing “X” or “√” In the appropriate block.

SECTION A: BACKGROUND INFORMATION OF THE RESPONDENTS

1. What is your gender?

1.1	Female	
1.2	Male	

2. What is your age bracket?

2.1	18 to 25	
2.2	26 to 35	
2.3	36 to 45	
2.4	46 and above	

3. What is your highest educational level?

3.1	PHD	
3.2	Masters Degree	
3.3	Bachelors Degree	
3.4	Higher Diploma	
3.5	Diploma	
3.6	Certificate	

4. State your work experience?

4.1	0 to 10	
4.2	10 to 20	
4.3	20 and above	

5. Indicate your job category?

5.1	Senior Level	
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5.2	Middle Level	
5.3	Lower level	
5.4	Other (Guards)	

6. State of your Department of Work?

6.1	Executive	
6.2	Operations Department	
6.3	Human Resource Department	
6.4	Finance Department	
6.5	Sales Department	

SECTION B: HUMAN RESOURCE MANAGEMENT PRACTICES

Please indicate the extent to which you perceive that the following statements apply by indicating with an “X “OR “√ “in the appropriate box

(5). Strongly Agree (4). Agree (3). Neutral (2). Disagree (1) Strongly Disagree

B1	Human Resource Planning	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Jeff Hamilton has a comprehensive human resource plan					
2	The human resource plan provides a link to the company business plan	S				
3	Jeff Hamilton human resource plan provides estimates for supply and demand of people and competencies					
4	Human Resource Plans are linked to achievement of the organizations strategy and increase performance in the organization					
B 2	Recruitment	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

1	Jeff Hamilton has an integrated Recruitment and Selection that defines ways of attracting and retaining employees					
2	Jeff Hamilton provides equal opportunities to all, irrespective of sex, race, creed, disability, age or marital status.					
3	Recruitment and selection is based on professional and academic qualifications					
4	Highly skilled employees who can help the company achieve the objectives are acquired during recruitment process					
B3	Training and Development	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Jeff Hamilton has a comprehensive training and development policy that provides training & development opportunities for employees to enable them meet organization goals.					
2	Employees are trained in areas that help in customer relations and career advancement					
3	All training and development initiatives are focused on skill and competency development of employees.					
B4	Compensation and Reward	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Jeff Hamilton has reward management policy that enhances employees performance					

2	The reward and compensation schemes at Jeff Hamilton enhance motivation and retention of staff to drive organization performance					
3	The rewards and compensation provided is competitive					
4.	Jeff Hamilton offers Financial (Bonuses) and Non-Financial Rewards (employee recognition and promotion) that enhance employee performance					
B 5	Employee Relations	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Jeff Hamilton has developed involvement practices and an employee relations climate which encourages commitment and cooperation.					
2	The employee relations policy on grievances in Jeff Hamilton provide employees the right to raise their grievances with their manager					
3	Employees have a trade union and shop steward to represent their needs to the management					
4.	Jeff Hamilton has established frameworks to facilitate good employee and industrial relations to reduce disruption and enhance productivity					
B 5	Performance Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Jeff Hamilton performance management system is focused on the enhancement of					

	organization performance					
2	Competencies in performance management are used to ensure that performance reviews do not simply focus on outcomes					
3	Performance targets of employees are linked to the overall objectives of the organization to ensure effective implementation.					
4.	Performance Management and appraisal of employees is carried out to ensure that employee performance is delivering the organization objectives					
B 5	Health and Safety	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Health and safety policies cover how the organization intends to provide healthy and safe places and systems of work.					
2	Health and safety practice and programs enhance productivity and performance in the workplace					
3	The company provides insurance covers to its employees					
4.	Jeff Hamilton provides protective clothes to its employees					

SECTION: EMPLOYEE PERFORMANCE

INSTRUCTION: Please indicate the extent to which you perceive that the following statements apply by indicating with an “ X “OR “√ “in the appropriate box

(5). Strongly Agree (4). Agree (3). Neutral (2). Disagree (1) Strongly Disagree

B1	Employee Performance	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I accomplish my work quickly and accurately.					
2	My performance is linked to rewards					
3	I usually meet my productivity standards					
4	I cooperative and get along with others well.					
5	I'm a team player and have good attitude with my colleagues					
6	I am usually present and on time, normally pre-plan my absences					
7	I usually work well under pressure					
8	I am highly persistent, always gets the job done on time.					
9	My performance is evaluated based on pre-established goals and objectives					