

**INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON  
ORGANIZATIONAL PERFORMANCE: A CASE OF UNIVERSITIES IN  
MACHAKOS AND KITUI COUNTIES, KENYA**

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**OCTOBER, 2019**

## DECLARATION

This research project is my original work and has not been presented for other degree or any other award.

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## **DEDICATION**

This research Project is dedicated to my husband, my sons and my parents for their prayers and support throughout the study.

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## DEFINITION OF TERMS

**Development:** is a process of imparting knowledge, skills and ideas to employees that helps them develop their career growth in the longrun (Mondy 2010).

**Human Resource Management Practices:** HRM practices are a bundle of common HR procedures or activities that assist in attaining high performance in an organization (Redman & Wilkinson, 2009).

**Human Resource Management:** can be defined as the planning, organizing, directing and controlling of the procurement, development, compensation, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished (Dessler, 2008).

**Organization:** the institution where the research is to be carried out (Armstrong, 2008).

**Performance Appraisal:** is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development (Mathis and Jackson, 2011).

**Performance:** is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract (Still Samsonowa (2012),

**Private Universities:** Are individual/faith based or non-governmental institutions of higher education (Universities Act, 2012)

**Public Universities:** Are public entities that are partially funded by the government and offering higher training with an aim of producing and contributing to man power in Kenya (Universities Act, 2012)

**Recruitment:** Recruitment is the systematic process of generating a pool of qualified applicant for organization job. The process includes the step like HR planning attracting applicant and screening them (Opatha 2010).

**Selection:** is the process of assessing the candidates by various means, and making a choice followed by an offer or employment (Ofori and Aryeatey, 2011).

**Staffing:** this consists of the whole process of hiring from the time a vacancy is declared to the time of accepting and offer (Farnham 2006).

**Succession Planning:** is a systematic approach that an organizations uses in order to tap employees competences by introducing teamwork so that incase an employee leaves the organizations, filling his position will not have a negative effect on the organizational goals (Collins, 2009)

**Succession:** is replacing or taking over from another employee who has left the vacant position (Dessler, 2008).

**Training:** Training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles. Development is more expansive and focuses on employee growth and future performance, rather than an immediate job role (Mondy, 2010).

## **ABBREVIATIONS AND ACRONYMS**

<b>AMO:</b>	Abilities, Motivation and Opportunities
<b>ANOVA:</b>	Analysis of Variance
<b>CEO's:</b>	Chief Executive Officers
<b>CS:</b>	Customer Satisfaction
<b>CUE:</b>	Commission for University Education
<b>HR:</b>	Human Resource
<b>HRM:</b>	Human Resource Management
<b>HRMP:</b>	Human Resource Management Practices
<b>HRP:</b>	Human Resource Planning
<b>IT:</b>	Information Technology
<b>KNBS:</b>	Kenya National Bureau of Statistics
<b>LP:</b>	Labour Productivity
<b>MBO:</b>	Management by Objective
<b>MksU:</b>	Machakos University
<b>MRA:</b>	Multiple Regression Analysis
<b>NGOs:</b>	Non-Governmental Organizations
<b>OP:</b>	Organizational Performance
<b>PA:</b>	Performance Appraisal
<b>PQ:</b>	Product Quality
<b>SEKU:</b>	South Eastern Kenya University
<b>SMEs:</b>	Small Microfinance Enterprises

**SOE's:** State Owned Enterprises  
**SP:** Succession Planning  
**SPSS:** Statistical Package for Social Sciences  
**T&D:** Training and Development

## ABSTRACT

The purpose of this study was to examine the influence of human resource management practices on organizational performance: A case of Universities in Machakos and Kitui Counties in Kenya. The specific objectives were to examine; the influence of staffing on performance of universities, the influence of training programs on performance of universities, the influence of performance appraisal on performance of universities and the influence of succession planning on performance of universities. A descriptive research design was adopted targeting staff working in the Universities located in Machakos and Kitui Counties. Descriptive design was suitable because it is used to describe some aspects or characteristics of human population such as opinions, attitudes, beliefs or even knowledge of certain phenomenon without influencing their behavior. There are four fully fledged Universities operating in Machakos and Kitui Counties. The target population comprised of staff in the administration, human resource, finance and audit, procurement, deans of schools and directorate of quality assurance totaling to 263. The selected departments play important roles in ensuring high academic standards, sound financial position and effective implementation of organizational policies and their competencies are required in shaping the performance of the universities. Since the study population was heterogeneous the study used stratified sampling, using departments as the strata basis. Stratified sampling helped in obtaining several mutually exclusive strata which assisted in providing adequate data for analyzing the various sub population. Stratified random sampling was used in each stratum, 10 – 30% of the population was used to get sample size and the study used 17% which was 45. Questionnaire with both open and closed ended questions was used to collect data. The data was analyzed using descriptive statistics that is frequencies, percentages and means. Inferential statistics involving correlation analysis, multiple linear regression analysis and Analysis of Variance (ANOVA) were used to address the objectives of the study. The study found out that when the right blend of employees is brought on board from the beginning, the universities stood a better chance of recording high performance compared to their competitors. The study also revealed that when you train university employees on all aspects of their job and give them insight into other positions in the university, develop well-rounded individuals who have a working knowledge of their positions and those of their colleagues. Knowledgeable employees are better able to answer customer questions, handle problems and deliver better quality services. From the study findings, it was noted that monitoring and evaluating staff at regular intervals helped them to establish their weaknesses or strengths and work on them accordingly towards achieving the organizational performance. Lastly, the study found out that when the talents of the internal staff are nurtured and developed, it helped the universities in experiencing a smooth transition of staff. The study recommends that staffing that includes recruitment and selection should be done in a systematic, transparent and strategic way that should help the universities management in Machakos and Kitui Counties to acquire the right candidates with the required competence and abilities to assist in achieving the organizational objectives. Relevant training programs should cut across all employees to encourage their participation and reduce their demotivation which can result in high staff turnover. Clear job descriptions for each staff should be well spelt out which will guide in appraising the employees. This will avoid confusion and dissatisfaction of employees because they do not understand what is expected of them which may result in failure in meeting their set targets. Lastly, the university management should incorporate succession planning in their strategic plan to focus on the term of employee transitions.



## **CHAPTER ONE**

### **INTRODUCTION**

This chapter provides an introduction to the study. It includes the background of the study, overview of human resource management practices, general performance of universities, universities in Machakos and Kitui counties, statement of the problem, objectives of the study, research questions, justification of the study, significance of the study, limitations, assumptions and scope of the study.

#### **1.1 Background of the study**

##### **1.1.1 Performance**

Organizational performance is the power that an organization has to achieve most of its goals to an extent of satisfying the stakeholders (Michael et al, 2009). Performance is a yardstick to evaluate the level of efficiency and effectiveness of an organization within a specified timeframe (Nishii et al, 2008).

##### **1.1.2 Performance of Universities**

Dessler (2008) holds that institutions can use several HRM practices to develop employee skills and motivate them to increase their commitment to achieve the set targets. Lew (2009) holds that Universities require staff who are well trained and motivated to their work of doing research and training for the advancement of the country. Studies show that proper use of some human resource management practices assist employees to be dedicated of their work hence good performance of the universities (Chan et al, 2009; Shahzad et al, 2008). There is a clear reflection of the Universities' contribution to social and economic development through promoting excellence in research, intellectual discourse, physical infrastructure development, publication and international travel, links and collaborations (UNDP Kenya Annual Report, 2013).

A study done by Mukwhana et al (2016) on state of university education in Kenya between 2012 and 2015 found out that universities student enrolment growth had increased tremendously standing at 539, 749 with public universities registering 461,820 (86%) and



private universities registering 77,929 (14%). These high numbers in enrolment resulted in 141,768 graduating within the same period. However, the study also established that the public universities were seriously underfunded by the government and were spending more than their income. If this problem was not addressed may lead to the universities not meeting their objectives as stipulated by the Universities Act, 2012 (Mukwhana et al. 2016).

Institutions can achieve good performance by subjecting their employees to intense training and development activities (Dessler, 2008). The skilled employees will give reduced output if motivation is not considered in performance of their jobs. Most of these universities fail to attain their set goals due to poor human resource management practices that affect commitment of employees' and demotivate the staff which in turn affects the overall performance of the universities (Byremo, 2015). Unfortunately, in the course of increased competition and government policies, most public and private institutions especially universities in Kenya have mainly channeled resources to infrastructural development neglecting essentials of human resource management (Munjuri 2011).

Universities with better performance are characterized by high job performance, high problem solving activity, cost effectiveness, and low turnover, reduced absences and fewer grievances. Organizations with effective reward systems like transactional and relational rewards improves the level of employees' motivation and this supports realization of increased organization performance (Ulrich, 2007). Lack of compensation to employees in terms of rewarding their hard work efforts and career growth lowers their morale and as a result affects the performance of the whole organization (Rimi et al, 2013).

Universities in this case therefore can implement merit pay or incentive compensation systems that provide rewards to employees for meeting specific performance goals. Use of best HRM practices for university staff helps in realizing effectiveness in universities as Lew (2009) comment, university employees are a key factor in starting positive quality research, high academic status, quality graduates and research contribution to the society.

Smith (2004) posits that institutional performance is the hypothesis to measure the output of a particular process or procedure, then transform the process or procedure to increase the output, efficiency, or the effectiveness of the process or procedure. The roles of higher education institutions are clear. First, they should provide education and training within a structure that combines research and teaching. Second, they should offer professional training in fields such as Medicine, Engineering, Architecture, Law and Teaching. Third, these institutions should operate as research centers, responsible for carrying out research in a broad range of disciplines (Chan et al 2009).

There has been rapid expansion in the higher education sector in Kenya. More people are seeking higher education from the few universities that exist. The demand for university education has surpassed the number of universities in the country (CUE, 2014). A meaningful modern education system should stimulate all aspects of human intellectual potential. The report by World Bank (2004) points out that higher education institutions are labor intensive organizations and highly use people for the delivery of their services. Studies have shown that human resource management practices such as recruitment and selection, training and development, performance appraisals, performance-based compensation, and other practices like extensive information sharing, job security, welfare benefits and grievance systems are neglected (Mills, 2005; Opoku-Mensah, 2012).

Nyang'au (2014); Dinah and Kipkebut (2010) claim that very little has been done to establish the influence of HRM practices on performance of universities in Kenya and they further argue that there is underperformance which has been characterized by frequent student unrest due to limited resources, inability of universities to attract and retain qualified staff and lack of growth in terms of infrastructure. The universities are also closing their satellite campuses due to failure to meet accreditation requirements and dwindling number of students (KNBS Economic Survey, 2019).

### **1.1.3 Human Resource Management Practices**

The need to establish the value of HRM practices started in the mid 1990's by Arthur (1994) and Huselid (1995) whereby they concurred that there is a positive relationship between

HRM practices particularly recruitment and selection, employee participation, training and development, performance appraisal, productivity and succession planning. Human resource management is used to address an organization's present and future needs of human resource by incorporating qualified people, addressing their training needs, evaluating their performance and instilling knowledge to attain a workforce that is committed towards achieving organizational goals (Farnham, 2010). A clear process of analyzing and identifying the need for and accessibility of human resources is inevitable so that an organization can achieve its goals. HRM practices clearly states the overall organizational needs in terms of surpluses or shortages, job requirements to realise maximum productivity of an organization.

Mondy & Noel (2005) advocated that HRM practices determine HR requirements; job analysis, recruitment & selection, placement, training & development, staff appraisal and succession planning among others. Nursidin et al, (2008) hold that HRM practices comprise of policies, systems and practices that affect behaviour of employees, their attitude and performance. The study dealt with seven practices of human resources management practices namely training and development, performance appraisal, empowerment, compensation, job rotation, participation in decision making and selecting system and found out that all have an influence on organizational performance.

Human resource management is a critical process in organizations because it helps in establishing skills gaps, planning for recruitment, maintenance and retaining of staff. Through human resource planning organizations can determine, if there was right supply of talent in order to increase their recruiting efforts and act quickly to secure skilled and talented employees (Nishii et al, 2008). Reilly (2003) claimed that HRM practices enables a firm to estimate and evaluate the size, sources of labour supply, monitor employee competences which will essentially be required to meet the demand and organizational performance. HRM is a vital obligation for any organization to succeed because human capital is indispensable (Noe et al, 2011). Malik et al, (2010) said that in this time of globalization and changing technology, knowledge capital must be retained for any organization to have a competitive edge. Rimi et al (2013) say that HRM practices are an investment in human capital which may give good or poor organizational support. Organizations invest in managing human

resource and recruiting staff who have better skills and expertise to handle the ever changing nature of management (Waiganjo et al, 2012).

HRM aims at acquiring positive outcome from a team of staff that include supplying competent workforce at a reasonable cost, promoting and developing skills and talents, providing conducive working environment and matching employee goals to that of the organization (Chan et al, 2009). Opatha (2010) holds that HRM is one of the organizational functions that deals with human resource through recruiting, management and provision of direction to employees to attain organizational goals. According to Garman et al (2011) and Michael et al, (2004) human resource management entails the basic planning process to human resource needs of the organization. This process enables workforce planning, or personnel planning, that anticipates and makes the provision of the movement of people into, within and out of the work group Buchner, (2007). Its primary purpose is to enable the work group maximize the utilization of its human resources by making sure that the right number of people, of the right capabilities, is available to do the task in correspondence to right job positions at the right time.

To be effective, any human resource management must be derived from the long term and operation plans of the organization. In essence, the success of the human resource management depends largely on how closely the human resource department can integrate effective people with organizational goals (Buchner, 2007). Hendrikse (2004) argued that the increased corporate failures witnessed confirms lack of proper human resource management practices where many recruited and promoted directors put their own interests before those of the firms and financiers. Farnham (2010) stated that human resource management practices focusses on corporate objectives whereas strategic business planning deals with factors that enhance better performance of the organization.

Capabilities of an organization are the key roles of creating value through which long term competitive advantage can be achieved (Tabiu and Nura, 2013). Human resource practices therefore, play an integral part of influencing employees, advancing their skills and behavior to achieve the competitive advantage (Torrington et al, 2008). Jimenez –Jimenez et al (2013) hold that HRM practices assists in updating learning culture and influence knowledge management by advancing abilities to learn.

Existing studies maintain that human resources involves people whose knowledge, skills and abilities are utilized to create and deliver effective services and thus significantly determines performance. There is a significant relationship between HRM practices and organizational performance (Mursi, 2003). In a study by Hiti (2000) HRMP have a positive impact on organizational performance. On the other hand, Arsad (2012) established that manpower management influences organizational performance and there is a positive relationship between manpower management and organizational performance.

Some researchers have expressed sentiments on HRM because there is no universality on what the concept of HRM practices entails. Researchers say that a body of related HR practices have a positive effect on organizational performance (Farnham, 2010). The aim of every organization to maintain human resource who are competent and realize sustainable competitive advantage lies on how best HRM practices are implemented (Adnan and Izzat, 2012). A competitive edge that is sustainable and long term in nature can be achieved through service delivery that gives customer satisfaction (Gebauer et al 2011). The main agenda of HRM is to attract and retain a workforce that is satisfied and contributing positively towards organizational goals (Opatha, 2010).

The choice of employment practices in an organization determines the performance of its workforce. Although different people have different views on HRM practices, the aim of the HRM practices is the strategy employed to mingle the scarce resources or talents in an efficient and effective way to the benefit of the organization. Reviewed literature show that organizations adopting certain HRM practices achieve high outcomes in comparison to those they are competing with (K'Obonyo et al 2013). The study focused on how Human Resource Management (HRM) practices influence organizational performance which can be a result of how employees are managed. Human Resource Management Practices is a collection of practices or systems that an organization uses to manage its most valuable asset – (people) to achieve its organizational goals (Danish and Usman, 2010).

HRM Practices were defined as a process of identifying, recruiting, selecting, training and development of human resource to achieve organizational objectives (Opatha, 2010). Dessler G. (2002) holds that organizations consist of positions that need to be filled and job

analysis is used to determine the duties and characteristics of the people needed to fill them which should be in line with organizational goals. Organizations under different sectors strive to secure viability and growth which is a crucial goal for their performance. There can be many means to achieve this, and one possibility is to manage their human resources in such a way that they give rise to increased performance and improved organizational results (Byremo, 2015).

Many researchers have used different human resource theories in their studies to establish if there are relationships between managerial, human resource and organizational performance (Paauwe, 2009). Asad et al (2013) consent that organizational structure and strategic HR practices play a crucial role on employee abilities, motivation and opportunities (AMO) that gives improved organizational performance.

The presumed connection between human resource management practices and organizational performance has received much support from empirical research, where they have investigated both systems of HRM practices and single practice effects on organizational performance (Farnham, 2010). A study done by Mehmood et al (2017) in Pakistan on the impact of human resource management practices on organizational performance examined both public and private universities, adopted descriptive research design and it revealed that HRM practices have a significant impact on organizational performance. Oluoch (2013) in his study on influence of best human resource management practices on organizational performance: A case of College of Humanities and Social Sciences University of Nairobi, Kenya adopted qualitative analysis and descriptive survey design and found out organizations function under similar traits in regard to HRM practices. HRM practices are fundamental for any organization that is geared towards achieving organizational goals.

#### **1.1.4 Universities in Machakos and Kitui Counties**

Machakos and Kitui Counties are located in the Lower Eastern region of Kenya with four (4) public and private chartered universities established and currently serving students, majority of whom are from within the counties and others from outside these counties. Two (2) (South Eastern Kenya University and Machakos University) are public and are young having been awarded charters in 2013 (Kenya gazette L.N. 140/2012) and 2016 (Kenya gazette, Act

No. 48 of 2016) respectively whereas the other two (2) (Daystar and Scott Christian) are privately owned. The two were awarded their charters in 1994 (Daystar) and 1997 (Scott) adopting its present name in 2012.

The two institutions, Daystar and Scott Christian universities have remained unpopular all through until recently. The institutions were and still are very religious in matters of admission of their students. A simple survey done showed that Daystar is perceived by some people and also witnessed from the university’s catalogue 2017 – 2021 as an institution for the middle level income earners as her fees is slightly above the reach of the common Kenyan citizen but it is preferred by many as the best in producing the best graduates in courses like journalism. Scott Christian has been offering only theological courses that many people are not interested until 2012 when it opened doors for other business and education related courses therefore attracting a reasonable number to join. However, there are several other universities with satellite campuses in these counties.

According to uniRank (2019) web metrics in Kenya that assessed universities on three aspects: being chartered, licensed and accredited by the regulatory body, offering 4 year undergraduate or postgraduate degrees and practicing one on one student-lecture courses, the table below shows results obtained from web metrics conducted in 2018 and 2019 on performance of universities in Kenya, the universities under investigation rated as below.

**Table 1.1: Web Metrics Ranking of Universities**

<b>University</b>			
<b>University</b>	<b>2018</b>	<b>2019</b>	<b>Improvement index</b>
Daystar	14	14	maintained
SEKU	13	19	-6
Machakos University	43	45	+4
Scott	53	39	+8

**Source: UniRank 2019**

Generally, there was a positive improvement of the universities although one of them dropped slightly although remained in the top twenty.

A survey from the universities websites on student enrolment showed that, Scott Christian University's enrolment shot from 500 students in 2012 to approximately, 2,000 in 2019. Daystar university student population stands at 2,000 and 8,000 in SEKU respectively. In 2019, SEKU had a total of 1721 graduands, a remarkable number. MksU at inception in 2013 had a student population of 2,500 but in 2019 the student population stands at 12,000 with a staff population of 650. Additionally, Mksu graduation list has expanded from 566 graduands in 2016 to 1424 in 2018.

From the same websites and their repositories, it is noted that SEKU and MksU have invested a lot in research papers and conferences where SEKU has 165 books and book chapters, 242 conference papers, 1562 journal articles, 77 research papers, 125 SEKU publications and 315 theses and dissertations. MksU has 204 conference/workshop/seminars papers, 42 digital archives, 109 projects, theses and dissertations and 822 research publications. Additionally, Scott has also supported its publication by having its own journal known as the African Journal of Evangelical Theology. This shows that the universities are doing well in all aspects of their performance.

A simple observation from the two institutions famous to these counties that is MksU and SEKU have shown that they have in place recruitment and promotion policies, staff training and development policies and performance appraisal procedures and also succession management plan that is mostly used in terms of taking up responsibilities in the absence of a senior officer and applying team work to junior staff.

