

Human Resource Management Practices And Organizational Performance In Kenya. A Critical Review

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Abstract- Globally, organizations embrace the importance of Human Resource Management Practices. Employees in any given organization are a strong pillar that enables organizations achieve their objectives. Continued management of workers in an organization is suggested to mean human resource management. Human resource management activities aims at attaining effective and efficient use of competencies, talents and skills of the employees given that it is the intention of the organizations to retain human capital to the required standards. Practitioners and researchers perceive human resource management as a management science whose objective is to prepare the workforce with the required competencies through continued development through training in order for them to carry out tasks effectively and efficiently. The inception of the philosophy of human resource management passed through different stages of development schools of thought and applicable human resource practices towards the close of the last century and the commencement of the 20th era. Broadly speaking, Human resource management is more elaborate compared to personnel management. However, many countries, especially developing economies have noted the importance of workers in the production process. In view of this, organizations set out procedures and rules that bring a balance of ensuring they retain qualified and experienced workers. There are several procedures set namely, compensation and reward system, training and development of workers, working environment and leadership practices. The present paper aimed at reviewing empirical literature drawn across past studies in Kenya and beyond. Specifically, the study reviewed literature on work environment practices on organization performance, training and development practices on organization performance and motivational practices on organization performance. Theoretical framework guiding the studies was reviewed as well. The reviewed literature highlight the importance of human resource management practices on organization performance in Kenya and beyond.

Index Terms- Human Resources Management practices, Organization performance.

I. INTRODUCTION

According to (Armstrong and Taylor, 2018), Human Resource Management Practices is an articulated and planned approach to the management of human capital who are a valuable assets who collectively and individually contribute to the realization of the goals and dreams of an organization. Baumaid

(2018), noted that human resource management as an management approach is aimed at making desired resolutions on the plans and intentions of the entire organization in form of programmes, procedures and policies with respect to reward system, recruitment and selection, worker relationships, their performance and all activities aimed at the employee while working in the organization. Therefore human resource management entails all accomplishments around human capital (employees) from the time one is recruited to the organization to exit of the employee from the same organization. Human resource management activities aims at attaining effective and efficient use of competencies, talents and skills of the employees given that it is the intention of the organizations to retain human capital to the required standards. It goes without mentioning that the management of human resources predicts employee satisfaction, commitment and preservation (Sung, 2018).

The management of human capital is aimed at achieving a competitive edge of the firm through employment of a committed and efficient workforce. This is achieved through integration of structural and cultural matrices through proper worker relationship management (Ahmed and Scheroeder, 2018). The inception of the philosophy of human resource management passed through different stages of development schools of thought and applicable human resource practices towards the close of the last century and the commencement of the 20th era. Broadly speaking, Human resource management is more elaborate compared to personnel management. HRM entails a range of activities for workers employed in the organization and has a broad perspective as opposed to being concerned with merely management of employees or workforce in organization (Barney, 2019). The aforementioned goes beyond to include the process of recruiting, selecting as well as developing a skilled labor force in the organization (Barney, 2017).

Bock and Kim (2017), argue that style of leadership, team work, training, development as well as reward and compensation system are in various ways related to schools general performance. The researchers have pointed out that institutions cannot prosper unless team work is encouraged across where each individualized support is recognized in totality. Chua and Hassan (2018) noted that schools and institutions of learning view performance as an interlinked conception intended to accomplish outcomes and has a strong link to strategic goals in a school (Chua and Hassan, 2018). Employee performance will definitely influence school's performance. The exceptional work performed by the employees at all levels in the school has an upshot on the productivity of the

school as an organization. As a result, individual effort in terms of productivity has a greater resultant influence on the goals and aspirations of the entire institution and hence managers within such institutions should aim at optimizing and realization of best results out of each of them.

Makokha *et al.* (2017) asserts that today's organizations should have employees who are self-motivated, reliable, enthusiastic, creative and ready to face the day to day challenges in the organization. According to Bock and Kim (2018), human resources in essence plays a substantial part in the organization especially professional tasks that require to be carried out. The organization should have the capacity through engagement of qualified personnel to cause change in the organization. Thus employees should possess the required skills and have newer roles and competencies that every employee should have, especially in the Telecommunication industry (Daghfous, 2017).

II. STATEMENT OF THE RESEARCH PROBLEM

Baumard (2018) posit that the success of any organization in terms of realization of its strategic objectives is directly affected by individual execution of roles and responsibilities within the organization. Past studies reveal that organization performance is affected by how human resources department arrive at the required skills, development of the workforce through training to attain the required man power and proper compensation and reward system that informs employees to desire to achieve their targets. Bock and Kim (2018), noted that motivated workers have a drive for optimal productivity, team work and commitment which in the process enhance employee performance standards.

