EFFECTIVENESS OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES IN ENHANCING PERFORMANCE: A CASE OF THE OFFICE OF THE ATTORNEY-GENERAL AND DEPARTMENT OF JUSTICE IN KENYA

BY

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A Project Report Submitted to the School of Business in Partial Fulfilment of the Requirement for the Degree of Global Executive Masters in Business Administration (GeMBA)

United States International University

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STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ________________________ Date: ______________________

Jacqueline M. Muindi (ID 650072)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ________________________ Date: ______________________

Professor Francis Wambalaba

Signed: ________________________ Date: ______________________

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ABSTRACT

The purpose of the study was to determine the effectiveness of strategic human resource management practices in enhancing organizational performance. The three research questions that guided the research were: to what extent does performance management affect organizational performance, how does competence development affect employee high performance and to what extent does reward contribute to organizational performance. The population under study included senior management, supervisors and operative staff in the Office of the Attorney General and Department of Justice in Kenya. In order to determine the sample size, stratified random sampling was used in the study. The sample size consisted of 101 respondents.

The study entailed the use of descriptive and explanatory research design in order to get necessary data and also interpret it. Structured questionnaires used in the study were pilot tested to ensure that data was valid and reliable. Data coding was done using Microsoft Excel in conjunction with Statistical Package for Social Sciences (SPSS) so as to generate descriptive an inferential statistics, in the form of correlations. The methods used in analyzing the data included descriptive statistics through calculations of the mean as well as the inferential statistics through the calculation of the correlation co-efficient in order to identify the relationships amongst the independent and dependent variables. The tools used for the analysis were SPSS and Microsoft Excel. The data was then arranged and presented in form of frequency tables and graphs with percentages being used to interpret the findings.

With respect to general information, the study findings revealed that 44.3 percent of the validly interviewed respondents were males while 55.7 percent were female. The study also revealed that majority of the respondents had University first Degree as the highest level of education at 40 percent while majority of the respondents had 2-5 years of experience at 32.2 percent. In terms of departmental distribution, the study revealed the highest number of respondents was from the Advocates Complaints Commission Department constituting 14.4 percent.
For the extent to which performance management affects organizational performance, the study revealed that majority of the respondents agreed with the proposition with a mean effect of 2.8. This was attributed to practices, such as accountability (81.4 percent) and performance appraisal (77.9 percent). On the other hand, 38.2 percent of the respondents disagreed and strongly disagreed with the opinion that the organization uses performance management system to develop employees’ capabilities.

On the extent to which competence development affects employees’ high performance, the study revealed that majority of the respondents agreed that competence development affects employees’ performance with a mean of 2.8. This was reflected in practices such as recruitment and selection on the basis of educational qualifications (85.9 percent) and professional qualifications (83.7 percent) as well as supervisors in the organization providing the right kind of climate to implement on-the-job training (72.9 percent). However, the study revealed that recruitment and selection in the organization is not based on personality traits.

With respect to the extent to which reward contributes to organizational performance, the findings revealed that majority of the respondents disagreed that reward contributes to organizational performance with a mean of 2.2. This was mainly because the employees felt the level of monetary rewards, benefits and recognition in the organization were not satisfactory. On the other hand, social recognition in the form of acknowledgement of employees’ greetings by their supervisors received a positive rating at 73.3 percent.

The study concluded that, as per existing literature, strategic human resources management (SHRM) practice in the form of performance management and competence development in the Office of the Attorney General and Department of Justice, Kenya enhances organizational performance. However, the study concluded that while literature has shown that SHRM practice such as reward contributes to organizational performance, the level of this practice in the Office of the Attorney General and Department of Justice, Kenya does not positively impact on organizational performance.
We recommend that the Office of the Attorney General and Department of Justice, Kenya uses performance management system to develop employees’ capabilities. We further recommend that the organization develops a policy on recruitment based on personality traits, as these are key in ensuring high competency levels for enhanced organizational performance. The organization also needs to address the weak areas relating to its pay, recognition and benefits aspects through adoption of a performance-based pay arrangement, sensitizing supervisors on the importance of recognition and tailoring benefits to attract and retain talented staff for high productivity.
ACKNOWLEDGEMENT

I give thanks to the Almighty God for granting me peace, knowledge and health that has enabled me to complete this research work.

I acknowledge the immense contribution of my supervisor, Professor Wambalaba for his patience, support and professional guidance and availability. My sincere gratitude also goes to the staff of United States International University, Kenya, for their support and assistance.
DEDICATION

To my family who are my pillars and sources of great inspiration.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

The growth and evolution of the Human Resource Management (HRM) discipline dates back to the years following the first world war (Hoobler and Johnson, 2004). According to these authors, this phenomenon has evolved from personnel management, concerned with functional tasks like selection, training, compensation and performance appraisal to HRM, focusing on organizational perspective and performance enhancement to Strategic HRM (SHRM), focusing on individual and organizational performance as dependent variables.

Nwabueze, Okere and Ikechi (2013) have suggested that SHRM entails institutionalization of HR policies and practices that support the organization’s strategic objectives, which is a paradigm shift from the traditional human resources transactional services of hiring and firing employees and running the payroll department. It is this shift what makes SHRM different from traditional HRM by focusing on HR practices that stimulate employee attitudes and behaviours needed to implement an organization’s strategy” (Zoogah, D. and Zoogah, R., 2014).

HRM practices, such as recruitment and selection, training and development, performance management, job design, participation and voice mechanisms, career management, flexible working and employment security can take a universalistic or contingency perspective (Clinton and Guest, 2013). The former perspective assumes that HR practices yield the same result regardless the environment or kinds of employee while the latter suggests that HR practices should be selected on the basis of the context within which they are applied. Thus, a business should select HRM methods on the basis of its competitive strategy in order to enhance organizational performance (Huang, 2001).