As Mutahi and Busienei (2015) posit, HRM practices are different in different countries and the factors which influence HRM practices include both external and internal factors. In order to develop a sound HRM system with robust HRM practices, they argue that the organization should have effective HR policies. Being their first entry in this region, the universities identified are currently involved in benchmarking to borrow best HRM practices, developing additional and specific policies, consulting amongst the staff, organizing



meetings workshops/seminars, and brainstorming, establishing collaborations/linkages including research conferences, demonstrations and also supervisors monitoring progress of activities as a way of utilization of improving their performance.

Since establishment of these universities, there is no empirical investigation study that has been done to determine how human resource management practices influences their performance and hence the essence of this study. Therefore the major concern of this study is to find out the extent to which the human resources management practices can help the organizational performance in universities in Kenya.

## **1.2 Statement of the Problem**

According to Universities Act, 2012, universities are institutions of higher learning that are aimed at producing and contributing to manpower as per the felt needs. Further Lew (2009) stated that the essence of university staff is to provide quality research, high academic status, quality graduates and research contribution to the society. As shown from websites of the universities under investigation there has been a remarkable improvement on student enrolment, graduation lists expanding each year, hosting of research conferences in collaboration with other organizations, considerable publications from staff/post graduate students and also both internal and external research projects present.

HRM practices are a critical aspect in the ever changing environment and organizations successes are associated with the best HRM practices. To attain a competitive advantage managers have drawn their attention to human resources that are indispensable for any organization's success (Aquinas, 2008) as cited by Mugambi Gloria Wanja (2017) in her study on effects of HRM practices on employee job performance at Kenya Medical Training College, Nairobi Campus. A number of studies done such as Saifalislam et al (2014), Singh et al (2016), Oluoch (2013) on HRM practices on organizational performance found out that HRM practices have a positive influence on organizational performance.

However, these previous studies focused on HRM practices under different settings and context and no study has looked at HRM practices in Universities in Machakos and Kitui Counties. In view of this, every institution is unique and its performance depends on the

HRM practices employed. The researcher found out that there were no records of evidence showing how HRM practices adopted in these universities are done to establish whether, employing the right candidates, providing training programs, conducting performance appraisals and succession planning management do influence performance in the universities under investigation.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The main objective of this study was to examine the influence of human resource management practices on organizational performance: A case of universities in Machakos and Kitui Counties.

#### **1.3.1 Specific Objectives**

The following were the specific objectives that informed this study;

- (i) To establish the influence of staffing on performance of universities in Machakos and Kitui counties.
- (ii) To investigate the influence of Training programs on performance of universities in Machakos and Kitui counties.
- (iii) To explore the influence of Performance Appraisal on performance of universities in Machakos and Kitui counties.
- (iv) To examine the influence of Succession Planning on performance universities in Machakos and Kitui counties.

### **1.4 Research Questions**

- (i) How does staffing influence performance of universities in Machakos and Kitui counties?
- (ii) How does training programs influence performance of universities in Machakos and Kitui counties?
- (iii) How does Performance Appraisal influence performance influence performance of universities in Machakos and Kitui counties?

(iv) How does succession planning influence performance universities in Machakos and Kitui counties?

### **1.5 Justification of the Study**

Human resource management practices that concern staff are the engine of any organization to function and achieve a competitive advantage as organizations are made up of human capital that is indispensable. Any organization willing to prosper must consider the qualifications and expertise of the people being hired, establish staff training needs, train, evaluate their performance through appraising and establish talents within the organizations that can be nurtured to fill a position in case it falls vacant without creating a skill gap that can cause losses.

This study was interested in Universities as most of the previous researches concentrated in other types of organizations other than the universities. Additionally no such study has been done in universities in Machakos and Kitui Counties. Universities are the only organizations that are mandated in training and developing experts in the specific areas of specializations, rolling out innovations and attracting research fundings for further research. For any staff to undertake the above, he or she must be equipped with the necessary skills and therefore the need for this study to establish how HRM practices are being implemented in universities to give optimum output.

### **1.6 Significance of the Study**

An efficient and well-trained public servant is expected to be one of the major foundations of the Kenya Vision 2030. It is envisaged that the country builds a civil service that is more citizen-focused and result oriented. The public may be more informed on effective and efficient service delivery on customer satisfaction in accordance with ISO 9000:2015. Hence when employees are conversant with what is expected of them, then the universities may satisfied stakeholders.

To the HR practitioners, the study findings might provide a benchmarking platform on the areas that need improvement.

To Universities' Councils and Management Boards the study might provide a reference on how human resource management practices could appropriately be used on how to influence the performance of Universities. It could be used to formulate policies that assist the universities in managing their staff.

This study would also serve as reference point to academicians and researchers as it might provide a base for future studies on human resource management and performance of universities.

Lastly the study findings might be used by the Government to establish the gaps that need further training for staff and also the Commission of University Education might use it in formulating employment requirements for the academic staff.

### **1.7 Limitations of the Study**

The respondents were not readily willing to release information but it was with a lot of determination that the researcher was able to get some respondents to fill the questionnaires. The researcher provided clear explanations as to the significance of this study to their respective institutions and the university setup in general. Secondly, some other respondents were feeling that their confidentiality was going to be exposed but the researcher explained that the data was only for academic purposes that's why the questionnaires did not bear individual details.

### **1.8 Assumptions of the Study**

The study was focused on determining how human resource management practices influence performance of universities in Machakos and Kitui counties and the following assumptions were fulfilled: that the objectives under study had been established and were present in all these universities. Secondly the sampled staff who were given the questionnaires were able to read, understood and answered the questions appropriately. In case a respondent faced some challenges, the researcher was committed and explained the questions further. Lastly the researcher believed that the respondents were honest enough and gave the actual information needed as the researcher explained that the information was only for the purposes of the study and was to be treated with confidentiality.

## **1.9 Scope of the Study**

The study covered only chartered universities operating within Machakos and Kitui counties in Kenya. This was because their full management was within the campus. Universities from other regions having their satellite campuses operating in these Counties and offering the same services were left out of the study because if they are included, the researcher was to be sent to their main campuses that were not within the geographical scope of the study. In content, the study was limited to four human resource practices: recruitment and selection, training and development, performance appraisal and succession planning. Although there are many HRM practices that do influence the organization differently, these variables were chosen because no other previous study had been done on the same in universities in Machakos and Kitui counties. The study focused on heads of departments because they were the key implementers of the universities policies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents both theoretical review and empirical literature review with sections of recruitment and selection on organizational performance, training and development on organizational performance, performance appraisal on organizational performance, succession planning on organizational performance, the conceptual framework, summary of the literature review and a research gap of the reviewed literature.

#### **2.2 Theoretical Framework**

In this study the researcher reviewed four dominant theoretical underpinnings (agency theory, human capital theory, goal setting theory and resource based theory) highlighting why each of the theory was relevant to the study.

##### **2.2.1 Agency Theory**

The agency theory was developed by Ross and Mitnick in 1973 and theory states that, a firm consists of a series of contracts formed between the owners of economic resources who are the shareholders and managers who are the agents and are delegated with the responsibility of controlling those resources (Jensen and Meckling, 1976). The theory posits that agents have more information than principals and that this information asymmetry adversely affects the principals' ability to monitor whether or not their interests are being properly served by agents. As such, the theory describes firms as necessary structures to maintain contracts, and through firms, it is possible to exercise control which minimizes opportunistic behavior of agents (Jensen and Meckling, 1976).

The theory suggests that, in order to harmonize the interests of the agent and the principal, a comprehensive contract is written to address the interest of both the agent and the principal. The agent-principal relationship is strengthened more by the principal employing an expert and systems (auditors and control systems) to monitor the agent (Eisenhardt, 1989). Further the theory recognizes that any incomplete information about the relationship, interests or work performance of the agent described could be adverse and a moral hazard.

This theory is applicable to this study because shareholders trust the board of directors who are the University Councils to run the respective university on their behalf by controlling operations and utilizing the existing resources including human resources with an ultimate goal of profit maximization (Hornge, et al. 2012). This therefore determines the quality of the management/staff recruited and their expertise and competency to organize and effectively and efficiently utilize the available resources to realize the organizational objectives.

### **2.2.2 Human Capital Theory**

This theory was developed by Becker in 1964. He stated that any knowledge or characteristics that are possessed by an employee are either acquired or inborn and determines his or her performance. The theory further states that it is costly to undertake a training hence it should be termed as an investment because the aim is to instil more skills hence increasing individual performance. Becker, (2002) posit that Human Capital encompasses the human factor in an organization; skills and expertise that portrays the uniqueness of the organization.

Human capital theory was developed when it was realized that physical capital growth was contributing very little in an organizational growth (Tan, 2014). Human capital theory posit that employees training or education advances their performance by instilling the necessary skills (Campbell et al 2012). Human capital is a strategy used in production to increase investment and as a result get improved output (Armstrong and Baron, 2004). Hence investing in human capital in training and development helps the organization maintain a competent workforce who are satisfied leading to improved performance of the organization (Rothwell, 2010).

According to Armstrong (2012), Human capital theory assumes that formal education is highly valued and it is considered fundamental in improving organizational performance. The theory informs that people are the most valuable asset in an organization that are worth investing in and their achievements should be counted as the return on investment of the organization (Johnson et al, 2010).

This theory was relevant to the study because for any employee to perform upto the expectations he or she must have the relevant skills and knowledge. In the ever changing

technological world, employees need to be trained and developed throughout their service in order to keep abreast with the competitive environment (Armstrong, 2012).

### **2.2.3 Goal Setting Theory**

Goal Setting Theory was developed by Latham and Locke in 1968 to address why people respond differently in different work environment. The theory emphasizes on four pillars that bind goals to performance results (Lockie and Latham, 2006). First, goals direct attention to priorities, secondly goals kindle efforts, thirdly, goals challenge people in order to increase their success and lastly goals are challenging such that they force people to employ all their skills (Lockie and Latham, 2006).

The theory holds that people feel motivated when a token is assured after accomplishing a given task or attaining a prescribed behavior. The goal setting theory therefore suggests that when a task is accomplished and it is rewarded, it turns to be a motivator of that performance of the task (Duberg and Mollen, 2010). The basis of goal setting theory is that goals of a person are the essential factors of motivation related to the task at hand since goals determine our behavior. Setting goals helps a person set targets which will determine their behavior. When a person feels that the current goals cannot be achieved by the behavior they are holding currently, they will either change the behavior or modify their goals (Locke and Latham, 2013).

The theory emphasizes on setting goals and agreeing on what measures performance can be managed. The goals should be specific and measurable. The theory states that there must be an agreement on objectives, feedback and strategies used to achieve the goals (Seniwoliba, 2015). Feedback enables a person to gauge the actual performance with the set targets and take corrective action where necessary. Clear goals assist employees in discovering what is to be achieved and focusing on that direction (Locke and Latham, 2006).

The goal setting theory adopts that there is a positive relationship between measurable goals and performance. If clear lines are set, people are willing to put more efforts and achieve the objectives (Lock and Latham, 2013). This theory is relevant to the study because during appraisal of staff, there must be set goals that are measured against their actual performance.



#### **2.2.4 Resource Based Theory**

The resource based theory was developed by Penrose in 1974 and figures out why organizations practicing in the same industry have different performance index in a specific time frame. The theory affirms that the difference in performance of the firms is caused by the internal competences of a firm that result in a firm enjoying competitive edge. The resource based theory posits that each institution or organization has unique resources and capabilities that make them different hence the competitive advantage (Wheelen and Humger, 2012).

The theory defines why organizations operating in the same industry have different performance parameters. A firm constitutes of capital resources, organization resources, physical resources and human capital resources (Barney, 1991). This theory holds that, organization capabilities and resources differ from one firm to another and this difference in variation can aid a firm to attain stability (Peteraf and Barney, 2003). The main objective of the theory is that the management should consider and motivate its most valued assets and how these assets can be developed to improve performance. The theory further recognizes human resource competence, financial resources and past experiences as organization critical success (Ireland et al, 2013).

The performance of an organization depends on how resources and capabilities are mixed as well as the manner of deployment. Organizations that enjoys higher performance are in a position to get support from different investors to provide resources because of the trust they have in the management of the financial or human capital resources. The theory according to Falora et al (2014) posits that since resources are rare, scarce and limited, organization should employ strategies to exploit resources and capabilities to maximize returns from existing resources. Resource Based Theory is used to analyse internal processes of an organization (Pearce & Robinson, 2005).

The firm must identify and determine its assets and establish those that can be of importance towards achieving competitive advantage. According to Barney (1991) Resource Based Theory states that HRM systems can be applied to create a sustainable competitive advantage. Organizations according to (Barney 1991) can achieve these competitive

advantages by utilizing their employees where a firm has a pool that cannot be matched by other organization.

Since Resource Based Theory rotates within a firm and each unit is described as an autonomous organization, they differ in their performance over time due to differing internal capabilities. The theory is therefore relevant to the study because the more qualified/experienced are the staff hired/retained and their skills and competences updated on regular basis to be abreast with the ever changing environment the more the organization is able to achieve its organization goals. Since the theory focuses on the activities within the firm, talents can be established, nurtured to ensure that there is no skills gap if a position falls vacant.

## **2.3 Literature Review of Study Variables**

### **2.3.1 Organizational Performance**

Organizational performance is the achievement of an organization in comparison to some aspects (Afshan et al, 2012). The ultimate aim of any organization is to maximize profits (Michael et al, 2009). Katou and Budhwar, (2007) say that attainment of these goals is realized through performance. Organizations have increasingly acknowledged the fact that the company's human resources are valuable and can be a unique source for competitive advantage (Suzan, 2006). Organizational performance is realized through effective work practices. Hernderson (2010) holds that these practices are geared towards achievement of high performance of each stakeholder; individual staff, group and the organization as a whole by encouraging their participation in the organization's operations. Wickramasinghe et al (2011), people charged with the responsibility of managing human capital should apply HRM practices in a transparent and unified manner.

Guest, (2001); Katou and Budhwar (2007) hold that organizational performance is measured by utilization of available resources, achievement of set targets, satisfaction of employees and quality of products/services offered. Organizational performance is the power that an organization has to achieve most of its goals to an extent of satisfying the stakeholders (Michael et al, 2009). Performance is a yardstick to evaluate the level of efficiency and effectiveness of an organization within a specified timeframe (Nishii et al, 2008).

Dessler (2008), posit that performance management process depicts that in today's competitive environment, every employee should be geared towards supporting the organization to accomplish its strategic objectives. Emeti, (2011) say performance measurement has helped managers to establish platforms to monitor and control organizational operations as well as make informed decisions. In performance measurement, an organization is expected to establish the parameters within which programs, investments, and acquisitions are reaching the desired results (Richard 2009).

A firm will subsequently look at its human resource management practices to assess its performance. However, the problem or challenges that face the most present organization's performance are the results of human resources that are incompetent. (Amstrong, 2008). Inefficient and ineffective human resource management is associated with the lack of top management support, poor strategic planning, poor budget, and absence of the of expertise to prepare good human resources planning for better performance of the organization, poor implementations of all human resources drafts, policies and poor human resources management information system (Gupta, 2009). Organizational performance is termed as measurable outcomes, decisions and activities that show the level of achievements and successes (seats and Mancini, 2010).

Tiwari (2012); Trehan and Setia, (2014) set different variables to study operational measures like labour productivity (LP), product quality (PQ) and customer satisfaction (CS) each measure showing how performance of an organization relates to other competitors. Dimba (2010) observed that the people working in organizations can be a source for competitive advantage unlike any other resource, in the way that they can be rare and hard to imitate by competitors. This could perhaps be the major reason why many organizations having departments and employees exclusively committed to the welfare of their human resources.

A study done by Sagwa et al (2015) on the effect of HRM practices on employee outcomes in firms listed in Nairobi securities exchange adopted a cross sectional descriptive survey and found out that organizations should come up with HRM practices that can act as a motivator of employees to ensure sustainability of competition advantage. Chand and Katou (2007) argued that manpower management has a strong relationship to productivity which has impact on institutional performance. Saira (2016) in her study holds that HRM practices and

activities play an important role in organizational performance. The success or poor implementation of HRM practices is characterized by the expertise and support of the top management (Guest, 2011).

Schiama et al (2008) hold that each organization should have a strategy to continue improving their performance which relies on the approach and implementation plan used to continue developing organizational competences. Improving the performance of the organization is defined as a systematic approach that is supervised by top management in an organization to escalate efficiency and effectiveness by use of Behavioural Sciences (Koushazade, 2015).

Kariithi et al (2016) did a study on impact of strategic HRM practices on organizational performance ( A case study of Safaricom), Kenya adopted a cases study research design and concluded that strategic human management had a great impact on the superior performance of Safaricom Limited.

Organizational Performance is influenced by various factors among them Human Resource Management Practices. The study was concerned with HRM practices that influence performance and were staffing, training programs, performance appraisal and succession planning that are discussed below.

### **2.3.2 Staffing and Organizational Performance**

Staffing consists of the whole process of hiring from declaring a job to accepting a job offer (Farnham, 2010). Staffing involves developing a staff plan, policies to attract diversity, recruitment and selection (Noe et al (2007). It involves identifying and procuring applicants that have the potential for the established vacancies (Vekatesh and Jyothi (2009). Recruitment is concerned with assembling the raw materials, and selection is concerned with producing the right blend for the organization, at a particular point in time (Opatha, 2010). Recruitment and selection may be defined in four stages: establishing the requirement, planning recruitment strategy, attracting candidates and selecting (Armstrong, 2010). Recruitment is seen as a positive move that attracts a pool of qualified candidates to enable selection to get the best candidate out of the pool while selection is perceived to be a negative

action that involves eliminating the candidates using a set criteria to take the best (Gamage, 2014).

Ofori and Aryeatey (2011) say selection is a process with which specific tools are employed to select the best people from a pool of applicants. Recruitment and selection process is the key undertaking that determines the kind of employees to be employed. It scrutinizes the employees qualification and experience to pick the best that can fit in the aspired position to produce work environment that is conducive (Tzafarir, 2006). Sangeetha (2010) define recruitment and selection as identifying, attracting and selecting the right candidate to meet the need of the organization. If a vacancy is additional to the present workforce, then in all probability the need for the new employee has been established and a job specification compiled. The majority of vacancies however occur as a replacement for people who have left the company or as the final event in a chain of transfers and promotions following reorganization. (Lynch et al, 2010).

Comparing the supply that is available and the anticipated demand will show a surplus and shortage and an organization is able to implement an appropriate action. Some organizations may decide to: recruit to address a shortage of potential senior management; promote to fill immediate skill gaps; restructure the organization by allowing transfers across the functional areas; hire on contractual terms to meet short-term skills deficits; and dismiss staff on declared redundant positions to reduce overstaffing (Reilly, 2003).

According to Opoku-Mensah (2012), for an organization to meet its needs, suitable recruitment, deployment and severance policies can be practiced. Otherwise processes will be disorganized and unreliable. The idea is rational and reasonable in itself: recruit employees who have the potential for the organization, recognize and motivate the employees who meet or exceeds organization's expectations, train and develop the employees to perform even better. This results in a conducive work environment with reduced absenteeism and employees desire to continue working with your organization (Opoku-Mensah, 2012).

A study by Haroon (2010) in Pakistan banks deduced that attracting and retaining people who are highly talented was very crucial to the success of the organization. Haroon (2010)

continued to say that when employees are held in the same job scale for a longtime and their time to exit comes, the organization finds it difficult to get a replacement. Henry and Temtime (2009) also hold that any organization performance is directly related to the human capital employed in it and the organization needs to acquire those whose interests matches with the organization.

Henry and Temtime (2009) goes on to say that it may be expensive to hire one person but in the long run the employee will be beneficial to the organization. Ekwoaba (2015) said organizations that have embraced recruitment and selection have found it an important step in relation to providing a workforce to compete in the market. Further, he posits that selection is not only done to replace the exiting staff or increase staff, it seeks to attract those workers who have the potential to achieve the organizational goals.

Studies undertaken argue that an organization's success is as a result of its employees. Hiring people who do not meet the organizations goals or not taking into consideration changes in the hiring requirements is very costly and stringent measures should be put in HRM practices (Djabatey, 2010). Syed and Juman (2012) posit that practicing effective recruitment and selection has a positive relationship with organizational performance. Istvan (2010) say challenges facing recruitment and selection today are some techniques that are applied which are not unanimously recommended by experts and not fit for the process of hiring.