In the words of Armstrong and Taylor, (2018), organizations would be more operative, well-organized and flexible and devoted to the workforce as a result of factors such as conducive working environment, motivation and sufficient skills due to training as well as remuneration and a progressive school culture. Furthermore, Cross (2018) affirms that, in order to achieve desired results, institutions of learning need to create stratagems that will enable them compete favorably at the national examination level. Some schools recognize and hence regard personnel as an important human capital and asset to the organization to succeed. People in an organization therefore can either make it to succeed or fail. If the employees are not contented, through structured plans of how to ensure they are motivated, the organization might be leading to failure. Therefore, the organization has to design a formulae of how to ensure personalized achievements are realized and in return help the firms to attain its long term desires.

Numerous past studies exist in form of empirical literature on influence of organization performance. For instance, Schuler, Jackson and Tarique (2017), showed that not only does the actual skills of the employees affect their level of performance, but also motivation of each employee play a critical factor. Khan, Cross and Baird (2018), point out that skilled and self-driven workforce is a determining factor in the realization of the organizations mission. For an institution to attain its desires, the composition of workforce in terms of competencies is essential. Balkin and Gomez-mejia (2018), noted in their studies that motivation of workforce is positively related to productivity of the employees.

The findings reveal that motivated employees work well and remain loyal to the organization as opposite to those who do not. Sang (2018), noted that employees lose control of their roles and responsibilities and when the organization stops to take into consideration their contributions to the overall objectives. The study further reveals that any organization that creates a culture of appreciating the role played by the employees will attract them and retain them and thus will have an opportunity of keeping motivated and best performers in the organization. The present review showcased past empirical studies to ascertain the importance of Human Resource Management Practices on Organization Performance.

III. LITERATURE REVIEW

Work Environment Practices

In the words of Ahmed and Schroeder (2018), work environment denotes to the existence of a link between the organization and the general workforce in which they carry out their duties. Conditions at work place therefore are key internal and external factors that have a greater impact on how employees get motivated and perform. The environment at work place is important because majority of the employees spend over fifty percent of their time working as noted by HartFord (2017). Generally, enhanced organization performance is contributed by better working environment. If the office and general sitting environment is good, the workforce feels wanted and in the end, it boosts their performance (Bate and Robert, 2018).

A highly suitable research schedule for researchers in strategic management and organization behavior is the need to understand the working environment that affect individuals working in the organizations (Brief and Atieh, 2017). According to the research done by Brief and Atieh (2007), reward system impacts either negatively or positively on the psychological well-being of the employees. Further, in the same voice, Ear (2017), noted that most organizations world over uses the compensation and reward system to enhance workforce productivity.

Gupta (2017), pointed out that cohesiveness statistically and significantly affect performance of the entire organization. They noted from their findings that work environment and team cohesiveness directly influence the expected levels of performance in organizations. Their study further highlighted the importance of performance assessment as being part of science of managing workforce that enhances employee productivity in general.

According to Sang (2018), employees lose control of their roles and responsibilities and when the organization stops to take into consideration their contributions to the overall objectives if the working environment is not conducive. They further note that any organization that creates a conducive work environment and culture of appreciating the role played by the employees will attract them and retain them and thus will have an opportunity of keeping motivated and best performers in the organization. Having said that, the reviewed literature still shows that there exist confusion on the exact factor that positively affect organization performance.

IV. TRAINING AND DEVELOPMENT PRACTICES

The workers need the required skills through training and development to efficiently and competently execute their duties (Donate and Guadamillas, 2017). Abdulrasheed and Bello (2016), notes that under management is one of the reasons why organizations do not meet its expectations and is common where institutions perform below their expectations. The managers who are not provided by the required tools for management struggle on their way out to meet the expectations.

Training of employees on the other hand will ensure that the workforce has the required skills. Through training, employees feel a sense of belonging since they see themselves as being inseparable part the entire organization and hence it enhances organizational performance (Colwell, 2016). In addition, training has a significant role in enhancing organizational objective since it takes critical consideration of employee welfare. According to Billet (2018), development of employees through training to improve their skills to accomplish current roles better and thus leading to overall improved organization performance.

The improved training and development of workers improves competence and capabilities of the workforce to handle any issues within their work place. Moreover, prompt industrial development and expansion of countries and drastic increase in population have created an exciting situation for the countries in providing quality education to its citizens. (Khalid, 2017).

V. MOTIVATIONAL PRACTICES

According to Valentine, (2017), reward systems and recognition have been identified by institutions of learning and employers as a pertinent tool in motivating employees in an institution. Reward systems are the clearest ways leadership of an institution communicates to its employees regarding where the organization is and where it wants to go and how it will lead to its destination. This is very important in ensuring that all employees are moving in the same direction in the organization while they carry out their day to day duties. This should be the norm and routine of any organization that values its workforce and one that wants to achieve its objectives and goals which are clearly spelled in its mission and vision statements. The performance of personnel in an organization is subjective to the way they are evaluated and rewarded by the management (Kaufman, 2017). They farther assert that traditionally, most reward and recognition programs were not based on clear policy guidelines but they were repeatedly given as feedback from the top management on what they feel is adequate enough to motivate the employees for exceptional performance.