HRM practices in the western world can be divided into three clusters: Anglo, Germanic and Nordic (Stavrou, 2013). The Anglo cluster includes organizations operating in
Australia, Canada, New Zealand, the United Kingdom (UK) and the United States of America (USA). HRM in the Anglo cluster is shaped by a number of factors, including: (1) market and performance-oriented with masculine orientation that values individualism and applies a meritocracy in managing people; (2) maximization of short-term profits for investors rather than focusing on all stakeholder interests; (3) weak employees’ unions; (4) contract-based relationships – under which job security is not guaranteed; (4) personal trust based on social status and power rather than long-term interactions; (5) few legislative restrictions on HRM-related practices; (6) firm-centred and employer driven HRM; (7) individuals’ responsibility; (8) low tax base, income transfers and share of social costs to the Gross Domestic Product (GDP); (9) workers with average or higher incomes are expected to rely primarily on private provisions; and (10) voluntary organizations- and charities-driven welfare services structure.

The Germanic cluster includes Austria, Germany and the Netherlands. HRM practices in these countries are characterized by: (1) the emphasis on employees’ voice; (2) collective bargaining; (3) individual and organizational goals based on consultations; (4) conservative public sector; and (5) high insurance-based, non-employment benefits and old-age pensions (Stavrou, 2013).

The Nordic Europe cluster includes organizations operating in Denmark, Finland, Norway and Sweden. HRM practices in these countries are shaped by factors, such as: (1) institutional collectivism, uncertainty avoidance and future orientation; (2) decentralized decision-making and extensive communication; (3) strong unionization levels and job security; (4) ability to meet both employee and employer needs; (5) egalitarian values; (6) social corporatism; (7) large public sector whose welfare services are financed by high taxes; (8) public services financed through taxes; (9) availability of public sector provisions to all citizens; (10) distribution and allocation of about 50 percent of GDP by the public sector; (11) huge contribution by the public sector in the labour market; and (12) high rate of post-industrial employment in social service sector (Stavrou, 2013).
HRM practices in Canada have been influenced by the egalitarian culture characterized by: (1) community-based and citizen-centric approaches to public issues; (2) emphasis on group norms and cooperation as control mechanisms rather than a command and control or individualistic approach; (3) emphasis on management by consensus where there is no single leader to dictate or order compliance; and (4) decisions are made by the group as an entirety (Charbonneau, Bromberg, and Henderson (2015).

Karsten (2006) observes that HRM in Africa is characterized by partiality, favouritism, stoicism, resistance to change, decision-making based on relationship criteria, high centralization, hierarchical, dictatorial and ascribing more loyalty to kinsmen than to the organization. The above characteristics are a blend of Western and local practices as a result of various influence such a tribalism, colonialism, post-colonialism, nationhood and modernism (Zoogah and Zoogah, 2014). For example, HRM practices in Nigeria are a blend of western and local practices. South Africa has adopted a blend of Japanese and western HRM practices while Botswana has adopted a blend of western and East and South East Asia HRM practices (Karsten, 2007).

Armstrong (2000) views the concept of performance management as an important development in HRM. This author observes that although the phrase ‘performance management’ became recognized as a distinctive approach in the mid-1980s aimed at a managing and rewarding performance in a more continuous and integrated manner. This is because achievement of an organization’s strategic objectives is dependent on effective management of individual performance (Amos, Trevor, Ristow, A., Ristow, L., and Pearse, 2008).

Performance measurement and management has been executed in approximately 70 percent of medium to large firms in the USA and Europe as well as in many governmental departments, Kourtit (2013), in order to gain competitive advantage through establishment and transformation of a business strategy in a set of performance measures. In the UK, performance measurement is central to the government’s work of improving delivery of public services through creation of a performance charter for
government officials (Pidd, 2005). Similar objectives are pursued in Uganda (Kagaari, 2011) and Kenya (Ochieng, Muturi and Njihia, 2015).

Competence development is another SHRM practice that aims to help employees with career progression by imparting knowledge and transferable skills (Armstrong, 2000). According to Drejer (2000), ‘competence’ refers to formal (technology, human beings, organizational) and informal (cultural) elements as well as the interfaces of these elements. Thus, organizations’ core competences are manifest in interaction of resources such as motivation, employee effort, technological and professional expertise and ideas about collaboration and management (Bergenhenegouwen, Horn and Mooijman 1996).

Different jurisdictions approach competence development in various ways. For instance, USA has developed an input-oriented competence framework that guides schools in promoting a culture of self-managed learning, planning and development using training manuals that specify competences that are assumed to be applicable in various work contexts (Nansubuga, Munene, and Ntayi, 2015). The UK uses an outcome-oriented competence framework comprising standards that guide training, assessment and accreditation of employees while Australia uses a combined output- and outcome-oriented competence framework consisting of standardized competences required of an employee at the workplace. The European Commission, on the other hand, has established a framework comprising a single set of criteria for accrediting outcome-oriented competence standards in a given occupation across nations (Nansubuga, et al, 2015) while the Ministry of Public Service of Uganda has adopted ideas from Canada to develop a competence dictionary comprising 18 generic behavioural (traits and attitudes expected of an employee) and 16 generic technical competencies (knowledge and skills) that would guide all public workers in their operations (Nansubuga, et al, 2015).