Sinha and Thaly (2013) argue that there are various ways of recruitment namely; labour unions, media sources, referrals, advertising, organizational websites, former/retired employees and many organizations may use at least two of these processes. Munyon et al (2011) equally posit that whichever sources an organization uses in staffing should give a competitive edge. In any organization recruitment and selection is a very crucial activity as the organization's service delivery is in the hands of the type of staff recruited (Ezeali and Esiangu, 2010).

A study by Ekwoaba et al (2015) on the impact of recruitment and selection criteria on organizational performance in Nigeria adopted survey research design and found that recruitment and selection criteria has a significant effect on organizational performance.

Mwangi (2010) in a study on strategic human resource management practices adopted by mobile phone service providers in Kenya, concluded that the mobile phone sector implemented the strategic HR practices which range from strategic recruitment and selection methods where they are able to fetch the best work force through the use of modern media like internet and newspaper advertisement.

Omolo et al (2012) in their study on recruitment and selection of employees on the performance of small and medium enterprises in Kisumu municipality, Kenya adopted a cross sectional survey research design and found out that recruitment and selection has a significant effect on performance of SME in Kisumu municipality. This current study intends to find out whether the methods used for recruitment gets best workforce who have influence on performance of an organization.

### **2.3.3 Training programs and Organizational Performance**

Training is an undertaking that helps employees to acquire knowledge and skills so that they can do their duties effectively and as a result improve their behavior (Amstrong, 2008). Dessler (2008) says that training is a strategy used in development of skills of employees to gain competency for a job. Training and development is a processes that endeavour to provide an employee with information, skills and understanding of the organizations and its objectives. Training and development is considered to help a person improve his capabilities and continue making remarkable contribution towards good organizational performance. Dessler (2008) posits that in order to conduct training there must be a reason that informed the training. Training needs analysis is established by identifying the gaps existing in employees' potential and those that are desired (Dessler, 2008).

Mondy (2010) defined training and development as the basic exercise of a systematic effort that an organization adopts to improve employee competency and organization performance. Aswathappa (2008) purported that training and development is a step that an organization undertakes to enrich the skills and knowledge of its employees in the long run. Training is any effort undertaken to improve employee's performance on a current held position. This means intuition of changes in knowledge, skills, attitudes or behavior (Mondy, 2010). Training is a way of equipping new or current employees with skills they need to accomplish

their duties. It may mean job orientation, showing employees how to use new equipment or showing a sales person how to sell. It is a systematic process of changing the behavior of employees to achieve organizational goals.

Development is a process of instilling skills that will help an employee achieve a career growth. These opportunities are not limited in improving the performance of an employee on their current job alone (Aguinis & Kraiger, (2009). Development focuses on long term achievements to help employees be prepared for future demands in their work while training is mostly focused on the addressing immediate skills deficit in employees (Aguinis & Kraiger, (2009). Armstrong (2009) defines training and development as a planned effort to assist employees acquire knowledge and skills to enable them perform their duties effectively as a result of improved behavior.

Training and development is a very crucial input of HR that contributes positively towards organizational growth (Dessler, 2008). Scribd (2013) hold that training help employees to discover and develop their personal and managerial capabilities so as to achieve the desired organizational objectives. Scribd (2013) further state that training and development is not the only important practice that increase organizational effectiveness because all the acquired knowledge cannot be adequately shared and utilized within the organization.

Training and development is considered to be the most common HR practice (Leard, 2010). Training is planned to give learners the knowledge and skills they need for their present job because nobody comes to the job having the knowledge and experience that is necessary to perform the jobs assigned to them (Frye, 2004). Gorge and Scott (2012) gives in detail how to invest in human capital and productivity associated with it, wages, and agility of workers. Such investment does not only create a competitive advantage for an organization, but also provides innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance. In fact, there is an increasing awareness in organizations that the investment in training could improve organizational performance in terms of increased sales and productivity, enhanced quality and market share, reduced turnover, absence and conflict (Amstrong, 2012).



In contrast, training has been criticized as faddish, or too expensive (Kraiger, McLinden & Casper 2004; Khalumba, 2012), and there is an increasing skepticism about the practice and theoretical underpinning of linking training with firm performance (Wright, 1998). Mckel prag et al (2012) argue that organizations spent dearly in training to improve skills of employees and performance. Tan and Narsurdin, (2012); Quresh et al. (2010) confirm that HRM practices have a significant effect on performance.

Training assists an organization to integrate the organizational goals and the interests of the employees (McNamara, 2010). Employee performance depends on several factors but the most important is training which increases effectiveness of both the employee and the organization. Employees who are better experienced perform better since they have the expertise and the knowhow required for the job (Sila, 2014). Olusanya et al (2012) says that there is a relationship between performance and training in that performance depends on such factors as knowledge management, conducive working environment, motivation and promotion.

Galagan (2010), an American society for training and development say that gaps in skills is a situation when an organization cannot expand and also maintain its competitive edge because it is not in a position to get the right people with required competencies to fill the key positions. It is clear that skills gap will always be felt in organization if they are not strategic enough to counteract with the ever changing environment, shareholders, employees or clients. Uninterested human resource can hinder organizational performance (Galagan, 2010).

Guest (2007) came up with a theory that show how HRM policies can affect human resources and organizational performance. The Guest's model emphasis is, it is a logical framework to study the relationship between HRM policies and organizational performance, because it states ways for more careful, clear and ease of empirical testing. He saw commitment as an important outcome, that is concerned with the goals connecting employees with organizational performance as the goal of quality is vital for ensuring production of high quality products and services. Training and development therefore are key HRM and contribute to improved teamwork, commitment of employees, flexibility and quality (Guest,

2007). However, Driskell (2011) posits that the type of training, its content and the expertise in the training affects the the results of the training and achievement relies on how the trainer conducts the training.

SMEDA (2013) stated that employee training programmes increases quality, productivity, competitiveness in an organization where the human resource department enhances the staff on their skills, knowledge, abilities and capabilities on their professionalism. Nda & Fard (2013) did a study in Malaysia on the influence of employees training on organizational productivity and in their findings found out that staff training and development influences organizational performance.

A study on Employee Performance Management practices among Insurance Companies in Kenya by Nginyo (2010) found out that training and development is an important aspect in managing performance as it enables to transfer the acquired knowledge to their jobs. On the job training is the method used by most insurance companies in Kenya to conduct training for its staff. Organizations also conduct training needs analysis to arrive at staff training decisions. Organizations ought to identify talent from employees and develop them accordingly. The study suggested that in order for insurance companies to remain highly competitive, they should consider integrating performance management practices with the organizational objective. The study recommended that organizations to strongly embrace performance management practices in order to remain focused on their objective (Nginyo, 2010).

Gambo (2015) in his study on the impact of training and development on workers' productivity in Nigeria used indirect observation research design and found out that training and development programmes improve employee skills and performance at work place.

Odoyo (2014) in his study on organizational learning and performance of insurance firms in Kenya adopted a cross sectional survey research design and found out that the concept of organizational learning in companies had a significant index to organizational performance.

### **2.3.4 Performance Appraisal and Organizational Performance**

Performance management involves an on-going dialogue between a supervisor and an employee that links expectations, on-going feedback, coaching, performance evaluation, development planning, and a follow up (Mathis & Jackson, 2011). Using objectives defined by senior management, supervisors define expectations for every position in their department. These expectations in combination with the organization's performance measurement standards are communicated to the new/existing employees and are typically reviewed at least once a year with all employees.

Expectations for each position can include purpose of the position, key responsibilities, tasks and duties, expectations for conduct, and performance standards, as well as specific measures such as quality, quantity, timeliness, initiative, and teamwork for each key responsibility (Mathis & Jackson, 2011). The development and improvement of an employee's behavioral competencies demonstrates, in measurable terms, how the employee is living up to the expectations (Athey & Orth 1999).

Performance appraisal, is also known as employee appraisal in the most common way of performance management. This is a process that an employee performance is evaluated considering quality, quantity, cost and time. Macey et al (2009) stated that performance appraisal advances performance of employees by increasing productivity that also increases organizational performance. The performance appraisal aims at: giving feedback on employees' performance, identifying employee training needs, documenting procedures used to allocate organizational rewards, making personnel decisions, providing opportunity for organizational diagnosis and development, facilitating communication between employee and administration (Mansor, 2011).

The commonly used methods for conducting performance appraisal process are management by objectives (MBO), 360 degree appraisal, behavioral observation scale and behaviorally anchored rating scale (Ford et al, 2011). Organizational success is affected by the extent to which employees are determined to work that extra mile (Ahmed and Schoreder, 2003). Stalinski and Downey (2012) discovered that PA is related to achieving good results. However, (Bouskila-Yam et al, 2011) argue that appraisal practices that are ineffective

affects employee morale, productivity and discourage them from working towards organizational goals.

Performance appraisal is a formal process of reviewing and evaluating employee performance and providing a corrective action if targets are not met or giving a credit of work well done (Mathis & Jackson, 2011). Performance appraisal is seen by many employees as a negative activity because they are pressured to achieve targets and are not provided with the necessary equipment (Rakuom, 2010). The aims of PA are; organizational goal alignment, manager-employee communication, employee development, effective personnel administration (Seiden and Sowa, 2011; Mathis & Jackson, 2011 and Kondrasuk, 2012).

Seiden and Sowa (2011) said that organizations goal alignment is the ultimate objective of a performance management process to align individual performance with organizational performance. Grote (2000) argues that the goal of alignment process is to create a result-oriented culture which is a significant benefit of the performance appraisal exercise. According to Stalinski and Downey (2011) argue that manager-employee communication is the rapport between employees and management about the feedback on organizational activities, events and performance towards organizational goals and objectives.

According to Mathis and Jackson (2011) the employees' professional growth enhances promotion at personal level and organizational effectiveness and performance. Baron et al (2005) state that performance appraisal is more limited approach which involves managers making top-down assessment and rating the performance of their subordinates at an annual performance appraisal meeting. Baron (2005) says PA system helps an employee discover his strengths and weaknesses and help him in decision making about his career choices.

Effective Personnel Administration is the process of getting accurate performance data that can be used to manage HR administration functions (Kondrusuk, 2012). Mathis & Jackson (2011) claim that this rating of employees performance, can be in form of written comments and this can be used to give a verdict to the employee when necessary. Amstrong (2007) describe the role of PA as a tool for looking forward on what need to be done by people in an organization in order to achieve the purpose of the job to meet new challenges.

In a study by Mwangi (2010) formulated a performance management process which they use to organize, train and give feedback to their employees on the performance ratings. They concluded that mobile phone companies need to invest more in training where employees should be sponsored to attend trainings and workshops out of the organizations. Team based incentives should be utilized more to encourage team work. The study recommended that, the companies should focus on other forms of rewards especially non-monetary ones which will motivate the employees more.

(Mwangi, 2010) continues to say that contractual and casual employees should also benefit from these rewards as they were reported to be earning a fixed pay without performance contracts. Promotions should not be used as forms of reward based on performance alone as those who perform and do not get promoted will not be motivated. The study suggested that studies be carried out to establish the challenges facing implementation of the strategies within the mobile sector. This will enable company's management to improve on their competitiveness by offering the best practices to their employees.

Lagat (2013) reported that performance management is a strategy employed by institutions and helps them to work towards achieving their goals by properly using human resources through identifying their competences towards the organization. Musyoka (2013) in his study at Machakos level V hospital found out that employees expected more than what their jobs could give in this era of technological changes. Many organizations in Kenya, concur that appraisal help them to establish the need for training of employees. It is also used as a benchmark for increasing employee salaries (Muchiri, 2011). However appraisal process is affected by lack of set guidelines and appraisers who are not trained (Muchiri, 2011).

Paul et al (2015) in their study on modelling the relationship between performance appraisal and organizational productivity in Nigerian public sector adopted descriptive survey design and found out that if employees got regular feedbacks about their performance on the jobs, this could ensure competitive positioning for the organization.

A study by Wafula (2014) showed that PA was not used in enhancing employee performance. Wafula (2014) said that employees rated below average were demoralized and believed that their bosses were in bad faith.

### **2.3.5 Succession Planning and Organizational Performance**

Collins (2009) defines succession planning (SP) as the critical leadership transition throughout the organization. Collins (2009) continues to say that SP is a process that gives no gap when there is a transition of leadership. A study by Troon (2009) said that there were different ways of establishing and building talents for qualified successors. Seymour (2008) says it is a well-defined exercise to tap competences in leaders in a learning environment like job rotation and on the job training without biasness.

According to Sambrook (2005), SP is a function of HRM practices which covers the overall organizational plan. Armstrong (2012) succession planning includes noting necessary positions, identifying possible employees and their suitability in the organization. A successor who is not motivated will not drive the organization in a positive way hence the organization is likely to lose its market share (Troon, 2009).

Laying down a good succession planning requires a lot of efforts and commitment. The duration of succession planning in an organization is depended to the variables that are available. For any staff to actualize their potential for a particular position it takes eight years (Richtermeyer, 2011). When succession planning is done in the right way putting into consideration the unforeseen future, it provides no skills gap and ensures there is a flow in leadership (Richtermey, 2011). Froelin et al (2011) posit that top management always serve for a longer period of time and usually avoid any impetuous change of leadership.

Rothwell (2010), the objective of SP management is to pair the current organizational talents to those that will be required in future. Succession planning and management must be compliant with the long term goals of the organization. It gives the direction to executives to note and initiate staff development projects (Rothwell, 2010). Succession planning can be termed as strategic plan which gives a long term planning overview of the whole organization and give provision for producing the required leadership (Adams, 2010). Antintoli (2013) says that compulsory turnover forces the management to undertake the succession planning in place since the internal staff that are competent also leave with the present CEO.

Eshiteti et al (2013) in their study posit that there is increased turnover of staff in organizations due to globalization. Amirkhani et al (2016) did a study on the Effect of Succession Planning on the Employees' Performance based on the Balance Score Card with Regard to the Mediating Role of Commitment and it found out that and the succession had a positive and significant effect on the performance

Avenashi (2011) in her study on succession planning and its impact on OP in the IT sector in India, adopted descriptive research design and she found out that for any organization to have a smooth running or continuity there should be preparation for succession of power and responsibility to the right candidate. The study continues to say standby candidates should be trained, developed and empowered on foreseen vacant positions in the organization to avoid dislink incase of retirement or natural attrition. The study presumes earlier preparations should be made for the positions owned by those who are almost to retire or exiting from the job.

Garg and Weele (2012) in their study on succession planning and its impact on the performance of SMEs within the manufacturing sector in South Africa, found out that these institution did not have proper succession planning. They also established there was a gap between perceived and action status of SP in the institutions studied. The study too found out that they did not have any plan to groom, train and develop personnel to top management. The study went further to say that most stakeholders agreed good SP will add value to the suitability of these institutions. Finally they said good strategies should be put in place for those institutions.

Maguta (2016) did a study on effects of succession planning on the performance of NGOs in Kenya and he found out there was very little attention to tactical SP in NGOs. The study also found out that there was SP concern among NGOs for survival of these institutions and lastly the study also found out that SP practices are yet to be finalized among the NGOs. He concluded that SP will be easier if staff retention, organizational conflicts and meeting stakeholders will have influence on NGOs.

Njigua (2014) did a study on succession planning of executive directors and its effect on organizational performance , used cross sectional survey research design and the findings

were that most of the organizations have no clear succession plan and those who have rarely implement it. He went further and established that Board of Directors were reluctant to have consisted succession planning and many times they sourced replacement in the last minutes. Also Nekesa (2013) in her study on succession planning and organizational performance in Nzoia Sugar Company adopted mixed research design and found out the succession planning affects organizational performance and it should be concerted efforts of all the departments in an organization for its accomplishment.

Nassor (2013) carried a study on succession planning in commercial banks in Kenya and used cross sectional survey and found out the succession planning was not in place and only CEO's gave their intentions to leave and that was the time they were looking for a replacement. Kamami (2017) equally carried out a study on effects of succession planning on performance of selected livestock products based in corporate firms in Kenya used descriptive research design and holds that staff turnover of potential staff negatively affect organizational performance.

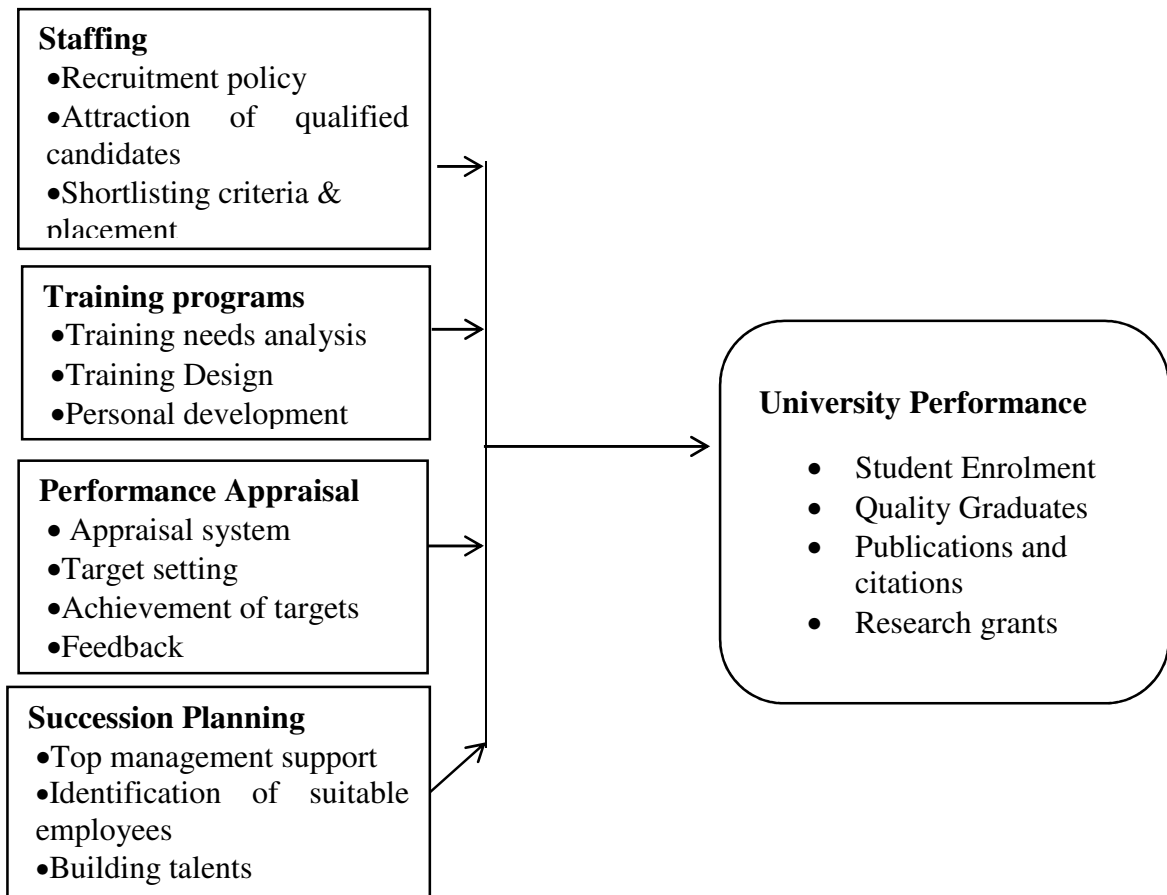
#### **2.4 The Conceptual Framework**

The conceptual framework of this study was formed based on investigating the influence of the independent variables; staffing, training programs, performance appraisal and succession planning and the dependent variable organizational performance.

**Independent variables**

**Dependent variable**





*Figure 2.1 Conceptual Framework*

### **Explanation of the Conceptual Framework**

Staffing involves recruitment and selection and is defined as the initial process that an organization factors in incorporating new staff into the organization. It answers the question of “how many employees should be engaged in an organization at a particular point in time, how are they going to be recruited and what qualifications do they possess. Recruitment and selection has a positive influence on organizational performance as it consider the potentiality of employees to be employed (Farnharm, 2010)

Training programs enable employees to acquire skills and knowledge that help them to perform their duties diligently and enhance their personal performance hence improving the organizational goals. Training also help employees to discover and develop their personal

and managerial capabilities so as to achieve the desired organizational objectives (Scribd, 2013).

Staff/performance appraisal assists in evaluating an employee's performance clearly noting their strengths and weaknesses and establishing strategies to help them improve on their weak areas and rewarding good performance. Improved organizational mechanisms fosters high productivity which enhances the overall organizational performance (Macey et al, 2009).