Lawler (2017) posit that compensation and reward system over time has been found to influence and booster of performance of the employees. Maina, Namusonge and Karanja (2019), assessed how employee commitment was influenced by human resources management practice in Kenya. From the findings, compensation and reward system, resourcing, development of workers through training were some of the human resources management practices that influenced employee commitment positively. The study noted that organizations can use resource strategy of employees to get more competent and suitable workforce that is effective and efficient in realizing overall

organizational objectives which are expressed in its vision and mission statements. From the findings, training of employees enhances employee motivation. Through the process of training, employees will acquire the required knowledge and skills to enhance their capabilities. From the empirically verified findings, it was concluded that employee commitment is statistically and significantly positively affected by people leadership practices in the establishments. The study noted the importance of proper employee resourcing, compensation, continuous training and development and career development being of importance and thus play a key role to affect employee commitment especially in the area of study which was telecommunication industry.

VI. ORGANIZATION PERFORMANCE

Organization Performance measurement is virtually always important in management, especially in highly competitive, dynamic, complex, and global environments where managers are expected to have a strong grasp on dozens of issues (Fleisher, 2003). This is particularly true in ensuring that organizations determine, implement and adapt organizational strategies successfully. An organization's strategy is the rudder that steers the ship (Ross, 2003). The performance measurement system is the glue that holds the strategy together by consistently evaluating the strategy's effectiveness amidst unpredictable external forces. Kaplan and Norton's (2001) philosophy, on creating a strategy-focused organization, is quite simple: "Measure the Strategy." According to Raula, Vuksic and Stemberger (2012), we do not have a universal definition of the term organization performance. In reference to this, it means quantitative and qualitative measures can be employed in coming up with the definition of organization performance. The factors include market share, employee productivity, customer satisfaction as well as financial ratios. In addition, performance can be measured through cost estimation, quality, business value parameters and satisfaction (Gowan and Mathieu, 2005).

According to Ganeshkumar and Nambirajan (2013) organization performance can be measured by the following factors: Market share, Sales growth, Profit margin, Overall product quality, overall competitive position, Average selling price, Return on investment and the Return on sales. The approach in measuring firm performance can be divided into two categories which are financial measures and non-financial measures. Alternative, firm performance can be measured by financial measures and strategic measures. Nonfinancial measures include aspects such as customer satisfaction, employee satisfaction, environmental performance, social performance, efficiency, effectiveness and relevance.

Matsuno and Mentzer (2000), postulate that organization performance involves economic and non-economic performance measures to understand the performance consequences of their strategies. Economic performance include: return on investment, return on assets, profit, sales volume, market share, revenue, product quality and financial position while non-economic factors include: customer loyalty, customer satisfaction, employee organization commitment, company image and social acceptance (Jaworski & Kohli, 1993). Subjective performance measures include performance of the firm relative to their own expectations

of their competitors and top management (Baker & Sinkula, 2005).

The balanced scorecard holds that organizational performance can be viewed from four perspectives and develop metrics, collect data and analyze the organization relative to each of these perspectives: The customer perspective, the business process perspective, the learning and growth perspective, and the financial perspective (Rhee, 2012).

VII. CRITIQUE OF LITERATURE REVIEWED

Sal and Raja (2016) carried out a study to establish the influence of training and development on organization productivity. The study was centered on a quantitative approach and primary data was collected through use of structured questionnaires. The total population was 420 employees out of which 254 respondents were selected as the sample size of the study. From the findings, the study concluded that there exist a statistically significant positive correlation between training and development and organization performance. The study only used quantitative data. It would have been better to use mixed research approach (use of both quantitative and qualitative approaches) to reduce the biasness of quantitative methods.

Odhiambo (2018) sought to investigate the effect of training and development on organization performance. Using descriptive survey research design and with a sample size of 377 respondents, the study concluded that there exist a statistically significant positive correlation between training and development and organization performance. However, based on the research, longitudinal research design is encouraged to check on the impact of training and development on organization performance over time.

Kerich (2018) carried out a study to investigate influence of performance management on human resource output at Safaricom limited. The study population was 25 employees drawn comprising of sales officers, customer service officers and ICT officers. The sample size was 22 employees arrived at using Taros (1967) formula. The study used quantitative research design. On study findings, it was established that recognition and reward system, training of employees as well as feedback on performance were significant performance management practices. However, given that the population of the study was less than 30 respondents, sampling was not ideal in this study. Secondly, mixed research methods would have been used in the study as opposite to use of only quantitative methods.

Kumar and Gupta (2013), conducted a study on 10 firms using qualitative analysis, the paper carried was to determine performance management meta-analysis on job satisfaction. The findings indicated that overall decisions were influenced by raters' personality traits. Factors included in the research were assessments of perceived quality, fairness, fairness of the performance management process and perceived quality, the performance assessment system. Performance management process had a positive on management system performance. However, mixed research method was ideal for the current study to utilize the merits of both quantitative and qualitative approaches.

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