Organizational rewards are another SHRM practice that aims to motivate employees’ performance and inspire their loyalty and retention (Luthans, 2011). According to Luthans, organizational rewards include money, recognition and benefits. Peters and Pierre (2007) argue that a clear answer to the question of how to reward good
performance has not yet emerged; hence adoption by governments of several different strategies, including performance-based compensation structures, skill and competency pay and market-based pay rates. Other reward strategies are flexible pay structure to reward performance (Iceland, Switzerland and the United Kingdom), annual step increase to an employee’s salary (US), annual bonus (Singapore and China) and 15 percent pay increment for exceptional performance (Thailand) (Luthans, 2011).

1.2 Statement of the Problem

The Office of the Attorney-General and Department of Justice, Kenya is a creature of the Constitutions of Kenya, 2010 whose key function is being the principal legal advisor to the Government. The Office consists of seven technical departments, namely: Advocates Complaints Commission, Civil Litigation, Government Transactions, International Law, Legal Advisory & Research, Legislative Drafting, Public Trustee and Registrar General. These technical departments are supported by one administrative department comprising finance, accounts, procurement, human resources and information and communication technology specialists.

Being an office in the public service, the Office relies on the Public Service Commission of Kenya (PSCK) for human resources management and development. Currently, career progression of civil servants in the Office is undertaken in accordance with various schemes of service. Each scheme of service has an administrator domiciled in a state department. For common cadre staff (in the support department), promotion, deployment and transfer is managed by the respective administrator of the scheme while inter-ministerial deployment and postings of officers in job groups P and above is done by the Central Human Resource Posting Committee in the Presidency (Public Service Commission, Kenya [PSCK], 2014).

As such, the Office faces the following challenges impacting the PSCK: (i) lack of control by the Attorney General over staff deployed to it by the PSCK; (ii) increased inefficiency; (iii) unethical behaviour and patronage; (iv) disruption of service delivery
and achievement of performance targets due to transfer of officers during the year; (v) bureaucracy in implementation of human resource issues; and (vi) dual reporting relationship in support functions (PSCK, 2014).

The current framework of central agency management of human resources in the public service, in light of constitutional imperatives, has had adverse effect of stifling efficiency and effectiveness of the service, and ultimately affecting service delivery. Concentration of human resource functions in the Commission as a central agency requires the Commission to have a commanding knowledge of the strategy, execution plan and level of implementation for each Ministry and State Department which is not realistic (PSCK, 2014).

With this arrangement, chances are that the role of human resources personnel in formulating and ensuring delivery of the organizational strategy may be minimal thereby negatively impacting organizational performance. Upon realizing that the existing model of human resource organization and management that was inherited at independence is no longer responsive to service delivery needs of today, in 2014, the PSCK formulated the Policy on decentralization of human resource management in the civil service. The decentralization policy aims at: (i) realigning and strengthening public service institutions, including full empowerment of Cabinet Secretaries; (ii) developing career progression guidelines; and (iii) Reviewing current human resource practices, including recruitment and selection, training and development, discipline, promotions, rewards and sanctions, and performance management (PSCK, 2014).

Recent studies that focused on SHRM include: Njoroge (2016) who investigated the strategic role of effective performance management in an organization; Maina (2015), who assessed the effect of performance management system on employee Performance; Wafula (2015) who focused on the role of performance management and appraisal system on organizational culture; Gacheru (2015) who interrogated the relationship between performance management systems and employee performance; Magambo (2004) who analyzed performance management as a management tool; Ithula (2004) who investigated the causes of
decline in the performance of health management organizations in Kenya; Oben (2003) who interrogated the strategies for enhancing staff motivation and performance in UNEP; Gitoh (2002) who examined the efficacy of human resource management in enhancing organizational performance and Lilako (2000) who assessed how organisations enhance performance through total quality management (TQM). Although considerable studies on SHRM have been conducted in Kenya, most of these have focused on private and non-governmental organizations sector thereby necessitating a study on SHRM practices in the public sector.

1.3 Purpose of the Study

The purpose of the study is to examine the effectiveness of SHRM practices in enhancing performance at the Office of the Attorney-General.

1.4 Research Questions

1.4.1 To what extent does performance management affect organizational performance?
1.4.2 What are the effects of competence development on employee high performance?
1.4.3 How does reward contribute to organizational performance?

1.5 Significance of the Study

The results of this study will be of significance to the following beneficiaries:

1.5.1 Office of the Attorney-General & Department of Justice

By leveraging on human resource personnel to drive the organizational strategy, the Office of the Attorney-General and Department of Justice, Kenya will be in a position to achieve sustainable excellent performance.
1.5.2 Other Government Ministries, Departments and Agencies

Taking into account the human resources personnel are deployed to Government ministries, departments and agencies in a similar manner, these organizations would equally benefit from the results of this study.

1.5.3 The Tax Payer

Implementation of the recommendations of this study will translate into efficient service delivery to the Kenyan public thereby ensuring value for money.

1.5.4 Policy Makers

Policy makers in the Government of Kenya stand to benefit from this study by rethinking the model of deploying human resource personnel to its Ministries, Departments and Agencies.

1.5.5 Researchers

Researchers too will benefit from your study in terms of findings that will necessitate further research to enhance human resource management practices in the Kenyan public sector.

1.6 Scope of the Study

The population of this study was 331 employees of the Office of the Attorney General and Department of Justice, Kenya based in Nairobi comprising senior management, supervisors and operative staff. The study was conducted in September and October 2016.
1.7 Terminologies

1.7.1 Competence Development

This is a process by which employees learn to do things better in order to achieve the objectives of the organization (Drejer, 2000).