Succession planning or management prepares employees to take over if a position falls vacant to avoid a dislink of skills during transition. The objective of SP management is to pair the current organizational talents to those that will be required in future. Employees are trained in advance and equipped with the necessary knowledge that help them to achieve their goals with ease hence achievement of organizational objectives (Collins, 2009).

Performance is a yardstick to evaluate the level of efficiency and effectiveness of an organization within a specified timeframe. In today's competitive environment, performance management process depicts that every employee should be geared towards supporting the organization to accomplish its strategic objectives. This is achieved by setting targets that should be met (Nishii et al, 2008).

## **2.5 Summary of the Literature Review**

From the reviewed theories for the study, Agency theory, Human Capital theory, Goal setting theory and Resource Based theory, it was clear that all the theories emphasize that for any organization to be successful, the quality of staff employed should possess the required qualifications and competent enough in order to match with the organizational goals (Johnson et al 2010). Once they have been incorporated into the firm as they continue with their activities, training needs analysis should be carried out from time to time and establish where needs to be ironed out and trainings administered to bridge the inefficient in their performance (Armstrong, 2012). As the trainings are carried out, standard measures should be put in place to monitor and evaluate their performance and give feedback in either a compliment or a corrective action to improve on the performance (Seniwoliba 2015). Lastly talents should be identified, nurtured so that no skill gap would be experienced when a staff

leaves the organization. A suitable replacement can be placed to fill the gap immediately to avoid a skill gap (Armstrong, 2012).

From the empirical literature, some of these human resource activities were recruitment and selection, motivation, coaching, career development, empowering, and evaluations among others. A critical review of literature including various studies conducted related indirectly to the topic of the study and this facilitated the identification and selection of various human resource planning practices in their contribution to organizational performance.

The study deduced major aims of human resource management practices in any organization that largely depend on its context but in general terms, the typical might be to: attract and retain the number of people required with the appropriate skills, expertise and competencies. Secondly, to develop a well-trained and flexible workforce, thus contributing to the organization's ability to adapt to an uncertain and changing environment. Thirdly, to reduce dependence on external recruitment when key skills are in short supply by formulating retention, as well as employee development strategies and lastly to improve the utilization of people by introducing more flexible systems of work (Amstrong, 2009). When HR Practices are applied properly in the field of HRM in a university settings, it addresses the quality of staff and proper utilization of the available resources in achieving optimum performance.

An experience from local literature on related topics, affirms that firms need to embrace performance management principles as part and parcel of their systems due to competition in the global economy. Amimo (2003) mentioned little knowledge about performance management in the Kenya situation and insisted on the need for studies to be done in this area. Korir (2006) cited positive impact of performance contracting in the state corporations.

Lastly, how can organizations keep their employees? On the other hand, it has been established that whenever any organization prepare their employment programme, it is not understood that staff members also have their objectives they desire to achieve and the reason why employees seek employment. Avoiding staff needs result in lack of motivation and may lead to unnecessary poor performance and even industrial actions by employees as recently witnessed in the health and education sectors.

## **2.6 Research Gap**

HRM practices and their effects or influences on organizational performance have been investigated in previous studies. Many studies have shown that there is a positive relationship. Singh et al (2016) in their study on impact of HRM practices on organizational performance – A study of Brehen University in Ethiopia, found out that HRM practices have a significant relationship with university performance. Saifalislam et al (2014), in a study on HRM practices- influence of recruitment and selection and training and development on the organizational performance of the Jordanian public university found out that the HRM practices correlated significantly with organizational performance. These studies give a foundation for the current study as they were done in university set up but in different geographical areas.

Sagwa et al (2015) did a study on the effect of HRM practices on employee outcomes- a study of firms listed on the Nairobi securities exchange. The findings were there was a remarkable link between HRM practices and employee outcomes. Kariithi et al (2016) did a study on impact of strategic human resource practices on organizational performance, A case of safaricom, adopted a case study research design and found out that strategic human resource management had a positive impact on the high performance enjoyed by Safaricom. These studies were carried out in the corporate world and the health sector while the current study will focus on both public and private universities.

Munjuri (2011) in her study on HRM practices in enhancing employee performance in catholic institutions of higher learning in Kenya, found out that there was a positive relationship. Oluoch (2013) did a study on influence of best HRM practices on organizational performance- A case of college of humanities and social sciences university of Nairobi. The findings were that the practices were key to any organization that is determined to attaining its objectives as they lead to enhanced service delivery.

Almost all the studies indicated a positive relationship on organizational performance of organizations that use HRM practices than those who do not and this trend seemed to be the

same all over the globe. The researcher conducted a study and found that her findings were similar to previous studies in that HRM Practices do influence organizational performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research design, the target population, sample size and data collection. The section also presents data analysis and presentation as well as ethical considerations.

#### **3.2 Research Design**

According to Cooper and Schindler (2008) a research design is a statement of the essential elements of a study and constitutes the blue-print for the collection, measurement and analysis of data. It refers to the structure of an enquiry; it is a logical matter rather than a logistical one. The function of a research design is to ensure that the evidence obtained enables us to answer the research question as unambiguously as possible. The research design for this study was descriptive design that determined the data characteristics of the variables and established the predictive power of explanatory variables in the study. The research design involved collecting data in order to answer questions concerning the current status of the subject of the study (Kothari, 2007).

According to Mugenda and Mugenda (2008), descriptive research seeks to identify what large numbers of people think or feel about certain issues. In addition Orodho (2009) affirm that descriptive design is used to describe some aspects or characteristics of human population such as opinions, attitudes, beliefs or even knowledge of certain phenomenon without influencing their behaviour. Therefore this study fitted as a descriptive because it sought to find out and describe the opinions, attitudes and knowledge on how recruitment, training, performance appraisal and succession planning do influence organizational performance.

#### **3.3 Target Population**

A population is the total collection of elements from which the researcher wish to make some inference (Denscombe (2014). According to Mugenda & Mugenda (2009), a population is a well-defined set of people, services, elements, and events, group of things or households that

are being investigated. This study focused on all the 4 universities operating in Machakos and Kitui Counties focusing on the following departments: Administration, human resource, finance and audit, procurement, deans of schools and directorate of quality assurance. The selected departments played important roles in ensuring high academic standards, sound financial position and effective implementation of organizational policies and their competencies are required in shaping the performance of the universities.

**Table 3.1 Target Population**

<b>Section</b>	<b>MksU</b>	<b>SEKU</b>	<b>Scott</b>	<b>Day Star</b>	<b>Total</b>
Human Resource	10	20	3	10	43
Directorate of Quality Assurance	3	5	1	2	11
Deans of schools including post graduate school	10	9	3	5	27
Administration	23	34	8	18	83
Finance& Audit	19	22	3	6	50
Procurement	17	20	5	7	49
<b>TOTAL</b>	<b>82</b>	<b>110</b>	<b>23</b>	<b>48</b>	<b>264</b>

**Source: HR departments (2018) in the universities**

### **3.4 Sample and Sampling Techniques**

According to Orodho (2012), sampling is a process of selecting a subset of cases, places or people in order to draw conclusions about the entire population. Sampling technique is a procedure that is used to get the sample for the study (Kombo and Tromp, 2006). The study used the universal scholarly thumb rule of anything between 10% and 30% of the population is acceptable to determine the sample size. The population of the study was 263. The study used 17% of the population which was approximately 45. Since the study sample was heterogeneous in terms of area of specialization, stratified sampling was used to create a stratum for each section then took a stratified random sample from each stratum to select the heads of departments.

**Table 3.2 Sample Size**

<b>Section</b>	<b>MksU</b>	<b>SEKU</b>	<b>Scott</b>	<b>Day Star</b>	<b>Total</b>
Human Resource	2	3	1	2	<b>8</b>
Directorate of Quality Assurance	1	1	1	1	<b>4</b>
Deans of schools including post graduate school	2	2	1	1	<b>6</b>
Administration	2	4	1	2	<b>9</b>
Finance& Audit	3	4	1	1	<b>9</b>
Procurement	3	3	1	1	<b>8</b>
<b>TOTAL</b>	<b>13</b>	<b>17</b>	<b>6</b>	<b>9</b>	<b>45</b>

Sample size = 17% of 263 = 45

The total number sampled in each department or stratum was arrived at by getting the number of total population in each department and dividing by the overall total population in all the universities then multiplying by the total number of the sample size.

$\frac{\text{No. of population in the department}}{\text{Total overall population}} \times \text{sample size informed by 17\% of the total population}$

$$= \frac{n}{263} \times 45 = \text{no. sampled per department}$$

### **3.5 Data Collection Instruments**

This study utilized a questionnaire with both open and closed ended questions to collect data. A questionnaire is a list of questions organized in a definite order (Kothari, 2008). Kothari (2004) describes a questionnaire as the most appropriate data collection instrument due to its ability to collect large amount of data in a very short time. The study utilized both quantitative and qualitative approaches because they enhance one another. Quantitative gives the hard data while qualitative gives the detailed explanations. Qualitative data was collected by using open ended questions while quantitative data was collected by closed ended



questions. The Questionnaire was good because it was used to get more data in a very short time.

Mugenda and Mugenda (2012) emphasize that in both approaches of inquiry, the researcher finds a problem, articulates research questions, establishes population, sample, collects and analyses data, presents the findings and conclusions.

The questionnaire was divided into the following two parts; part A was on personal information while part B was on research variables with section A; staffing, section B; training programs, section C; performance appraisal, section D; succession planning and section E; performance of universities.

### **3.6 Pilot Testing**

A pilot test, according to Kothari (2008), is the replica and rehearsal of the main study and it reveals the weaknesses of the instrument. The aim of the pilot study was to test the validity and reliability of the instrument of data collection. According to Connelly (2008), existing literature suggest a pilot sample should be 10% and above of the sample projected from the targeted population. 9 respondents were selected from two universities in the area of study that were not included in the sample for the study. The results of the piloting helped in adjusting the instrument accordingly to ensure reliability.

#### **3.6.1 Validity of the Instruments**

Validity refers to the degree to which evidence and experts support the interpretations of test scores entailed by proposed uses of tests. Bryman and Bell (2013) suggested that the validity of the instrument is asking the right questions framed from the least ambiguous way and based on study objectives and the results acquired should be accurate. The content validity of the instruments for this study was done by discussing the questionnaire with the supervisors who are experts and adjusting accordingly by the researcher.

#### **3.6.2 Reliability of the Instruments**

Reliability is the measurement of consistency, or the degree to which a research instrument give the same results under the same condition using the same subject (Bryman et al, 2013). Cronbach alpha, which is a measure of internal consistency is used to test the internally

generated reliability of the instrument. The higher the score, the more reliable the generated scale is. Bryman and Bell (2013) indicated that a Cronbach's alpha of 0.7 is an acceptable reliability. Based on the feedback from the pilot test, the questionnaire was modified and a final one developed. In this study, a Cronbach's Alpha of above 0.7 was considered acceptable reliability.

### **3.7 Data Collection Procedures**

An introduction letter was obtained from Machakos University while research permit was sought from the National Commission for Science, Technology and Innovation and research authorizations were obtained from the County Commissioners offices in Machakos and Kitui Counties. The researcher delivered the questionnaires in person, sought permission from the respective management offices, delivered and collected them after they had been filled from the relevant contact person in each university and analyzed them. Each questionnaire was serialized and the serial numbers were used for the purpose of matching returned and completed questionnaires with those delivered to the respondents.

### **3.8 Data Analysis Techniques**

The study used descriptive and inferential statistics to analyze data since the researcher was trying to establish relationship between the variables. The statistical tools for analysis of data were means, frequencies, percentages and standard deviations. The collected data from closed ended questions was edited and coded analyzed quantitatively and computed through statistical package for social sciences (SPSS) version 24. Data from the open ended questions and interview schedule was analysed thematically. Descriptive analysis was then done by using descriptive statistics and the data presented in form of bar graphs, pie charts, line graphs and tables. After descriptive analysis inferential analysis involving correlation analysis, multiple regression analysis and Analysis of Variance (ANOVA) were used.

Correlation analysis was done by use of Pearson moment correlation analysis. Mugenda and Mugenda (2012) hold that correlation is a procedure used to analyses the magnitude of relationship between two or more variables.

After correlation analysis the study used the following multiple linear regression analysis in establishing the relationship between the various HRM practices and organizational

performance since the independent variable are several. Mugenda and Mugenda (2012) point out that regression analysis is done when the researcher wants to establish whether independent variables influences a certain depended variable.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Y = Dependent variable

$\alpha$  = constant

$X_1, \dots, X_4$  = Independent variables

$\beta_1, \dots, \beta_4$  = regression coefficients for respective variables

$\varepsilon$  is the error term

Hence; Y = Organizational performance

$X_1$  = Staffing

$X_2$  = Training programs

$X_3$  = Performance Appraisal

$X_4$  = Succession Planning

Lastly Analysis of Variance (ANOVA) was used to determine if there was a significant difference between two or more samples at a given level of probability.

### **3.9 Ethical Considerations**

Ethical issues related to the study was addressed by maintaining high level of accuracy to avoid misleading information. Permission for data collection was sought from the university. The information collected was not used for any other purposes other than drawing the conclusions of the study. All personal details was limited to general information. The effort of other authors was acknowledged and their work quoted.

## CHAPTER FOUR

### RESEARCH FINDINGS

#### 4.1 Introduction

This chapter presents the findings of the study which comprised of presentation of data collected from respondents of Universities in Machakos and Kitui Counties. The study was to determine the influence of Human Resource Management Practices on Organizational Performance: A Case of universities in Machakos and Kitui Counties. The analysis enabled critical examination of data and making of inferences. Both qualitative and quantitative data were collected and analysis was presented in form of tables, figures, graphs and regression model.

#### 4.2. Response Rate

The study targeted a sample of 45 officers from the departments of Human Resource, Directorate of Quality Assurance, Deans of schools, Administration, Finance & Audit and Procurement in universities in Machakos and Kitui Counties. Out of the 45 distributed questionnaires, 42 were filled and returned. This translated to a response rate of 93.3 %. This implied that the results were good enough and symbolic of the population and conforms with Mugenda and Mugenda (2012) for generalization purposes a response rate of 50% is sufficient, while that of 60 % is great as well a response rate of 70 % is superb. The response rate of 93.3 % for this study therefore was considered good and acceptable for this study.

**Table 4.1: Response Rate**

<b>Category</b>	<b>N</b>	<b>Percentage</b>
Responded	42	93.3
Incomplete questionnaires	3	6.7
<b>TOTAL</b>	<b>45</b>	<b>100</b>

### 4.3 Reliability Results

In this study, reliability was ensured through pilot testing on a sample of 9 respondents. This represents 20% of the sample as recommended by Mugenda and Mugenda (2012). Reliability test was done using Cronbach's Alpha to measure the internal consistency of the data variables. From the findings, the overall coefficient was 0.756 with the Cronbach's Alpha coefficient for Staffing 0.713, Training programs was 0.786, and Performance Appraisal was 0.764 and Succession Planning 0.727. This demonstrates the tools had been basic enough for all the respondents to understand also consistent adequate to offer the very same result as supported by Creswell (2013) research Cronbach's Alpha is a dependable coefficient which shows just how effectively things are favourably regarding each other. Cronbach's alpha values of 0.7 and above is sufficient. Table 4.2 illustrates the findings of the study concerning the reliability analysis.

**Table 4.2: Reliability Results**

<b>Variable</b>	<b>No of Item</b>	<b>Cronbach's alpha values</b>	<b>Remarks</b>
Staffing	5	.713	Accepted
Training programs	5	.786	Accepted
Performance Appraisal	5	.764	Accepted
Succession Planning	5	.727	Accepted
<b>Overall</b>		.756	

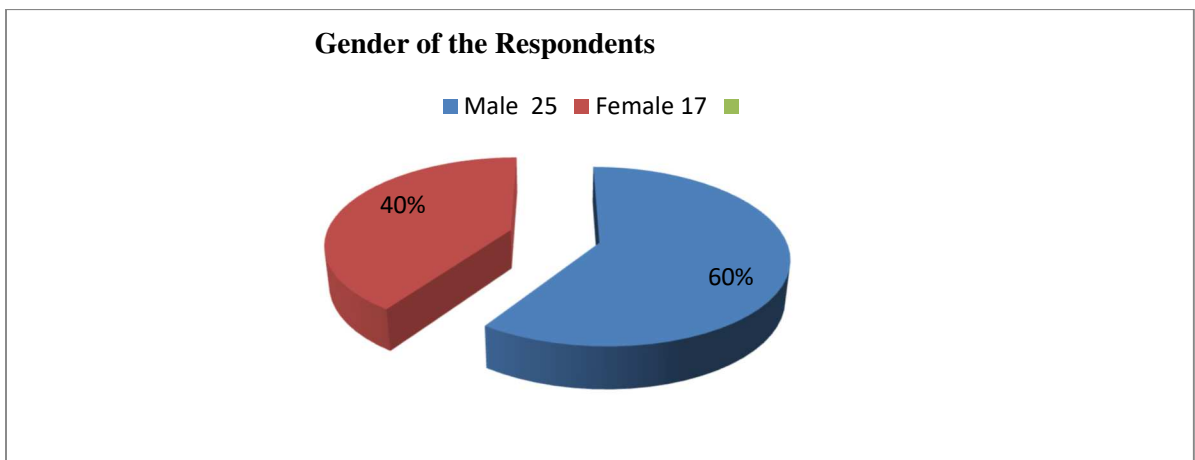
### 4.4 Demographic Information

To obtain a better understanding of the population structure from which the sample was taken, a preliminary analysis of demographic data was carried. In this case, the study sought the respondents': gender, age, level of education and the duration of work in university setup.

#### 4.4.1 Gender of the Respondents

The respondents were requested to indicate their gender. From the findings in Figure 4.1, majority 60% were male while 40% were female. This implied that there were more male

than female respondents active in the study. The results demonstrated that male respondents had been the dominating workers in universities in Machakos and Kitui Counties although it was in line with the Constitution of Kenya (2010) whereby it restricts for one third gender rule on women in any organization. That Gender equality, equality between women and men, involves the idea that, both males, females are equally presented based on their personal abilities, and choices without the limits set by stereotypes, rigid gender roles and prejudices. .This finding was also supported by National Cohesion and Integration Commission Act No.12 of 2008 which ranks males as the majority in work places. (GOK, 2008).



**Figure 4.1; Gender of the Respondents**

#### 4.4.2 Age of the respondents

From the findings in table 4.2, the respondents were requested to indicate on their age bracket. Majority (42.8 %) of the respondents were aged between 41-50 years, 21.4 % of the respondents were aged between 18-30 years. 30.9 % of the respondents were aged 31-40 and only 4.9 % of the respondents were over 50 years. This implied that universities in Machakos and Kitui Counties employ people who are of age. The age brackets shows that the staff in these universities have the required experience after working for a long time therefore they were aware of the HRM practices.

**Table 4.3: Age of the Respondents**

Years	Frequency	Percent	Cumulative Percent
18-30	9	21.4	21.4

31-40	13	30.9	52.3
41-50	18	42.8	95.1
51-60	2	4.9	100.0
<b>Total</b>	<b>42</b>	<b>100.0</b>	

#### 4.4.3 Respondents Level of Education

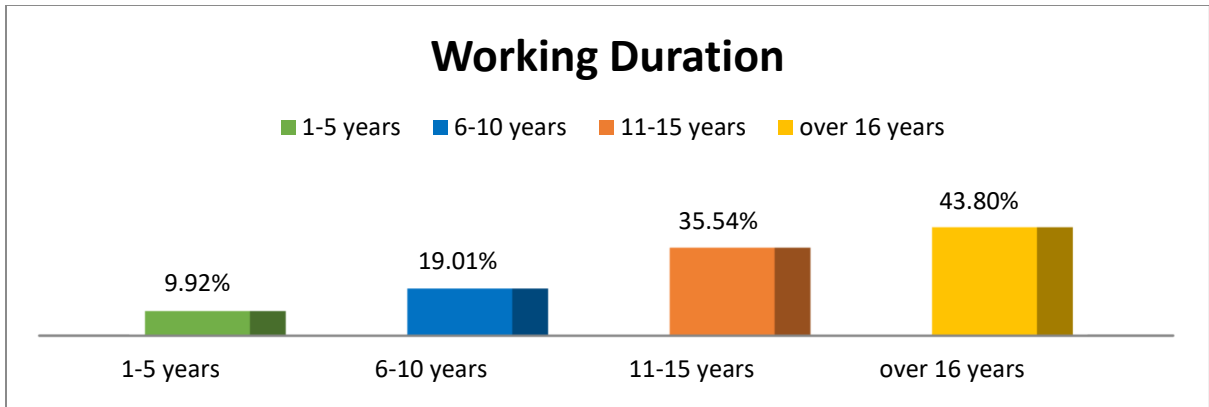
Table 4.4 illustrated that 40.5% of the respondents had attained Degree level this was followed by 31 % of the respondents who had attained Doctorate and 28.5% who had attained masters/post graduate diploma. This implied that the respondents were of good education level and understood the objectives.

**Table 4.4: Level of Education**

<b>Education level</b>	<b>Frequency</b>	<b>Percent</b>
Degree	17	40.5 %
Masters/Postgraduate diploma level	12	28.5%
Doctorate	13	31.0 %
<b>Total</b>	<b>42</b>	<b>100.0</b>

#### 4.4.4 Working Duration

From the findings, majority of the respondents (43.80%) had a work experience of over 16 years, 35.54 % had worked for a period of between 11-15 years, 19.01 % had worked for a period of between 6 -10 years and 9.92 % had worked for less than 5 years. The study showed that majority of the respondents had been working for a long time hence were familiar with human resource management practices and therefore understood the benefit of the research to the organization hence providing relevant information to the study topic .They had acquired the relevant experience and were able to express opinions on matters relating to human resource management currently and in the past.



**Figure 4.2: Working Duration**

#### 4.4.5 Respondents Department

In the findings as presented through table 4.5 below 14.3 % of the respondents were Human Resource, Directorate of Quality Assurance and Procurement department respectively with 16.7 % of the respondents were from Administration and Finance& Audit departments and 23.7 of the respondents were from Deans of schools including post graduate school department. This implied that human resource management practices and process in all the universities was across the board, which involved majorly operational department's hence better employee representation in the study. This gave a more accurate data because HRM practices were understood differently by different departments and therefore this provided a wide range of opinions.

**Table 4.5: Respondents Department**

Designation	Frequency	Percent
Human Resource	8	19.0
Directorate of Quality Assurance	4	9.5
Deans of schools including post graduate school	6	14.3
Administration	8	19.0
Finance& Audit	9	21.5
Procurement	7	16.7
<b>TOTAL</b>	42	100.0



## 4.5 Descriptive Analysis

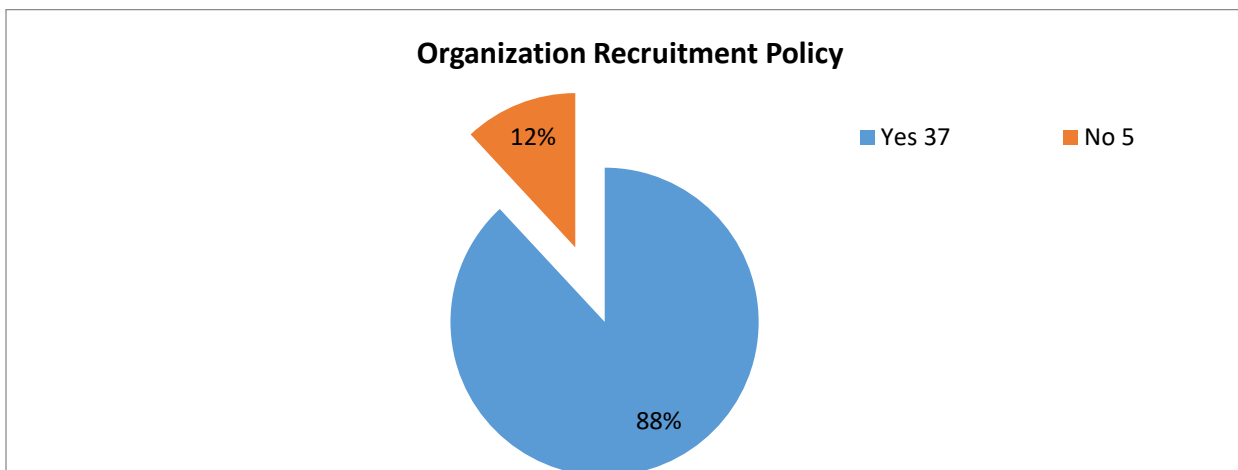
Descriptive statistics are a set of brief descriptive coefficients that summarizes a given data set, which can either be a representation of the entire population or a sample. The measures used to describe the data set are measures of central tendency and measures of variability or dispersion.

### 4.5.1 Staffing

#### Recruitment Policy

The study sought to find out the influence of Staffing practices on organizational performance. First responses on the existence of a Recruitment Policy were obtained. The results were as follows:

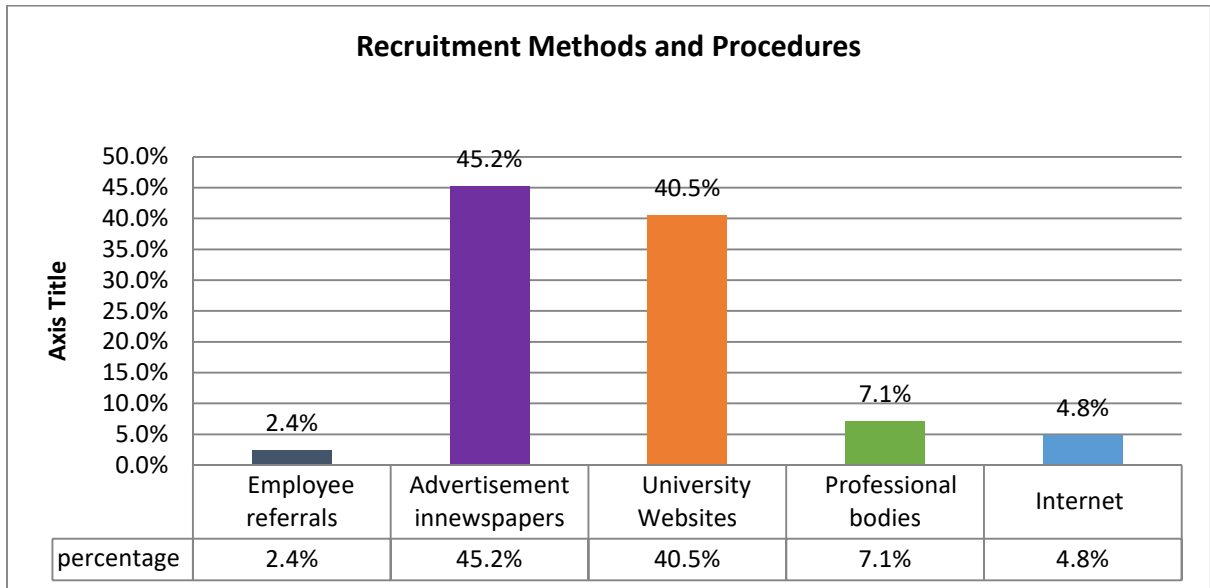
As shown in figure 4.3, 88% of the respondents indicated that universities in Machakos and Kitui Counties had instituted a Recruitment Policy while 12 % of the respondents indicated that there was no existence of the Recruitment Policy. This implied that most of the universities had recruiting policy and structures put in place for procedures and guidelines.



**Figure 4.3: Organization Recruitment Policy**

## Recruitment Methods and Procedures

Study findings in figure 4.4 below indicate that 2.4 % of the respondents provided universities in Machakos and Kitui Counties used employee referrals as Recruitment Methods and Procedures. The study indicating that the majority 45.2 % of the respondents indicated that advertisement in newspapers approach was used, 40.5 % of the respondents indicating that university website was used, and 7.1 % of the respondents providing that professional bodies were being used in some recruitment and finally 4.8 % of the respondents indicating that internet was used during recruitment. This implied that newspapers were mostly used for advertising vacancies and everyone had an opportunity of accessing them hence providing equal opportunity to everyone.

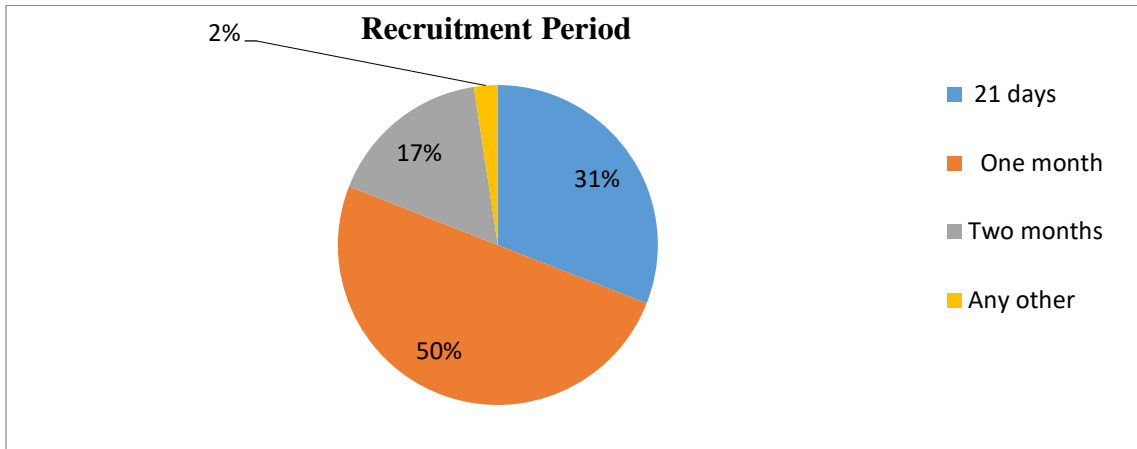


**Figure 4.4: Recruitment Methods and Procedures**

## Recruitment period

Figure 4.5 below presents the Recruitment period by different human resource department in the universities in Machakos and Kitui Counties. The findings show that majority of the respondents at 50 % indicated that the university they were working for took at least one month, 31 % of the respondents indicating that the university took 21 day to recruit, 17 % indicated the universities took two months with only 2 % of the respondents indicating that

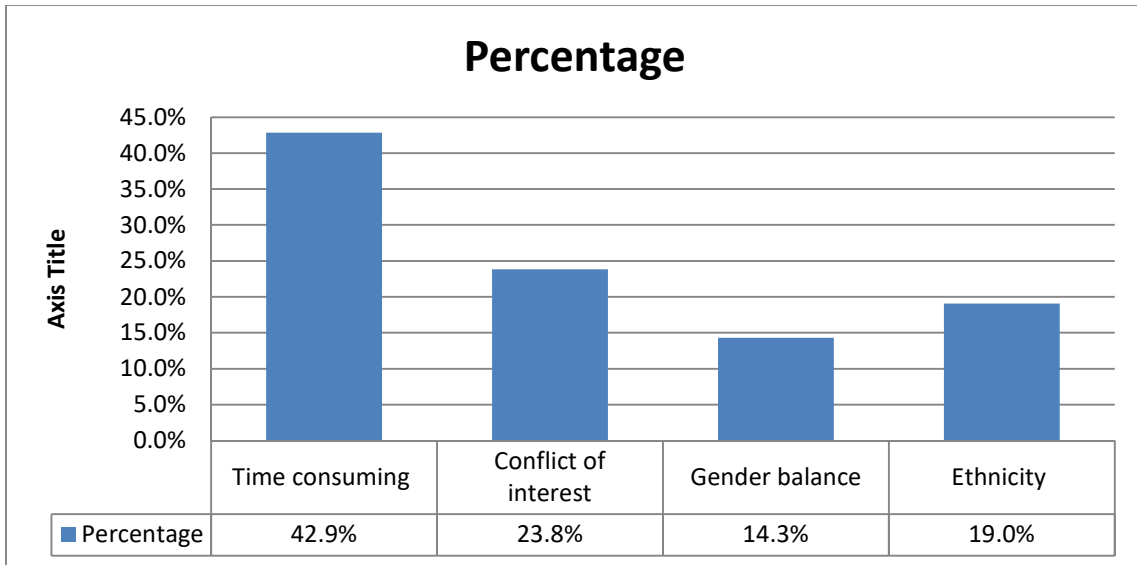
the university took unspecified time. This implies that the universities took adequate time to screen and select the most suitable candidate for any position available.



**Figure 4.5: Recruitment Cycle**

#### **Challenges Faced During Recruitment**

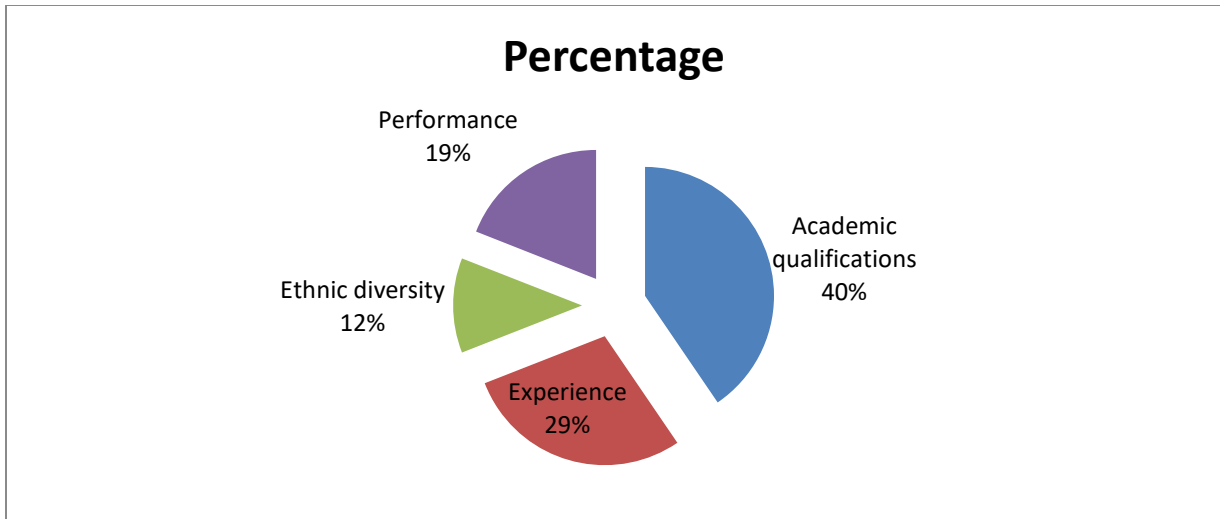
The study found out that 42.9 agreed that one of the challenges faced during recruitment was that it was time consuming because it is an involving process that sometime makes the university not to employ at the opportune time when the staff is required but they affirmed that despite the technicalities, the process had to be completed without biasness. 23.8% of the respondents said that conflict of interest was also a challenge that affected recruitment because influential people would push for their people to be employed even without proper qualifications and it was a challenge to make an informed decision. 14.3 % of the agreed that gender balance was also a challenge because there are some areas of specialization that were either dominated by male or female and this pose a challenge especially when adhering to the government requirement of the one third gender rule provided in the Kenyan Constitution of 2010. 19.0% of the respondents affirmed that corrupt leaders fought their way into employment to create positions for their tribesmen who in most cases do not possess the minimum qualifications



**Figure 4.6: Challenges Faced During Recruitment**

#### **Challenges Faced During Selection**

The study sought to find out the challenges faced during selection, the respondents had different views and recorded as below 40% of the respondents indicated that academic qualifications were the more preferred requirements during selection. This implied that without the correct academic qualification, a candidate was automatically disqualified from proceeding to the next stage of shortlisting. 29% of the respondents felt that experience was also an important factor to consider because this will save time and finances when training new appointees. 12% of the respondents agreed that ethnic diversity should be encouraged because this would bring about a wide range of ideas from the different ethnic backgrounds and also promote teamwork and dynamism in the place of work. 19% of the respondents indicated that performance was a suitable factor to be considered because the work to be done was based on performance.



**Figure 4.7: Challenges Faced During Selection**

### **Staffing and Performance of Universities**

The respondents were asked to indicate their level of agreement with the given statements that relate to the influence of staffing on organizational performance: A case of universities in Machakos and Kitui Counties. A likert scale of 1-5 was used where 1, 2, 3, 4 and 5 represented strongly disagree, disagree, not sure, agree, and strongly agree respectively. To moderate extent the respondents indicated that there was an active recruitment and selection policy in place in the institution they were working for, which was supported by a mean score of 3.83 and standard deviation of 0.95. This study revealed that the recruitment and selection policy formulated to address the university's strategy which was supported by mean score of 4.05 and standard deviation of 0.92.

The respondents agreed that the recruitment and selection is aimed at giving competitive edge to the organization by attracting qualified candidates which supported by a mean score of 3.93 and standard deviation of 0.99. Responses also revealed that shortlisting and placement of staff in the universities was based on merit and staffs are placed in positions related to their specialization which had a score of 3.88 mean and 1.05 standard deviation. To great extend the respondent agreed that duties and responsibilities to staff are clearly defined in the universities they are working for which had a mean of 4.12 and standard deviation of 0.88.

From the findings of the study it implies that the staffing approach in the universities used strategic approach from recruiting and managing human resource. The findings in the study concur with those of Armstrong, (2007) that human resource management is a matching process; it must match the needs of the organization with the needs of the employee. These findings are shown through table 4.6.

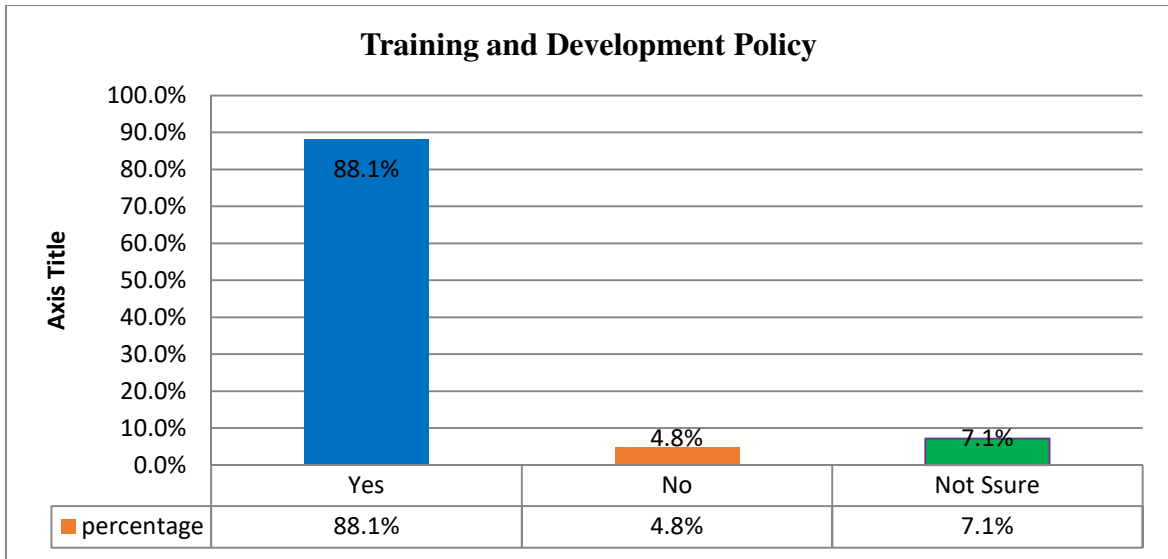
**Table 4.6: Staffing**

<b>Statement</b>	<b>Mean</b>	<b>Std</b>
There is an active recruitment and selection policy in place	3.83	0.95
The recruitment and selection policy formulated to address the university's strategy.	4.05	0.92
The recruitment and selection is aimed at giving competitive edge to the organization by attracting qualified candidates	3.93	0.99
Shortlisting and placement of staff is based on merit and staff are placed in positions related to their specialization	3.88	1.05
Duties and responsibilities to staff are clearly defined in my organization.	4.12	0.88

#### **4.5.2 Training Programs**

##### **Training and Development Policy**

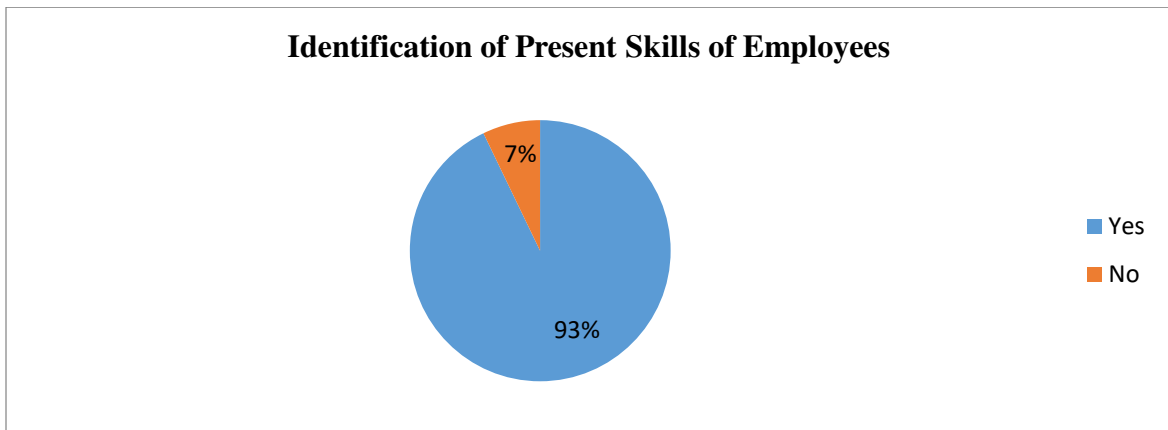
The study sought to find out if Training and Development Policy was in place in Universities in Machakos and Kitui Counties. From figure 4.6, it is clearly illustrated that 88.1 % of the respondents affirmed that universities in Machakos and Kitui Counties had developed Training and Development Policy with only 4.8 % of the respondents who did not agree to the existence of the Policy and 7.1 % were not sure of the existence of the Policy. From the study this implies that the universities were taking seriously the training needs of their employees in order to equip them with the necessary skills to compete with their competitors.