1.7.2 Performance Management

Performance management is a process whereby both the organization and employees define objectives, tasks, standards, and performance measures, monitoring progress with a view to making the employee accountable for his/her own actions towards achievement of the organization’s goal (Kagaari, 2011).

1.8 Chapter Summary

This chapter has discussed the evolution of HRM as a discipline, from basic personnel management to SHRM, including related practices, namely, performance management, competence development and rewards as a background to the research questions of the study. In addition, the chapter has identified the problem statement, purpose, significance and scope of the study as well as clarified key terminologies.

Chapter Two mainly focuses on review of literature on the SHRM practices identified in the research questions. Chapter Three sets out the research methodology in terms of the research design, population and sampling design, data collection methods, research procedures and data analysis methods. Chapter Four focuses on presentation of the results and findings of the study on the effectiveness of SHRM practices in enhancing performance while Chapter Five presents discussion the study findings, conclusions and recommendations from the results and findings of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This Chapter on literature review looks at literature from different scholars that have relevance to the topic and will be guided by the research questions of this study, namely: the effect of performance management on organizational performance, the effect of competence development on employee high performance and the effect of reward on organizational performance.

2.2 The Effects of Performance Management on Organizational Performance

According to Melorose, Perroy, and Careas (2015), performance management serves as an important tool that guides the implementation of an organization’s strategy. Performance management helps organizations to assign work to employees and also regulate their behaviour as they do the work in order to achieve desired results (Armstrong, 2000). Although performance management entails appraising performance, giving feedback to the employees and offering rewards or punishments to them, Aswathappa (2008) and Melorose et al. (2015), caution that it should not be likened with HR and personnel systems, as the former is broader.

Performance management entails the use of different tools, such as business performance management, enterprise performance management, corporate performance management, customer relationship management, supply chain management, risk management, human capital management, strategy map, scorecard and Six Sigma (Melorose et al., 2015). Taking into account that there is no single performance management methodology, Armstrong (2000) and Melorose et al., (2015), opin that managers need to adopt a holistic approach by utilizing all formal and informal measures in order to improve organizational effectiveness.
Melorose et al., (2015) have also suggested that most of performance principles adopted in for-profit organizations can apply in the public sector. This is because, according to these authors, accountability is increasingly becoming a mandate for public sector organizations; hence the need to embrace many of the commercial sector management practices. For example, in the United Kingdom (UK), performance management underlies the delivery of public services as part of the New Public Management, which is a citizen- or customer-centred management culture (Pidd, 2005).

2.2.1 Performance Measurement

The importance of performance measurement systems in catalysing the achievement of organizational objectives has gained prominence in recent years (Najmi, Rigas, and Fan, 2005; Bourne, Pavlov, Franco-Santos, Lucianetti, and Mura 2013). Performance measurement enables organizations to focus on what is significant as they track the achievement of targets, (Bourne, et al., 2013), through assessment of three key elements of performance, namely contribution, capability and continuous development, (Armstrong, 2000). This is possible when manager and their employees use performance management to devise ways of resolving challenges that hinder achievement of organizational objectives.

Armstrong advocates for a shift from the traditional approach of treating performance review as merely a stocktaking exercise to the pragmatic approach of performance management, which aims helping employees to develop their capabilities through better use of their knowledge, skills and abilities in order to improve their performance and achieve organizational goals. This pragmatic approach to performance review, Armstrong (2000), entails (1) motivating employees through provision of positive feedback, recognition, praise and opportunities for growth; (2) clarification of expectations; (3) empowering people by encouraging them to manage their performance and development; (4) developing and broadening employees’ capabilities to tackle current and future roles; and (5) adoption of a two-way channel through which managers and employees communicate about roles, expectations, relationships, work problems and aspirations.
Bourne, et al., (2013) argue that although performance measurement improves strategic alignment, people management processes, process re-design, flexibility, delivery, cost efficiency and performance improvement; recent research on the linkage between performance measurement and organizational performance has produced inconclusive and sometimes contradictory results. This is, however, contrary to a conclusion by Peters and Pierre (2007) that historical review of performance measurement and organizational effectiveness literatures has showed that scholars and managers have long recognized the influence of a range of organizational, individual-level and contextual factors on organizational performance.

Marwa, S.M. and Zairi, M. (2009) and Pidd (2005) observe that performance measurement is critical component of the New Public Management (NPM) strategy adopted by governments with a view to improving provision of public services. NPM in the UK entails: (1) formulation of national standards in the form of Public Service Agreements (PSAs) to ensure that citizens receive a uniformly high standard of public services; (2) empowering units through provision of funding and other resources to organize and plan so as to achieve those targets; (3) regular benchmarking and monitoring of progress using performance indicators to assess how much progress is being made against planned trajectories and against similar units; (4) transfer of best practice for better performance; (5) holding services and units to account against set PSAs targets; and (6) rewarding services, units and managers that meet their targets and sanctioning those that do not (Pidd, 2005).

Pidd criticizes this regime for what he terms as “cognitive overload” due to large numbers of targets assigned to each department and the inclination to focus on certain targets at the expense of others. He is also concerned about publicizing of targets as this may elicit negative publicity in the event certain targets are not met, thereby leading to dysfunctionalities.
2.2.2 Performance Improvement

Organizations implement performance management system with a view to improving performance (Najmi, Etebari, and Emami, 2012). These authors argue that improvement of organizational performance relies on frequent reviews (measurement), reports generated, analysis and action plans developed after the review. Armstrong (2000) emphasizes the importance of tackling improvement of performance at both the organizational and individual level. The process entails minimizing underperformance at the individual level and development of a capability procedure at the organizational level.