**Figure 4.8: Training and Development Policy**

**Identification of Present Skills of Employees**

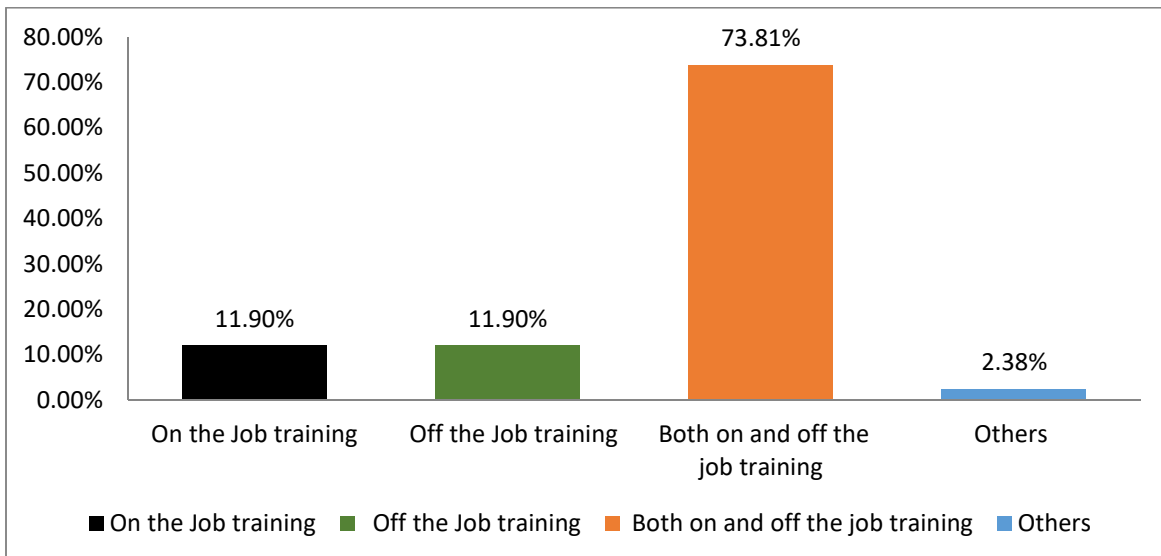
Figure 4.7, shows that 93% of the respondents were in agreement that universities in Machakos and Kitui Counties identify present skills of employees working in different department while only 7 % of the respondents didn't concur to identification of present skills of employees in the institution they were working for. From the study this implied that the universities were committed to enhancing skills through identification of talents for career development which influence motivation and overall performance.



**Figure 4.9: Identification of Present Skills of Employees**

**Training Methods**

Data was analyzed to establish the different Training Methods used by the universities in Machakos and Kitui Counties. Figure 4.8 below indicates that 73.81 % of the respondents provided that the institution they were working for combined both the on and off the job training methods which was adequate for skill diversity, further the study revealed that only 11.90 % of the respondents indicated that their institution used off the job training alone and the same percentage 11.90% indicated that on the job training approach alone was used. 2.38 % of the respondents indicated other approaches considered in the study were used. From the study this implies that a combination of both on and off job training were the common approaches which enabled the universities to outsource for specialized institution for training the employees.



**Figure 4.10: Training Methods**

### **Training Programs**

Table 4.7 shows the respondents response on the level to which they were in agreement with the given statements that relate to the Training programs on organizational performance: A Case of universities in Machakos and Kitui Counties. From the findings, the respondents provided that the universities had Training and development policy for the university staff was in place which was supported by a mean score of 3.88 and standard deviation of 0.93. The respondents agreed to great extent that the training and development programs provided



a remarkable improvement in performance of staff towards organizational goals which had a mean score of 4.07 and standard deviation of 0.91. The study discovered that the training and development programs offered were sufficient enough with a mean score of 4.14 and standard deviation of 0.86. From the findings it was observed that having a development plan helps employees to see beyond their immediate position to longer term opportunities, which ties them to the organization which was supported by a mean score of 4.05 and standard deviation of 0.79.

The respondents strongly agreed that Evaluation was done after training to monitor the extent of the training which contributed to employee behavior change which had a mean of 4.12 and standard deviation of 0.88. This implied that the training programs impacted on the employee's skills as well as filling the felt skills gap on achieving the organizational goals. The findings in this study is in agreement with those of (Farnham, 2010), employees with access to training and development programs have the advantage over employees in other companies who are left to seek out training opportunities on their own.

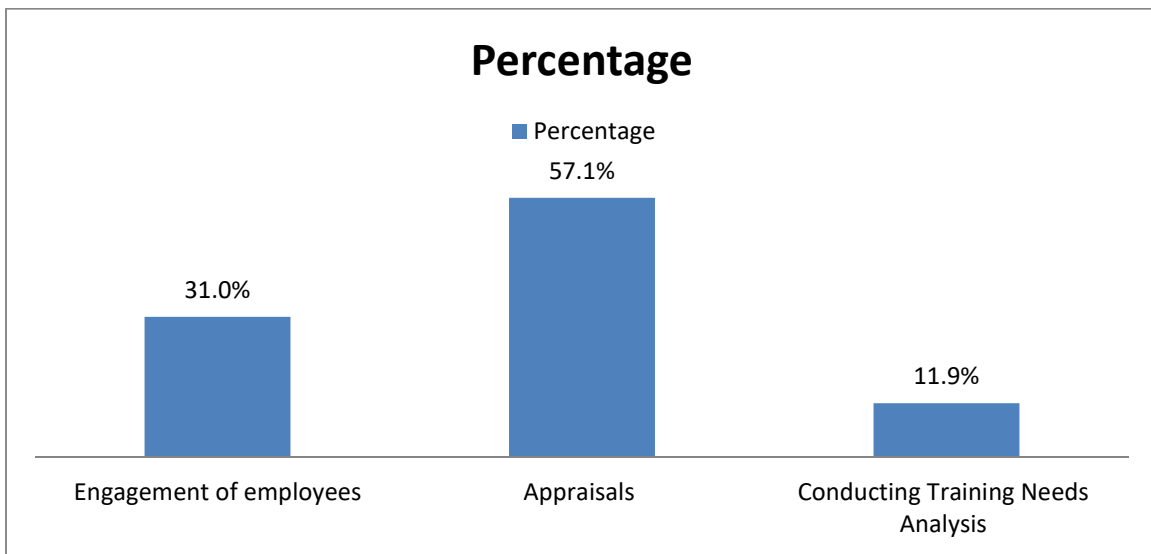
**Table 4.7: Training Programs**

<b>Statement</b>	<b>Mean</b>	<b>Std</b>
Training and development policy for the university staff is in place	3.88	0.93
The policy is designed to assist in improving the performance of staff	3.98	0.99
There is a tool designed to establish training needs for all the employees	4.05	0.92
The training and development programs provided have recorded a remarkable improvement in performance of staff towards organizational goals	4.07	0.91
The training and development programs offered are sufficient enough as compared to other universities	4.14	0.86
Training programs are updated to match the changing environment	3.90	1.04
Having a development plan helps employees to see beyond their immediate position to longer term opportunities, which ties them to the organization	4.05	0.79
Evaluation is done after training to monitor the extent of the training	4.12	0.88

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**Establishment of Training Needs for Employees**

In the study findings it was noted that 31% of the respondents said that they engaged their employees on a one on one session in identifying their training needs as this helped them to discover the weaknesses of each employee. 57.1% agreed that they assessed the training needs from the appraisal forms filled by the staff and planned for their trainings on their areas of concern. 11.9% of the respondents said that they invited consultants in their universities who conducted skills gap analysis among their employees and provided a report that informed them on the areas that needed training.

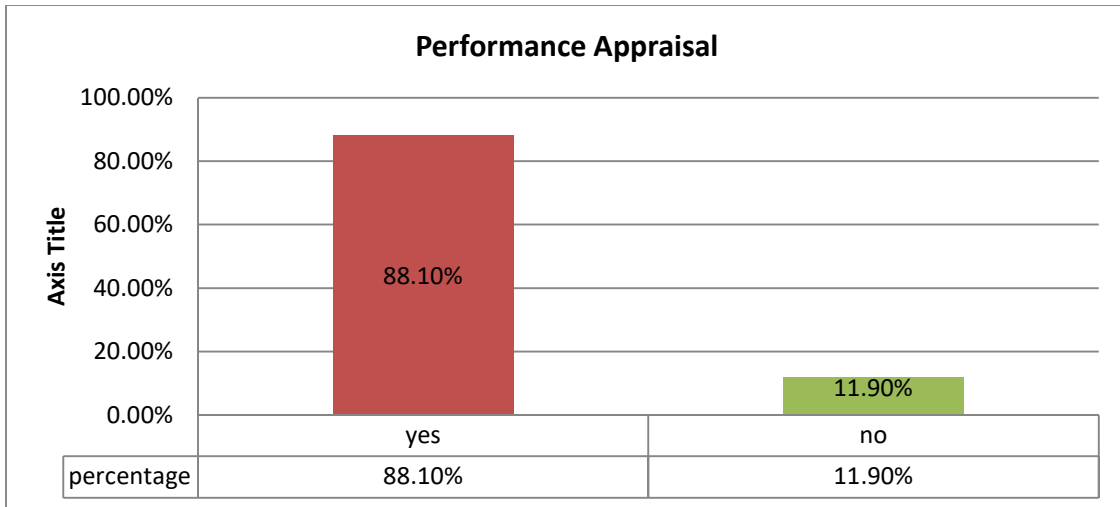


**Figure 4.11: Establishment of Training Needs for Employees**

### **4.5.3 Performance Appraisal**

#### **Performance Appraisal**

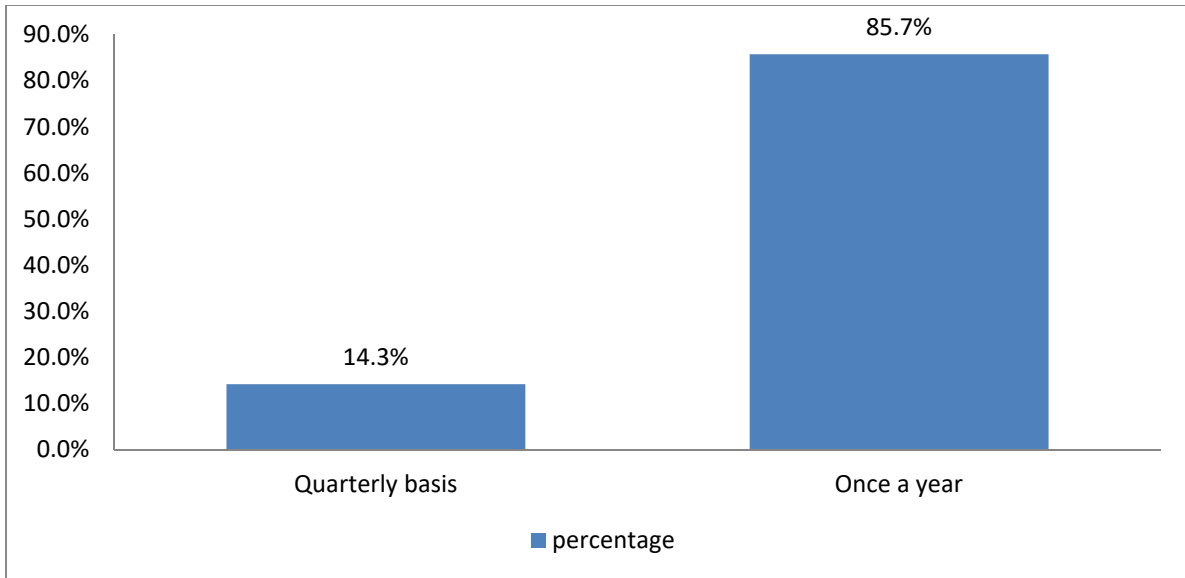
The study aimed at determining if Performance Appraisal and evaluation practices for the employees were in existence in universities in Machakos and Kitui Counties, the respondents' ratings in Figure 4.9 on the use of specified practices was obtained were majority 88.10 % the respondents indicated that performance appraisal for the employees was effectively carried out in the university they were working for with only 11.90 % disagreeing to the statement. From the majority in the study this implied that performance appraisal was used to determine if the employees were meeting the set departmental goals and objectives and those of the university as a whole.



**Figure 4.12: Performance Appraisal**

### **Performance Appraisal in a Year**

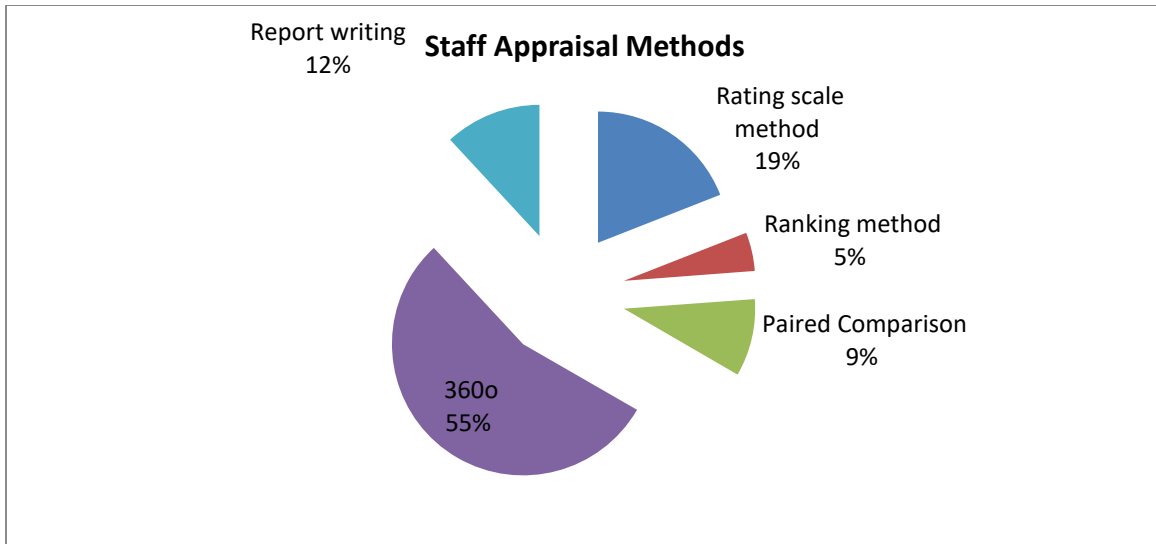
Data was analyzed to determine the different Performance Appraisal interval in a year used by the universities in Machakos and Kitui Counties. Figure 4.10 below indicates that majority 85.7 % of the respondents indicated that the department they were working for in different universities were appraised end of financial year, which would enable employees strive hard so as to achieve department goals in the following years only, 14.3 % of the respondents provided that they were appraised on quarterly basis according the targets of the performance contracts they signed. From the finding it implied that quarterly basis and yearly appraisal interval was the best for the employees to make improvements on their performance target.



**Figure 4.13: Performance Appraisal in a Year**

**Staff Appraisal Methods**

Figure 4.14 below presents the Staff Appraisal methods used by human resource department in the universities in Machakos and Kitui Counties the findings show that the respondents at 19% indicated that the institution they were working for were using rating scale method to determine the most suitable candidate ,12% of the respondents indicating that the institution were using report writing inform of confidential reports , 5 % of the respondents provided that ranking method was used, 55% provided that 360<sup>0</sup> method was used at their university and only 9% of the respondents showed that paired comparison was used in their university. From the findings it was observed that the staff appraisal methods used were competitive and equal to all members of the universities across all the department.



**Figure 4.14: Staff Appraisal Methods**

### **Performance Appraisal**

The respondents were requested to indicate their level of agreement with the given statements that relate to the influence of Performance Appraisal on organizational performance: A Case of universities in Machakos and Kitui Counties. From the findings, the respondents provided that The University communicates in a timely manner and effectively to the employees after the appraisal, which had a mean score of 4.00 and standard deviation of 0.90 . The study revealed that Staff contributions/opinions towards their appraisals are noted and incorporated in establishing corrective actions which was supported by a mean score of 4.10 and standard deviation of 0.81.

To a moderate extend the respondents stated that the appraisal is used to realign business objectives with changing market conditions; making targets relevant and accurate which had a mean score of 4.07 and standard deviation of 0.94 . The respondents strongly agreed that goals and objectives of the organization are clearly understood by the employees with a mean score of 4.12 and standard deviation of 0.85 .From the findings, this implied that a systematic and collaborative approach was used to appraise the performance of the employee. The finding in the study concurred with those of Kondrasuk, (2011) that well-constructed Performance Appraisal could be valuable tools for communication with employees as pertaining to how their job performance stands with organizational expectations.

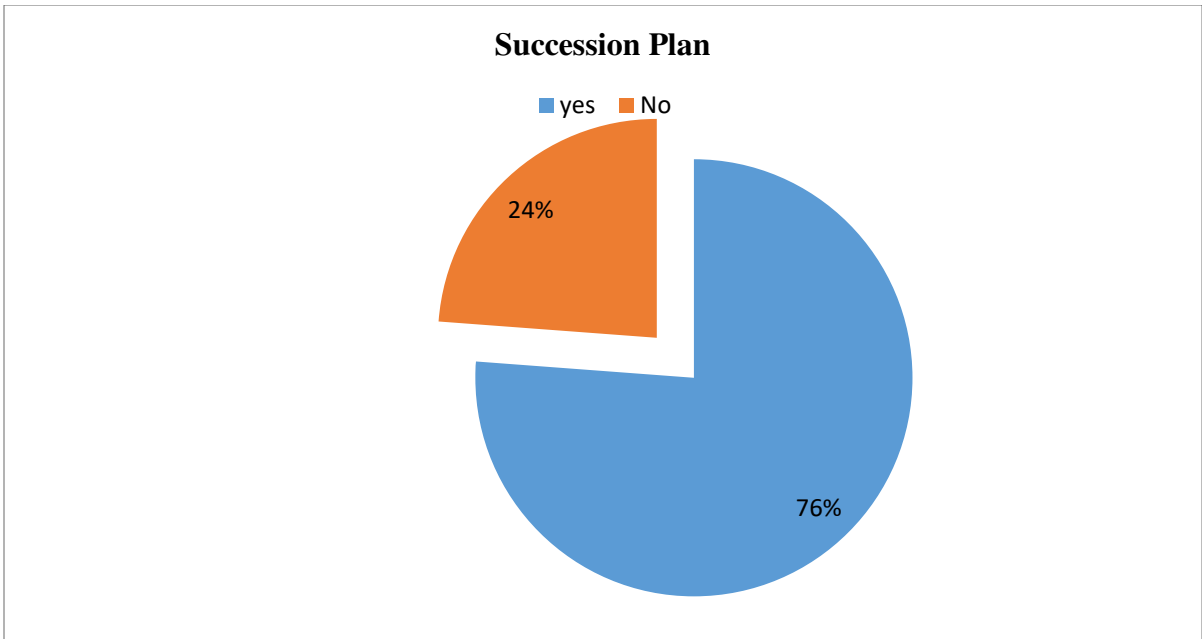
**Table 4.8: Performance Appraisal**

<b>statement</b>	<b>Mean</b>	<b>Std</b>
The university communicates in a timely manner and effectively to the employees	4.00	0.90
Staff contributions/opinions towards their appraisals are noted and incorporated in establishing corrective actions	4.10	0.81
The appraisal is used to realign business objectives with changing market conditions; making targets relevant and accurate.	4.07	0.94
Goals and objectives of the organization are clearly understood by the employees	4.12	0.85

#### **4.5.4 Succession Planning**

##### **Succession Plan**

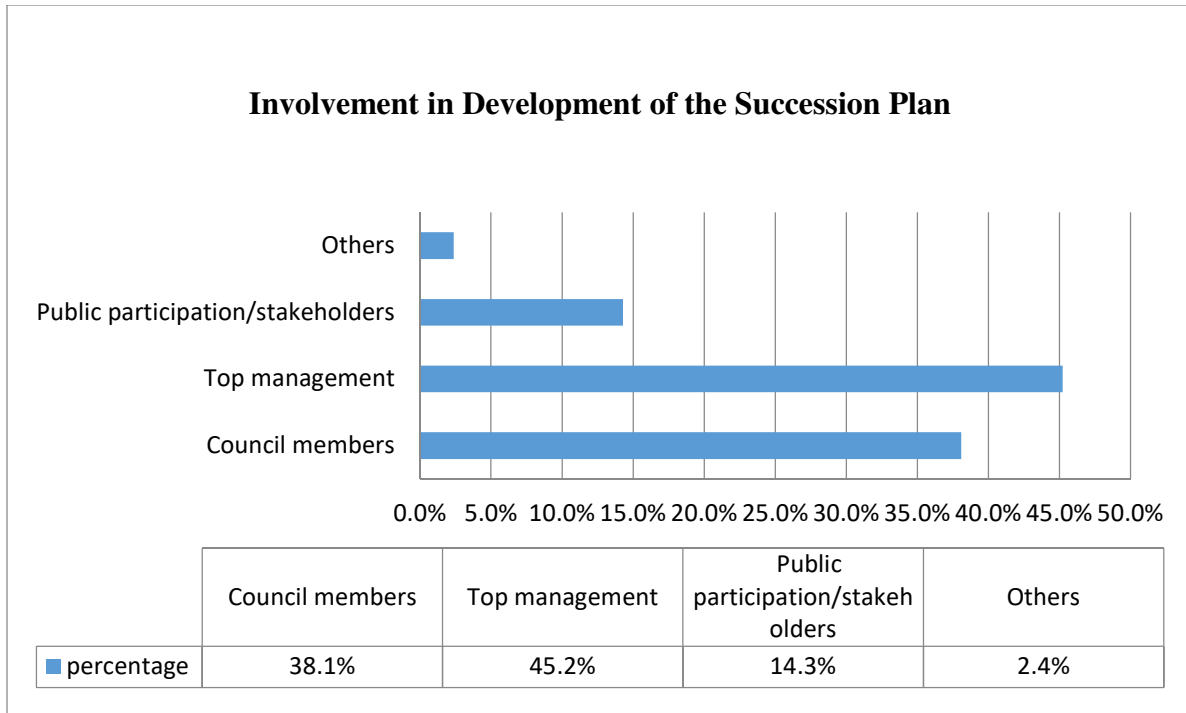
The study sought to find out the existence of a Succession Plan and how it influences organizational performance. The researcher first obtained the responses on the applicability of Succession Plan. The following results were obtained. From figure 4.13, it is clearly illustrated 76% of the respondents ascertained that universities in Machakos and Kitui Counties had working Succession Plan with only 24 % of the disagreeing to the availability of the succession plan in their organization. This implied that some organization lacked succession plans in case of employee leaving the organization hence they were appointing acting officers as they sought for substantive officers to fill the gap.



**Figure 4.15: Succession Plan**

**Involvement in Development of the Succession Plan**

The respondents were requested to indicate the individuals involved in development of the plan. From the findings in Figure 4.13, 45.2 % of the respondents indicated that top management was the key in development of the succession plan since they understood the need for every department. 38.1 % of the respondents indicated that council members were involved in developing of the succession plan, with 14.3 % of the respondents indicating that the public participation (staff) and the stakeholders were used in developing succession plan and only 2.4 % of the respondents indicated that other plans not in the study were used in the institutions. From the study it implies that different stakeholders with interest in the universities were used to determine the most appropriate succession plan.

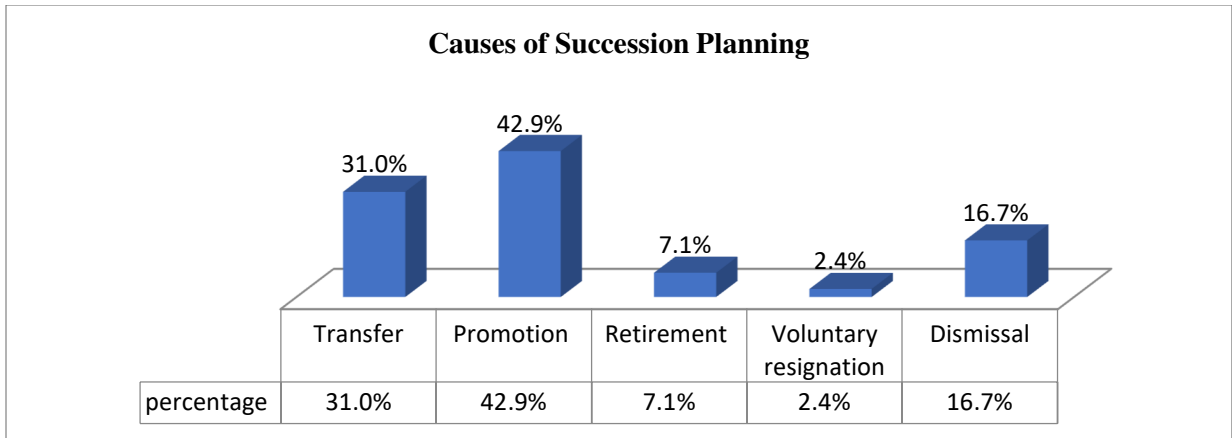


**Figure 4.16: Involvement in Development of the Succession Plan**

**Causes of Succession Planning**

Study findings in table Figure 4.14 below indicate that 42.9 % of the respondents indicated that job promotion was the highest cause of succession in the universities in Machakos and Kitui Counties followed 31.0 % as indicated by respondents, succession was caused by transfers/deployments, the study provided that 7.1% of the respondents indicated that the Succession Planning was caused by retirement with 16.7 % of the respondents indicating that the cause of succession plan was as a result of job dismissal due to employee gross misconduct and 2.4 % of the respondents indicated that cause of succession was voluntary resignation. From the findings the key cause of succession resulted to career progression due to university enabling environment for growth and appreciation of skill competences.

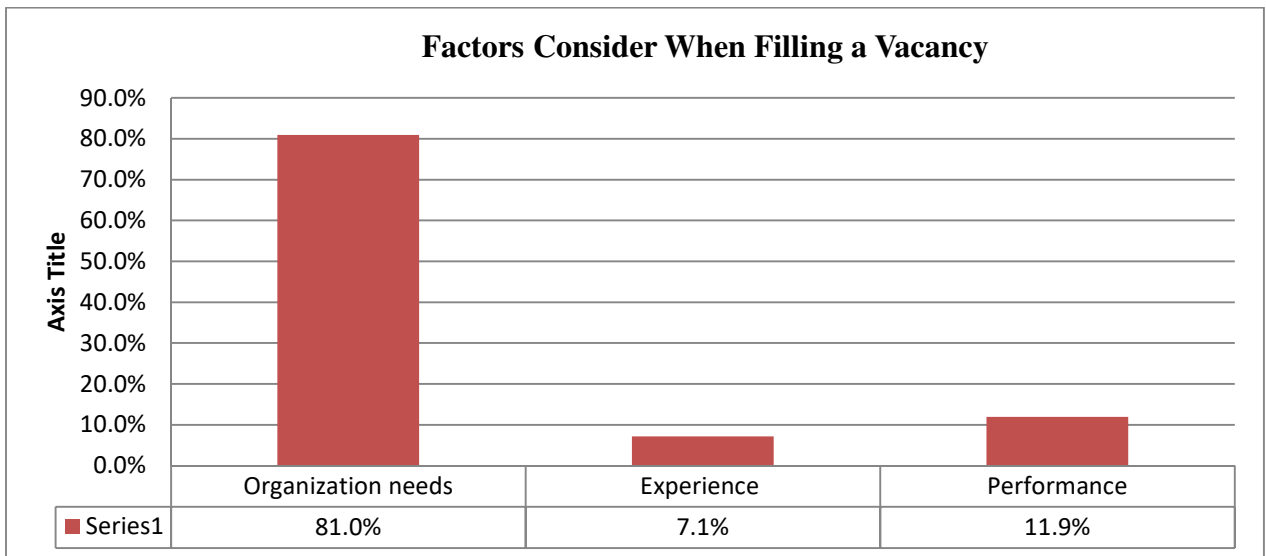




**Figure 4.17: Causes of Succession Planning**

**Factors Considered When Filling a Vacancy**

Data was analyzed to establish the Factors Considered When Filling a Vacancy by the universities in Machakos and Kitui Counties. As presented in Figure 4.15; 81.0 % of the respondents stated that when filling a vacancy during succession, the universities considered the organization prevailing needs as sometimes positions were declared redundant, followed by 11.9 % of the respondents who provided that the university filled a position due to performance need and finally 7.1% of the respondents stated that the organization filled the position due to experience. Form the findings, universities filled vacancies on succession if they were adding value to the organizational performance.



**Figure 4.18: Factors Consider When Filling a Vacancy**

## Succession Planning

The respondents were asked to indicate the extent in which Succession Planning as one of human resource management practices influence organizational performance: A Case of universities in Machakos and Kitui Counties. Table 4.9, from the findings majority of the respondents agreed that the universities had established a succession management/plan policy formulated for its employees to enable a smooth transitions which was supported by a mean score of 4.05 and standard deviation of 0.90. The study indicated that majority of the respondents indicated the succession planning policy of the universities were linked to the overall university strategy which had a mean score of 4.12 and standard deviation of 0.76.

The study revealed that the succession plan programs undertaken had been able to yield positive results in terms of increased productivity from the employees through which full responsibilities are transferred fully which was supported by means score of 4.02 and standard deviation of 0.83. From the finding in this study it implies that majority of the universities had put in place succession plans to mitigate on short falls in case of key employee transfers or promotion. The findings in the study concurred with those of Njigua, (2014) that Succession Planning is one initiative that can be done incrementally to enhance existing selection and performance management programs to show the value and importance of building internal bench strength.

**Table 4.9: Succession Planning**

<b>Statement</b>	<b>Mean</b>	<b>Std</b>
The university has established a succession management/planning policy formulated for its employees	4.05	0.90
The succession planning policy of this university is linked to the overall university strategy	4.12	0.76
The succession planning programs undertaken have been able to yield positive results in terms of increased productivity from the employees	4.02	0.83

#### **4.5.5 Performance of the Universities**

Table 4.10 shows the respondents response on the level to which they were in agreement with the given statements that relate to the human resource management practices on Performance of Public and Private Universities A Case of universities in Machakos and Kitui Counties. Influenced by Staffing strategies, Training Programs approach, Performance Appraisal and Succession Planning. A likert scale of 1-5 was used where strongly disagree=1, disagree=2, not sure=3, agree=4, and strongly agree=5. From the findings, the respondents to moderate extend agreed application of the human resource strategies enabled the university high enrolment rates with 21.43% of the respondents strongly agreeing, 64.29% of the respondents agreeing and 4.76% of the respondents disagreed. Further the study provided that respondents to a great extent concurred that Students from the university graduated within the stipulated time with 30.95% of the respondents strongly agreeing, 52.38% of the respondents agreeing and 7.14% of the respondents disagreeing.

Through the study findings it was noticeable that 30.95% of the respondents strongly agreed that the universities had invested fairly in research and human resource and 54.76% of the respondents agreeing. The universities have been ranked highly in the recent web ranking in the region and in the continent due to application of key strategies in managing the work force where 33.33% of the respondents strongly agreed and 54.76% of the respondents agreed with only 2.38% of the respondents disagreeing. From the findings it was observed that human resource management enabled the universities to be competitive in the region as well as providing quality graduates in every assessment.

**Table 4.10: Performance of the Universities**

A likert scale of 1-5 was used where strongly disagree=1, disagree=2, not sure=3, agree=4, and strongly agree=5

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The university has a high enrolment rates	2.38%	4.76%	7.14%	64.29%	21.43%
Graduates from the university are well equipped to undertake research projects	7.14%	2.38%	2.38%	61.90%	26.19%
Students from the university graduate within the stipulated time	2.38%	7.14%	7.14%	52.38%	30.95%
The university has invested fairly in research	4.76%	2.38%	7.14%	54.76%	30.95%
There is tremendous rise of publications and citations from the staff	4.76%	2.38%	4.76%	57.14%	30.95%
Staff have attracted considerable research grants	2.38%	2.38%	2.38%	52.38%	40.48%
The university is ranked highly in the recent web ranking in the region and in the continent	2.38%	2.38%	7.14%	54.76%	33.33%

## **4.6 Inferential Analysis**

### **4.6.1 Correlation Analysis Results**

The study undertook correlation analysis to examine the influence of human resource management practices on performance of the universities of interest in this study.. The correlation factor ranged from  $-1 \leq 0 \leq 1$  and the acceptance confidence level was 95% or significance level of 0.05. The study conducted a Pearson Moment Correlation analysis, which is represented by  $r$  for all the study variables: Staffing, Training Programs, Performance Appraisal, Succession Planning, Organization performance. Table 4.11 presents the correlation analysis results.

The results reveal that Performance Appraisal and Succession Planning has the strongest positive influence on organizational performance as attributed by the correlation coefficient of 0.851 and a p-value of 0.00 and correlation coefficient of 0.839 and a p-value of 0.00 respectively. In addition, Staffing and Training Programs are positively correlated to

organizational performance with Pearson correlation values of 0.746, 0.762 and p-values of 0.00 respectively. This correlation analysis results implies that the independent variables; Staffing, Training Programs, Performance Appraisal and Succession Planning, impacts on the Organization performance of the universities in Machakos and Kitui Counties.

**Table 4.11: Correlations Analysis Results**

		<b>Organi zationa l Perfor mance</b>	<b>Staffi ng</b>	<b>Training Programs</b>	<b>Perform ance Apprais al</b>	<b>Succes sion Planni ng</b>
<b>Organizati onal Performan ce</b>	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	42				
<b>Staffing</b>	Pearson Correlation	.746**				
	Sig. (2-tailed)	.000				
	N	42	42			
<b>Training Programs</b>	Pearson Correlation	.762**	.898**			
	Sig. (2-tailed)	.000	.000			
	N	42	42	42		
<b>Performan ce Appraisal</b>	Pearson Correlation	.851**	.928**	.892**		
	Sig. (2-tailed)	.000	.000	.000		
	N	42	42	42	42	
<b>Succession Planning</b>	Pearson Correlation	.839**	.908**	.906**	.975**	
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	42	42	42	42	42

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

#### 4.6.2 Regression Analysis

##### Staffing and Organizational Performance

Table 4.12 shows that the coefficient of determination  $R^2$  is 0.556 this means that the influence of the predictor variables (Staffing) explains 55.6 % of the Organization Performance of Universities in Machakos and Kitui Counties.

**Table 4.12: Staffing and Organizational Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 <sup>a</sup>	.556	.545	.554

a. Predictors: (Constant), Staffing

### **Training Programs and Organizational Performance**

Table 4.13 shows that the coefficient of determination  $R^2$  is 0.439 this means that the influence of the predictor variables (Training Programs) explains 43.9% of the Organization Performance of Universities in Machakos and Kitui Counties.

**Table 4.13: Training Programs and Organizational Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662 <sup>a</sup>	.439	.425	.622

a. Predictors: (Constant), Training Programs

### **Performance Appraisal and Organizational Performance**

Table 4.14 shows that the coefficient of determination  $R^2$  is 0.724 this means that the influence of the predictor variables (Performance Appraisal) explains 72.4% of the On Organization Performance of Universities in Machakos and Kitui Counties.

**Table 4.14: Performance Appraisal and Organizational Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851 <sup>a</sup>	.724	.717	.437

a. Predictors: (Constant), Performance Appraisal

### **Succession Planning and Organizational Performance**

Table 4.15 shows that the coefficient of determination  $R^2$  is 0.705 this means that the influence of the predictor variables (Succession Planning) explains 70.5 % of the Organization Performance of Universities in Machakos and Kitui Counties.

**Table 4.15: Succession Planning and Organizational Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 <sup>a</sup>	.705	.697	.452

a. Predictors: (Constant), Succession Planning

## Human Resource Management Practices on Organizational Performance

The study conducted regression analysis and the study results are shown in the subsequent sections. Table 4.16 shows that the coefficient of determination  $R^2$  is 0.787 This means that the combined influence of the predictor variables (Staffing, Training Programs, Performance Appraisal and Succession Planning) explains 78.7 % of the organizational performance of universities in Machakos and Kitui Counties.

**Table 4.16: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 <sup>a</sup>	.787	.763	.399

**a. Dependent Variable:** Organization Performance

**b. Predictors:** (Constant), Staffing, Training Programs, Performance Appraisal, Succession Planning

### 4.6 3 Analysis of Variance

ANOVA statistics of the processed data at 5% level of significance shows that the value of calculated F is 34.078 and the value of F critical at 5% level is 2.41 since F calculated is greater than the F critical ( $34.078 > 2.41$ ), this shows that the overall model was significant in explaining the variation in the dependent variable.

**Table 4.17: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.723	4	5.431	34.078	.000 <sup>b</sup>
	Residual	5.896	37	.159		

Total	27.619	41
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**a. Dependent Variable:** Organization Performance

**b. Predictors:** (Constant), Staffing, Training Programs, Performance Appraisal, Succession Planning

#### 4.6.4 Regression Coefficients

The study intended to ascertain the influence of human resource management practices on organizational performance. A number of authors has confirmed that human resource management practices influence organizational performance (Kariithi et al (2016); Omolo et al (2012); Gambo (2015). This study was grounded on such studies.

The study findings demonstrate that universities that have embraced human resource management practices concept in managing their human resource had significant improvement on the performance of the organization. The MRA result indicates that Staffing has a positive statistically significant influence on organizational performance. Regression results show that when Staffing, Training Programs, Performance Appraisal and Succession Planning remain constant at zero (0) Universities will remain at 1.773.

Regression results revealed that Staffing has significant influence on organizational performance of universities in Machakos and Kitui by  $\beta_1=0.036$ ,  $p=0.001<0.05$ ,  $t= 1.196$  the implication is that a unit increase in Staffing leads to an increase on organizational performance of universities in Machakos and Kitui as indicated by  $\beta_1=0.036$ . Regression results revealed that Training Programs has significant influence on organizational performance of universities in Machakos and Kitui by  $\beta_2=0.357$ ,  $p=0.003<0.05$ ,  $t= .2.840$  the implication is that a unit increase in Training Programs leads to an increase on organizational performance of universities in Machakos and Kitui as indicated by  $\beta_2=0.840$

Regression results revealed that Performance Appraisal has significant influence on organizational performance of universities in Machakos and Kitui by  $\beta_3=0.591$ ,  $p=0.002<0.05$ ,  $t= 2.049$  the implication is that a unit increase in Performance Appraisal leads to an increase on organizational performance of universities in Machakos and Kitui as indicated by  $\beta_3=0.591$ .



Regression results revealed that Succession Planning has significant influences on organizational performance of universities in Machakos and Kitui by  $\beta_4=0.431$ ,  $p=0.001<0.05$ ,  $t= 1.658$  the implication is that a unit increase in Succession Planning leads to an increase in on organizational performance of universities in Machakos and Kitui Counties as indicated by  $\beta_4= 1.658$  .

**Table 4.18: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.773	.313		5.662	.000
Staffing	.036	.183	.045	1.196	.001
Training Programs	.357	.126	.567	.2.840	.003
Performance Appraisal	.591	.288	.799	2.049	.002
Succession Planning	.431	.260	.615	1.658	.001

The regression equation for the study was;

$$Y = 1.773 + 0.036X_1 + 0.357X_2 + 0.591X_3 + 0.431X_4 + \varepsilon$$

Where:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where; Y = Organizational performance

$\alpha$  = constant

$X_1$  = Staffing

$X_2$  = Training programs

$X_3$  = Performance Appraisal

$X_4$  = Succession Planning

$\varepsilon$  is the error term.