While there is evidence that a number of important structural reforms that have been implemented in public sector organizations over the last two decades promise greater performance and improved accountability, Charbonneau, et al. (2015) are concerned that performance in the public sector is complex. According to these authors, the complexities are brought about by the fact that: (1) Governments not only provide services to different stakeholders but are also accountable to a number of principals who lack objectivity in evaluating organizational performance, which poses challenges for managers as they endeavour to achieve improved results; and (2) public service sector performance is multidimensional with considerations of quality, quantity of outputs, service outcomes and citizen and user satisfaction.

Charbonneau, et al. (2015) postulate that such challenges can be surmounted by understanding the context (performance regime and culture) within which measurement is taking place. They further suggest that policy makers and public managers need to adopt tailored performance regimes (incentives and structures) in order to achieve improved performance at different levels of government. In the same vein, Peters and Pierre (2007) stress the need for public managers to focus more on modalities of improving performance instead of mere measurement of performance levels, such as bottom-line outcomes.
This study seeks to establish the effectiveness of SHRM practices at the Office of the Attorney General and Department of Justice in Kenya in surmounting performance measurement and improvement challenges.

2.3 The Effects of Competence Development on Employee High Performance

The previous section has highlighted that the primary purpose of performance management is to improve performance by developing the capacity to work effectively. Competence development helps employees to acquire new skills to perform their work in order to achieve organizational goals (Drejer, 2000). ‘Competence’ entails the interaction of formal (technology, human beings, organizational) and informal (cultural) elements. Thus, a organization’s ‘core competences’ are manifested in its unique areas of expertise comprising a synergy of resources such as motivation, employee effort, technological and professional expertise and ideas about collaboration and management (Drejer, 2000 and Bergenhenegouwen, et al., 1996).

Core competences spring from a joint learning process in the organization, whose results are internal and external business strategies, production logistics and individual competencies. Thus, core competences contribute to an organization’s strategic power/competitive advantage, as they are difficult for competitors to duplicate because they are integrated with the organization’s strategic objectives, (Bergenhenegouwen et al., 1996 and Drejer, 2000). Drejer is, however, concerned that little attention has been devoted to the concept of competence development despite its critical role in enhancing organizational competitiveness.

2.3.1 Individual Competence

Bergenhenegouwen et al. (1996) have stressed the importance of addressing employees’ qualities and underlying motives, as these play a critical role, alongside expertise and skills, in enhancing organizational performance. These underlying motives constitute individual competences/personality traits that are important for the essential and
responsible tasks. According to Bergenhenegouwen et al. (1996), individual competences are not only distinct from ordinary know-how and skills but are also difficult to learn through training.

Individual competences have four levels, namely: (1) knowledge and skills (professional and vocational training courses in form of diplomas and certificates) that are responsible for proper job execution; (2) intermediate skills (such as, social and communicative skills); (3) values, standards, ethics and morals of the person; and (4) deeper-lying personal characteristics (such as groundedness, image of self and actual motives) (Bergenhenegouwen et al., 1996). These authors stress the need for organizations to involve level 4 attributes before the selection process, as they are not only invisible but also difficult to identity, develop and teach them to employees.

It has been argued, Bergenhenegouwen et al. (1996), that competences rank higher than knowledge and skills in performance of multifarious tasks that require high responsibility. This is because whereas many people are equal in terms of knowledge and skills, their performance levels differ depending on the degree of level 4 competence attributes in the form of the employee’s effort, enthusiasm, motivation and underlying self-image. Kamoche (1997) tends to agree when he suggests that hands-on shaping of skills, knowledge and abilities and their optimal allocation has significantly contributed to economic progress in Singapore.

Kamoche has underlined the importance of aligning training activities with the organization’s objectives for enhanced performance. He also suggests that organizations should evaluate training and development programs to ensure desired performance outcomes. However, this author is concerned that most private and public organizations seldom evaluate training impact owing to misalignment with organizational goals as a result of which training is seen as an end rather than a means to improving performance.
2.3.2 Competence-based Organizations

Bergenhenegouwen et al. (1996) have argued that traditional organization principles that are based on a hierarchical system of fixed jobs with the associated job descriptions, areas of responsibility and duties not only make too little use of their employees’ capabilities but also fail to present employees with challenges to develop the skills necessary for doing the job successfully. This is because, according to these authors, application of competences and responsibilities is limited to the activities set out in a job description. Consequently, employees’ individual competences remain under-developed while their motivation levels dip (Bergenhenegouwen et al., 1996).

Thus, these authors suggest a shift to a competence-driven organizational design (competence-based organization) where focus is more on the description, stimulation and development of the competences of employees rather than job description and duties. It is this shift, Bergenhenegouwen et al., (1996) and Nyhan (1998), which determines and influences the core competences of the organization, which culminate in competitive advantage. This is possible through alignment of the employees’ competences with the organization’s objectives, strategy and core competences (Bergenhenegouwen et al., 1996).

Competence-based companies, Nyhan (1998), exhibit five central features, which are to a lesser extent found in others, namely: (1) dynamic visionary leadership and support by senior management; (2) willingness to risk putting one’s faith in the competence of the workforce; (3) existence of an overall framework for the change process; (4) creation of a shared vision based on the implementation of a vertical organizational change programme; and (5) development of and commitment to a practical programme. For example, research conducted on eleven companies from seven European countries, Nyhan (1998), demonstrated that the head of human resource department could initiate real change only on condition that they received total backing from the chief executive and that companies effecting real change are willing to risk depending on the employees’ competence.
A study conducted by Kamoche (1997) on competence-creation in the African public sector reveals gaps occasioned by misalignment of personnel departments with the organization’s strategic process. Thus, the author urges a strategic perspective to HRM whereby HR needs are identified on the basis of the organization’s long-term strategic objectives. In another study conducted to examine whether the process of reflection provides for a stronger association between explicit competencies and role clarity among 223 managers in Ugandan public sector, Nansubuga and Munene (2013), concluded that systematic reflection on competences helps managers to explicitly articulate their competences for enhanced performance.

Nansubuga and Munene advocate for continuous re-examination of the accuracy of managers’ competences for optimal organizational performance. This is possible with a paradigm shift from the current situation where organizations only rely on the accredited competences taught in institutions to adoption of reflection and operant competences strategy, which entails creation of self-conception among employees with a view to unlearning some of their favourite behaviours that are no longer relevant to the operational context in order ensure one’s job success (Nansubuga, et al., 2015).

This study seeks to establish the effect of competence development practices at the Office of the Attorney General and Department of Justice in Kenya on employee high performance.

2.4 The Effects of Reward on Organizational Performance

Organizations reward employees in form of money (salary and bonuses), recognition and benefits (Luthans, 2011). A review of literature on reward reveals that it possesses fixed (salaries and wages) and variable (incentives and bonuses) attributes Chapman and Kelliher (2011). However, these authors argue that this is a narrow approach to the concept, which may have been occasioned by relying on the agency and institutional theories as determinants of reward mix. Although the agency theory scores highly in terms of identifying a reward mix that aligns organization and individual objectives
through establishment of fixed and variable rewards coupled with adjustment of variable rewards (incentives) to encourage employees to act in the owner’s interest, Chapman and Kelliher, argue that it falls short of incorporating benefits and relational returns.

The institutional theory on reward mix takes into account aspects such as legal requirement (e.g. minimum wage and working hours), best practice policies (e.g. employees’ terms and conditions of service) and performance (Chapman and Kelliher, 2011). However, critics of the institutional theory argue that the same falls short of explaining behaviour and differences in practices between organizations (Chapman and Kelliher, 2011).

Rewards are intended to motivate employees’ performance and encourage their royalty and retention (Luthans, 2011). Wamahiga (2014) adds a new dimension by suggesting that reward is any form of compensation that an employee gets from the company he or she works for because of a service rendered to it. Peters and Pierre (2007) argue that a clear answer to the question of how to reward good performance has not yet emerged; hence adoption by governments of several different strategies, including performance-based compensation structures, skill and competency pay and market-based pay rates.

For example, Iceland, Switzerland and the United Kingdom implement a flexible pay structure to reward performance. While the United States continues to implement an annual step increase to an employee’s salary, many states also rely on some form of pay-for-performance to allocate salary increases based on performance (Luthans, 2011). Although Luthans observes that performance-based rewards are not typical in developing countries, a few examples exist in Singapore and China where employees are given an annual bonus as well as Thailand, where 15 percent of government officials are awarded an extra pay increment for exceptional performance.

Although Peters and Pierre (2007) suggest that one means of making government employment more attractive is to emphasize the benefits of working in the public sector, Cacioppe (1999), is of the view that public sector organizations often feel constrained in
their ability to reward their employees and have to be careful not to be seen using public money in ways that could be seen as irresponsible. Cacioppe observes that while a large number of the rewards and recognition strategies are applicable to both private and public organizations, each public organization should construct its own table of possible reward categories that would be applicable. This study seeks to identify the rewards strategies adopted at the Office of the Attorney General and Department of Justice in Kenya.

2.4.1 Money as Organizational Reward

Luthans (2011) argues that employees attach greater importance to monetary rewards over other forms of reward. He also observes that in most management literature on money, focuses on money as pay and its ability to motivate, retain and affect employees’ attitudes. Research on the ability of money to motivate workers as well as durability of its effects suggests that employees cannot have enough of money, as the more one gets the more they want (Luthans, 2011).

Luthans further concludes that workers expect rewards that are commensurate to the work done. This latter correlation tends to be supported by Hertberg’s theory of motivation which posits that pay which is inadequate or mismatched with employees’ needs leads to dissatisfaction, (Amos, et al., 2008). However, Luthans (2011), is of the view that the effectiveness of pay in positively impacting on individual team and organizational performance merits more consideration in view of complexities, such as disparities between pay and organizational performance.

Consequently, this author advocates for the use of both formal and informal organizational recognition by supervisors and managers in order to elicit desired employees’ behaviours and enhance performance. The author also suggests that benefits (social security, paid offs for religious holidays, personal leave, life and health insurance and pension) are also a component of organizational rewards. With regard to money, Luthans sums that the real key in assessing the use of monetary rewards is not necessarily whether they satisfy inner needs but rather how they are administered. However, we take
the view that an assessment of both aspects is important in determining the effect of pay on organizational performance.

2.4.2 Recognition as Organizational Reward

Recognition rewards can either be formal or social (Luthans, 2011). According to this author, formal recognition rewards are designed to reward employee high performance, enhance employee’s fulfilment and commitment, and meet employees’ changing needs. Formal recognition includes formal acknowledgement of employee’s achievement, carrying a feature on an employee in the organization’s newsletter, publishing a story about an employee in the newspaper or television, organizing celebrations or banquets for high performing employees, issuing exemplary performers with letters of commendation and acknowledgement or praise of best performers in front of others.

Social recognition, on the other hand, entails informally providing recognition and attention in the form of friendly greetings, solicitation of suggestions or advice, compliment of work progress, pat on the back, smile, verbal or non-verbal recognition or praise. According to the author, today’s employees attach greater importance to recognition than money as a reward for various reasons. First, recognition rewards are unlimited in terms of form and frequency of administration by managers unlike incentive payments that are limited to only once or twice a year as they are tied to performance review.