## 4.7 Discussion of the Results

This section presents discussion of the findings in line with the reviewed literature, the findings and the research questions. The results are summarized in Table 4.19

**Table 4.19: Summary of Findings on Human Resource Management Practices on Organizational Performance:**

N	o. Research Questions	Results	Implications
1	How does staffing influence performance of universities in Machakos and Kitui counties?	The influence was significant and positive	Staffing is a significant factor in Organizational Performance
2	How does training programs influence performance of universities in Machakos and Kitui counties?	Positive significant effected on Organizational Performance	Training programs Significantly affect Organizational Performance
3	How does Performance Appraisal influence performance of universities in Machakos and Kitui counties?	The influence was significant and positive	Performance Appraisal affect significantly Organizational Performance
4	How does succession planning influence performance universities in Machakos and Kitui counties?	Significant and positive influence established	Succession planning significantly affect Organizational Performance

### 4.7.1 Staffing and Organization Performance

The study intended to establish the influence of staffing on performance of universities in Machakos and Kitui counties. The study findings demonstrate that facilities that have embraced staffing concept in managing their human resource, experience significant improvement on Organization performance of universities in Machakos and Kitui. The MRA result indicate that staffing has a positive significant influence on human resource on performance of universities;  $P < 0.05$  ( $P = 0.001$ ) with explanatory power of 55.6 %. Therefore the research question: “How does staffing influence performance of universities in Machakos and Kitui counties?” is answered in the study. The study revealed that staffing procedures that brought in the right blend of employees into the organizations was of great importance if the university was to achieve its objectives. This concurred with Dimba (2010) where he

holds that people working in an organization can be a foundation of competitive edge and are rare and are not likely to be copied by the competitors therefore the need to get the right and competent employees for the university

#### **4.7.2 Training Programs and Performance**

The study found out that training programs indicated a considerable improvement on staff performance. The MRA result indicates that staffing has a positive significant influence on human resource on performance of universities;  $P < 0.05$  ( $P = 0.003$ ) with explanatory power of 43.9 % therefore the research question: “How does training programs influence performance of universities in Machakos and Kitui counties?” is answered in the study. This was in agreement with Schiums and Lerro (2008) that for any organization to perform better there must be a strategic approach and implementation plan that continues to develop organizational competences.

#### **4.7.3 Performance Appraisal and Performance**

The findings of the study were that there was effective performance appraisal procedures in place that were used by the management in assessing the employees performance on the set targets of the universities The MRA result indicates that staffing has a positive significant influence on human resource on performance of universities;  $P < 0.05$  ( $P = 0.002$ ) with explanatory power of 72.4% Therefore the research question: “How does Performance Appraisal influence performance influence performance of universities in Machakos and Kitui counties?” is answered in the study. This concurred with the findings of Katou and Budhar (2007) that organizational performance is measured by utilizing the available resources, achieving set targets and having a workforce that is satisfied.

#### **4.7.4 Succession Planning and Performance**

From the findings, the study revealed that the universities had put in place succession plans to oversee any shortfall in case a position fell vacant. The MRA result indicates that staffing has a positive statistically significant influence on human resource on performance of universities;  $P < 0.05$  ( $P = 0.001$ ) with explanatory power of 70.5 %. Therefore the research question: “How does a succession planning influence Performance University in Machakos

and Kitui counties?” is answered in the study. This was in agreement with Avenashi (2011) that employees should be trained and empowered to be on standby in case a cause of succession arose.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter describes the summary, conclusions and recommendations of the study. The purpose of the study was to determine the influence of human resource management practices on organizational performance: A Case of universities in Machakos and Kitui Counties. The study focused on independent variables: Staffing, Training Programs, Performance Appraisal and Succession Planning on how they influence the dependent variable (organizational performance).

#### 5.2 Summary of the Findings

In this chapter, the researcher makes a summary of the study then draws a conclusion and gives recommendations based on the research findings and analysis done in the previous chapter. The summary is a brief overview of the research process while the conclusion is the report of the crucial findings and the recommendations are suggestions and advice based on the research findings. The main purpose of the study was to determine the influence of human resource management practices on organizational performance: A Case of universities in Machakos and Kitui Counties.

##### 5.2.1 Staffing and Organizational Performance

The study objective was to establish the influence of Staffing on Organization Performance of Universities in Machakos and Kitui Counties. The study established that Staffing has influence on Organization Performance. ( $\beta_1=0.036$ ,  $p=0.001<0.05$ ).The study established that efficient staffing management begins by hiring the right people for open positions. Hiring efficient, knowledgeable employees help universities in Machakos and Kitui Counties attain a reputation for quality products and service. Hiring undependable or unknowledgeable employees turn off university activities including students' enrolment, and make the universities Machakos and Kitui Counties lose business.

### **5.2.2 Training programs and Organizational Performance**

The study objective was to determine the influence of Training programs on Organization Performance of Universities in Machakos and Kitui Counties. The study established that Training programs has influence on Organization Performance. ( $\beta_2=0.357$ ,  $p=0.003<0.05$ ). The study revealed that when you train university employees on all aspects of their job and give them insight into other positions in the university, develop well-rounded individuals who have a working knowledge of their positions and those of their colleagues. Knowledgeable employees are better able to answer customer questions, handle problems and deliver better quality services. Untrained employees who have to find a manager or send people away without help or information can result to unfavorable working environment for themselves and even frustrated stakeholders, lack of innovation and research projects and underperformance in general.

### **5.2.3 Performance Appraisal and Organizational Performance**

The study objective was to establish the influence Performance Appraisal on Organization Performance of Universities in Machakos and Kitui Counties. The study established that Performance Appraisal has the highest influence on Organization Performance. ( $\beta_3=0.591$ ,  $p=0.002<0.05$ ). The study also found out that an employee performance appraisal is a process often combining both written and oral elements whereby management evaluates and provides feedback on employee job performance, including steps to improve or redirect activities as needed. Documenting performance provides a basis for pay increases and promotions. Appraisals are also important to help staff members improve their performance and as an avenue by which they can be rewarded or recognized for a job well done. In addition, they can serve a host of other functions, providing a launching point from which universities in Machakos and Kitui Counties can clarify and shape responsibilities in accordance with business trends, clear lines of management-employee communication, and spur re-examinations of potentially hoary business practices.

### **5.2.4 Succession Planning and Organizational Performance**

The study objective was “to establish the influence of Succession Planning on Organization Performance of Universities in Machakos and Kitui Counties.” The study established that Succession Planning has a positive influence on Organization Performance. ( $\beta_4=0.431$ ,

$p=0.001<0.05$ ).The study established through succession-planning process, an organization can recruit's superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement or promotion into ever more-challenging roles. Actively pursuing succession planning ensures that employees are constantly developed to fill each needed role. As an organization expands, it loses key employees, provides promotional opportunities, or increases output, a succession planning aims to ensure that one has employees on hand ready and waiting to fill new roles. The in-advance nature of succession planning significantly enhances the transition for all parties. The employee, new leader and team have the opportunity to interact and develop a work style.

### **5.3 Conclusions**

The study concludes that selecting the right people to work together can create an effective team dynamic that leads to more efficient delivery of products and services. Scheduling all new employees together creates havoc and scheduling all veteran employees together creates a struggle for leadership. Creating a schedule with a complementary mix of personality types set a balance for harmonious work flow and result in a more efficiently operated shift.

An employee who receives the necessary training is better able to perform his/her job. She/he becomes more aware of safety practices and proper procedures for basic tasks. The training also build the employee's confidence because has a stronger understanding of the industry and the responsibilities of the job. This confidence push him /her to perform even better and think of new ideas that help him/her excel. Continuous training also keeps your employees on the cutting edge of industry developments. Employees who are competent and on top of changing industry standards help universities in Machakos and Kitui Counties hold a position as a leader and strong competitor within the industry.

Performance appraisal evaluates an employee's skills, achievements and growth, or lack thereof. Universities in Machakos and Kitui Counties use performance appraisals to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as termination decisions. They can be conducted at any given time but tend to be annual, semi-annual or quarterly. A performance appraisal is a systematic, general and periodic

process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weaknesses.

Planning the stages of a succession plan requires an understanding of job design concepts. Understanding specific position attributes allows the universities in Machakos and Kitui Counties human resource officer to perceive the relationship between the incumbent's success in one job and the potential for success in the next job, as well as the individual's appropriateness for a role based on personal preferences. Specialization and task variety, task identity, task significance, autonomy, span of control, independence and interdependence, and job pace are all salient position attributes to consider.

#### **5.4 Recommendations**

The study investigated some of the human resource management practices and their influence on organizational performance. The following recommendations were made based on the findings which universities in Machakos and Kitui Counties as well as other universities should practice to address matters affecting human resource management.

An effective staffing management begins by hiring the right people for open positions. Therefore staffing that includes recruitment and selection should be done in a systematic, transparent and strategic way that should help the universities management in Machakos and Kitui Counties to acquire the right candidates with the required competence and abilities to assist in achieving the organizational objectives.

A robust training and development program that ensures employees have a consistent experience and background knowledge should be administered to the university employees to help them keep abreast with the changing environment and maintain a competitive edge. Relevant training programs should cut across all employees to encourage their participation and reduce their demotivation which can result in high staff turnover.



Performance Appraisal is a key function in the improvement of employee performance therefore the university management should establish and practice the best performance appraisal procedures that will build the employee competences as well as achievement of the organizational objectives. Job descriptions for each staff should be well spelt out to avoid confusion and dissatisfaction of employees because they do not understand what is expected of them which may result in failure in meeting their set targets.

Succession Planning should be incorporated in the universities strategic plan as a long term goal because eventually either through retirement, transfers, promotion, resignation or natural attrition succession will occur. Employees with potential and talents should be nurtured in the long run to accommodate any transition. Therefore the management should have potential candidates at hand incase any of the causes of succession occur then they can come in and bridge the skills gap without an itch.

### **5.5 Areas for Further Study**

This study was carried in universities in Machakos and Kitui Counties thus further research can be undertaken in other universities to establish if the findings of this study are same in other universities in other counties. Regression analysis indicated an R squared of 78.7% an indication that other factors exist and are not covered by the current study that significantly affect human resource management practices on organizational performance in universities in Machakos and Kitui Counties and therefore future studies should endeavor to uncover these other factors.

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**Appendix I: Letter to the respondents**

Dear Respondent,

**RE: RESEARCH PROJECT**

I am a student at Machakos University pursuing a Master of Business Administration degree (Human Resource Option). I am conducting a study on influence of Human Resource Planning on performance in universities based in Kitui and Machakos Counties. The success of the research substantially depends on your cooperation. I hereby request you to respond to the questionnaire items as honestly as possible and the best of your knowledge.

The questionnaire is designed for the purpose of this study only and therefore the responses will absolutely be confidential and anonymously given.

Thanking you in advance.

Yours faithfully

**ANNAH MUMBUA MBITI**

**D53/10173/2017**

## Appendix II: Questionnaire

This questionnaire is solely for academic purposes and so any information provided would be completely treated with strict confidentiality and anonymity. The questions are seeking your opinion on the influence of the best human resource management practices on organizational performance in Universities in Kitui and Machakos Counties. Kindly answer appropriately. Thank you very much.

### PART A: Personal Information

1. Gender. Male ( ) b. Female ( )
2. Age Group a. 18 – 30 years ( ) b. 31 – 40 years ( ) c. 41-50 years ( )  
d. 51-60 years ( )
3. Educational Level a. Secondary ( ) b. Diploma ( ) c. Degree ( )  
d. Masters/Postgraduate diploma level ( ) e. Doctorate ( )
4. Department.....
5. Work experience  
a. 1 – 5 years ( ) b. 6 -10 years ( ) c. 11 -15 years ( ) d. 16 and above ( )

### PART B: Research Variables

#### Section A: Staffing

1. Does your organization have a recruitment policy in place?  
Yes ( ) No ( )
2. Which of the following recruitment methods and procedures does your organization use when carrying out staffing process?
  - (a) Employee referrals ( )
  - (b) Advertisement in local newspapers ( )
  - (c) University Websites ( )
  - (d) Professional bodies ( )
  - (e) Internet ( )
3. How long does it take to complete recruitment?
  - (a) 21 days ( )
  - (b) One month ( )
  - (c) Two months ( )

(d) Any other.....

4. What are the Challenges faced during recruitment in your organisation?

.....  
 .....  
 .....

5. What are the challenges faced during selection by the university you work for?

.....  
 .....  
 .....

6. Indicate the extent to which you agree with the following statement where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

<b>Staffing</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
There is an active recruitment and selection policy in place					
The recruitment and selection policy formulated to address the university's strategy.					
The recruitment and selection is aimed at giving competitive edge to the organization by attracting qualified candidates					
Shortlisting and placement of staff is based on merit and staff are placed in positions related to their specialization					
Duties and responsibilities to staff are clearly defined in my organization.					

**Section B: Training programs**

7. Do you have a staff training and development policy in your organization?

Yes ( ) No ( ) not sure ( )

8. Do you carry out audit process to identify present skills of employees?

Yes ( ) No ( )

9. Which training methods do you use?

(a) On the Job training ( )

- (b) Off the Job training ( )
- (c) Both on and off the job training ( )
- (d) Others .....

10. What are the factors that determine training needs for employees in your organisation?  
 explain.....  
 .....  
 .....  
 .....

11. Indicate the extent to which you agree with the following statement where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

<b>Training programs</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Training and development policy for the university staff is in place					
The policy is designed to assist in improving the performance of staff					
There is a tool designed to establish training needs for all the employees					
The training and development programs provided have recorded a remarkable improvement in performance of staff towards organizational goals					
The training and development programs offered are sufficient enough as compared to other universities					
Training programmes are updated to match the changing environment					
Having a development plan helps employees to see beyond their immediate position to longer term opportunities, which ties them to the organization					
Evaluation is done after training to monitor the extent of the training					

**Section C. Performance Appraisal**

12. Do you carry out performance appraisal in your organization?

Yes ( ) No ( )

13. How many times do you carry performance appraisal in a year?

(a) Quarterly basis ( )

(b) After six months ( )

(c) Once a year ( )

14. How is staff appraised in your organization?

(a) Rating scale method ( )

(b) Ranking method ( )

(c) Paired Comparison ( )

(d) 360° ( )

(e) Report writing ( )

15. Indicate the extent to which you agree with the following statement where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

<b>Appraisal Performance</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The university communicates in a timely manner and effectively to the employees					
Staff contributions/opinions towards their appraisals are noted and incorporated in establishing corrective actions					
The appraisal is used to realign business objectives with changing market conditions; making targets relevant and accurate.					
Goals and objectives of the organization are clearly understood by the employees					

**Section D. Succession Planning**

16. Do you have a succession plan in your organization?

Yes ( ) No ( )

17. Who was involved in development of the plan?

- (a) Council members
- (b) Top management
- (c) Public participation/stakeholders
- (d) Others.....

18. What causes succession planning in your organization? Multiple answers can be applicable.

- Transfer ( )
- Promotion ( )
- Retirement ( )
- Voluntary resignation ( )
- Dismissal ( )

19. What factors does your organization consider when filling a vacancy?

- Organization needs ( )
- Experience ( )
- Performance ( )

20. Indicate the extent to which you agree with the following statement where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

<b>Succession planning</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The university has established a succession management/planning policy formulated for its employees					
The succession planning policy of this university is linked to the overall university strategy					
The succession planning programs undertaken have been able to yield positive results in terms of increased productivity from the employees					

**Section E: Performance of Universities**

21. Indicate the extent to which you agree with the following statement where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

<b>Performance of Universities</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The university has a high enrolment rates					
Graduates from the university are well equipped to undertake research projects					
Students from the university graduate within the stipulated time					
The university has invested fairly in research					
There is tremendous rise of publications and citations from the staff					
Staff have attracted considerable research grants					
The university is ranked highly in the recent web ranking in the region and in the continent					

-END-

### Appendix III: Letter of permit from the University



**MACHAKOS UNIVERSITY**  
**OFFICE OF THE DEAN GRADUATE SCHOOL**

Telephone: 254-00735247939, (0)723805929  
Email: [graduateschool@mksu.ac.ke](mailto:graduateschool@mksu.ac.ke)  
website: [www.machakosuniversity.ac.ke](http://www.machakosuniversity.ac.ke)

P.O.Box 136-90100  
Machakos  
KENYA

REF.MKsU/GS/SS/O12/VOL.1

9<sup>th</sup> August, 2019

The Director  
National Commission for Science, Technology and Innovation  
P.O. Box 30623  
**NAIROBI**


Dear Sir,

**RE: ANNAH MUMBUA MBITI– D53/10173/2017**

The above named is a master's student in the second year of study and has cleared her course work. The University has cleared her to conduct research entitled: "Influence of Human Resource Management Practices on Organizational Performance: A Case of Universities in Machakos and Kitui Counties, Kenya."

Kindly assist her with a research permit in order to undertake the research.

Thank you.


  
DR. KIMITI RICHARD PETER, PhD  
AG. DEAN GRADUATE SCHOOL  
KRP/anm




ISO 9001:2015 Certified ..... Soaring Heights in Transforming Industry and Economy




**Appendix IV: Research Permit from NACOSTI**

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **627902** Date of Issue: **30/August/2019**


**RESEARCH LICENSE**




**This is to Certify that Ms.. ANNAH MBITI of Machakos University, has been licensed to conduct research in Kitui, Machakos on the topic: Influence of Human Resource Management Practices on Organizational Performance: A case of Universities in Machakos and Kitui Counties, Kenya for the period ending : 30/August/2020.**

License No: **NACOSTI/P/19/1180**

**627902**  
Applicant Identification Number

  
Director General  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION**

Verification QR Code



**NOTE: This is a computer generated License. To verify the authenticity of this document,  
Scan the QR Code using QR scanner application.**

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Governor and County Commissioner before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
5. The License does not give authority to transfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one of completion of the research
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice

National Commission for Science, Technology and Innovation  
off Waiyaki Way, Upper Kabete,  
P. O. Box 30623, 00100 Nairobi, KENYA  
Land line: 020 4007000, 020 2241349, 020 3310571, 020 8001077  
Mobile: 0713 788 787 / 0735 404 245  
E-mail: [dg@nacosti.go.ke](mailto:dg@nacosti.go.ke) / [registry@nacosti.go.ke](mailto:registry@nacosti.go.ke)  
Website: [www.nacosti.go.ke](http://www.nacosti.go.ke)

## Appendix V: Research Authorization from County Commissioner, Kitui County



MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT

E-mail: [cc.kitui@interior.go.ke](mailto:cc.kitui@interior.go.ke)  
Telephone:  
Fax:  
When replying please quote Ref. and date

OFFICE OF THE  
COUNTY COMMISSIONER  
KITUI COUNTY  
P.O. BOX 1 - 90200  
**KITUI**

Ref. K.C.603/III/38

3<sup>rd</sup> September 2019

The Deputy County Commissioners  
**KITUI COUNTY**

### **RE: RESEARCH AUTHORIZATION: ANNAH MBITI**

The National Commission for Science, Technology and Innovation has authorized the above named researcher to carry out a research on ***“Influence of Human Resource Management Practices on Organizational Performance”***, for the period ending 30<sup>th</sup> August 2020.

Please be notified and accord her the necessary assistance.

**J.M. KIHARA**  
FOR: COUNTY COMMISSIONER  
**KITUI COUNTY**



**Appendix VI: Research Authorization from County Commissioner, Machakos County**



**THE PRESIDENCY**

**MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT**

Telephone: 21009 and 21983 - 90100  
Email Address: countycommasaku@gmail.com  
Fax No. 044-21999

OFFICE OF THE  
County Commissioner  
P.O. Box 1 - 90100  
MACHAKOS.

When replying please quote:

**REF NO.CC/ST/ADM5/9VOL.111/150**

**DATE:** 13<sup>th</sup> September 2019

The Deputy County Commissioners  
**MACHAKOS COUNTY**

**RE: REQUEST AUTHORITY: ANNAH MBITI**

The National Commission for Science, Technology and Innovation has authorized the above named researcher to carry out a research on **“Influence of Human Resource Management Practices on Organizational Perfomance ”**. For the period ending **30<sup>th</sup> August 2020**.

Please be notified and accord her the necessary assistance.

COUNTY COMMISSIONER  
MACHAKOS  
P.O. Box 1 MACHAKOS

ELIJAH OMOYO  
For: COUNTY COMMISSIONER  
**MACHAKOS**