Second, the social recognition does not impose any cost obligations to the organization, meaning that it can be used as many times as necessary to yield organizationally desired outcomes. This takes into account that ‘no one suffers from too much genuine recognition’, (Luthans, 2011, p. 393). Nevertheless, Luthans urges organizations to administer recognition rewards on a contingent basis in order to generate a positive effect on employee performance. Despite the benefits of formal and social recognition as organizational rewards, Luthans is concerned that although both formal organizational supervisors and managers often overlook the same.
This study seeks to examine the extent to which the Office of the Attorney General and Department of Justice in Kenya has implemented recognition as an organizational reward.

2.4.3 Benefits as Organizational Reward

Benefits are indirect forms of compensation that are associated with organizational membership (Amos, et al., 2008). They may be financial, non-financial or compulsory. Financial (cash) benefits include fixed annual bonus, overtime pay and payment for accumulated leave. Non-financial benefits include pension, medical scheme, motor vehicle scheme or housing. Compulsory benefits are imposed by legislation and include, leave (annual, sick, maternity, family responsibility and public holidays); social security, workers compensation, retirement pension and insurance (Luthans, 2011).

Apart from the compulsory benefits which are mandated by legislation, Amos et al. (2008) observes that an organization may choose to offer the other benefits in order to realize the objectives it wants to achieve through its pay system, such as attracting and retaining talented staff. Luthans (2011) contends that employees seem not to appreciate the high monetary value of benefits extended to them. He also observes that many managers and employers recognize the importance of benefits as organizational reward system for its ability to attract, maintain and retain outstanding employees.

This efficiency wage theory holds that the firms that pay higher wages and better benefits end up saving money owing to their ability to hire and leverage on the best talent (Luthans, 2011). Luthans explains that offering benefits that appeal to and are needed by today’s employees makes them satisfied, stress free and productive. He illustrates this by highlighting recent trends whereby a organizations are increasingly offering innovative benefits, such as on-site day care facilities, dual parental maternity leave and flexible work hours to enable employees who have young children or elderly relatives who need their assistance to cope.
Public sector benefits in countries such as Poland, Norway and New Zealand take the form of shorter workweeks, flexi time and operated childcare facilities to attract and retain workers (Peters and Pierre, 2007). In view of constraints faced by the public sector in administering reward system, Cacioppe (1999), and the perception that the private sector enjoys more flexibility in designing rewards, this study seeks to shed light on this by investigating the type of benefits offered in the Office of the Attorney General and Department of Justice in Kenya.

2.5 Chapter Summary

This chapter reviewed literature on the effectiveness of strategic human resource management practices in enhancing performance. The first section determined the effect of performance management on organizational performance. The second section examined the effect of competence on employee high performance while the third section investigated the effect of rewards on organizational performance. Chapter three focuses on the research methodology, looking at the research design, population and sampling design, data collection methods, research procedures and data analysis methods.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter addresses the population of the study, research design, sampling design, the collection and analysis of the data. It also explains the rationale and use of each element in the study.

3.2 Research Design

For this study, explanatory design was used to explain the importance of a Strategic Human Resource Management practices in organizations. Explanatory research design focuses on an analysis of a situation or a specific problem to explain the patterns of relationships between variables (Zikmund, Babin, Carr and Griffin, 2012). Explanatory research was preferred because it goes beyond description of a phenomenon by attempting to explain reasons for a phenomenon that a descriptive study only observes. This type of research design was appropriate for this study as it used theories to account for the forces that explain the relationship between the dependent and independent variables.

3.3 Population and Sampling Design

3.3.1 Population

Population refers to an entire group of individuals, events or objects having a common observable characteristic (Mugenda and Mugenda, 2003). The target population for this study was drawn from the Office of the Attorney General and Department of Justice head office located in Nairobi, Kenya and consisted of senior management, supervisors and operative staff. The choice of the Office of the Attorney General and Department of
Justice was based on the rapport the author has with the population for ease of data collection. Senior management is considered relevant for the study as they are involved in formulating strategies in this organization while supervisors oversee implementation of the strategies by the operative staff. The population distribution is illustrated in Table 3.1.

**Table 3.1: Population Distribution**

<table>
<thead>
<tr>
<th>Level</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>17</td>
<td>5.3</td>
</tr>
<tr>
<td>Supervisors</td>
<td>43</td>
<td>14.8</td>
</tr>
<tr>
<td>Operative Staff</td>
<td>271</td>
<td>79.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>331</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.3.2 Sampling Design

Sampling design refers to the sampling frame, sampling technique and the actual sample size in a research. Mugenda and Mugenda (2003) define sampling as the process of selecting a number of individuals for a study in such a way that the selected individuals represent the large group. The objective of the sampling design is to determine the characteristics of the population. There are various means of obtaining data, including getting data from the whole population and thus a survey, or collecting the data from a section of the population which should factor the entire population, thus a sample. For this research, a sample of respondents was selected through stratified random sampling with distribution of the population as shown in table 3.2 below.

3.3.2.1 Sampling Frame

A sampling frame is described as the list of elements from which the sample is actually drawn (Zikmund, et al., 2010). A sampling frame obtained from the Human Resources Management and Development Department of the Office of the Attorney General and
Department of Justice consisting of senior management, supervisors and operative staff working in the organization was utilized. The sampling frame is shown in table 3.2.

<table>
<thead>
<tr>
<th>Function</th>
<th>Total Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>17</td>
</tr>
<tr>
<td>Supervisors</td>
<td>43</td>
</tr>
<tr>
<td>Operative staff</td>
<td>271</td>
</tr>
<tr>
<td>Total</td>
<td>331</td>
</tr>
</tbody>
</table>

3.3.2.2 Sampling Technique

Stratified random sampling is a method used to get a representative sample. McBurney and White (2010) define a stratified random sample as a random sample in which two or more sub-samples are represented according to some predetermined proportion, generally in the same proportion as they exist in the population. Stratified random sampling essentially treats the population as two or more separate subpopulations then creates a separate random sample of each. This study adopted the stratified random sampling technique because the target population is heterogeneous in order to ensure that each stratum is given equal chance to be selected for proportionate representation in the final sample (Creswell, 2012). It also ensures inclusion, in the sample, of a subgroup, which would otherwise be omitted entirely by other sampling methods because of their small numbers in the population (Mugenda and Mugenda, 2003). Three sub-populations were selected according to the positions of respondents: senior management, supervisors and operative staff.

3.3.2.3 Sample Size

From the sampling frame, it was possible to determine the sample size of the study. A sample must be large enough to represent the salient characteristics of the target
population. It has been observed that a sample of 30 percent of accessible population is sufficient (Mugenda and Mugenda, 2003). The rationale for such sample size is to reduce the discrepancy between the sample characteristics and population characteristics. In addition, the sample size of 101 ensured that the study process was done without interrupting the normal running of work in the various offices. The sample size is shown in table 3.3.

Table 3.3: Sample Size

<table>
<thead>
<tr>
<th>Function</th>
<th>Total Population</th>
<th>Sample Size (30 percent of the population)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>17</td>
<td>6</td>
</tr>
<tr>
<td>Supervisors</td>
<td>43</td>
<td>13</td>
</tr>
<tr>
<td>Operative staff</td>
<td>271</td>
<td>82</td>
</tr>
<tr>
<td>Total</td>
<td>331</td>
<td>101</td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

The study involved collection of primary and secondary data. It has been suggested that descriptive data are collected through questionnaires, interviews or by observation. The main instrument for collection of primary data collection in the study was a structured questionnaire. Structured questionnaires were preferred because they increase response rate and are easily coded and analysed (Mugenda and Mugenda, 2003). The questionnaire was split into different sections with part one seeking to capture the demographic data of the respondents. Part two focused on questions aimed at how performance management impacts organizational performance, while part three of the questionnaire looked at how competence development impacts employee high performance. The last part of the instrument sought to establish how a practice such as rewards contributes to organizational performance.
The respondents were asked to rate statements on a five point Likert scale rating where 1 – indicated that respondents Strongly Disagree, 2-Disagree, 3-Agree, 4-Strongly Agree and 5-Not Applicable. Respondents were also asked to rate statements on another five point Linkert scale rating where 1-Never, 2-Rarely, 3-Occasionally, 4-Frequently and 5-Always. A measure of reliability and validity was guaranteed by discussion of the instrument with the research supervisor and by ensuring high precision and minimal errors in the data entry. A pilot study was conducted using five respondents comprising, the researcher’s work mates and a statistician who coded and analysed the data in order to ascertain its validity and reliability by and detecting any ambiguities. Questions that were not easily understood or poorly constructed and even irrelevant were corrected.

The results of the pilot study were analyzed using Cronbach’s Alpha which measures the internal consistency. It is commonly used when there are multiple Linkert questions in a survey questionnaire that form a scale and wish to determine if the scales are reliable.

Secondary data was collected through a desk review of the organization’s strategic plan and human resource policy documents.

3.5 Research Procedures

The researcher held discussions through an informal meeting with the Director, Human Resource Management and Development in the Office of the Attorney General and Department of Justice to discuss the study, seek authorization and get the necessary support. The discussion was followed by a formalization letter. Questionnaires were then finalized by the researcher using references from existing literature and guidance of the research supervisor. Content validity of the instruments was confirmed by the research supervisor. The questionnaire was pilot tested on five respondents comprising, the researcher’s work mates and a statistician who coded and analysed the data to establish its validity and reliability. Thus, the pilot test was expected to reveal the questionnaire’s suitability for the exercise. Once the instruments’ suitability was confirmed, a total of 101 questionnaires were administered.
The questionnaires were dropped personally by the researcher and later collected upon filling by the respondents. Each respondent received the same set of questions in exactly the same way. A cover letter was attached to the questionnaires to clarify the purpose of the study and to assure the respondents that they would not experience negative affects when contributing to the research. Results from these data formed the basis of the analysis in the report.

3.6 Data Analysis Methods

In order to facilitate quantitative analysis of collected data, the data was coded using Microsoft Excel to convert the data to numerical codes representing attributes or measurements of variable (Mugenda and Mugenda, 2003). Data was analysed using descriptive and inferential statistics. The purpose of descriptive statistics is to enable the researcher to meaningfully describe a distribution of scores or measurements using a few indices or statistics. Thus, descriptive statistics were used to determine frequencies, standard deviation and mean in the study data. The SPSS computer software version 21 was used for statistical computations, such as correlations. The study used correlation statistics to establish the degree of association between strategic human resource management practices and organizational performance. The study also used inferential statistics to generalize the results from the sample to the population (Mugenda and Mugenda, 2003). Further, regression analysis was conducted to determine the extent of the significance of the relationship between the dependent and independent variables.

The procedures that were used during data analysis involved statistical studies, as well as a compilation of the data gathered from the field and analysing them by the help of tables with frequencies and percentages, which were used to compare the data collected and make concise conclusions. Conclusions were also be made by comparing study findings with practices highlighted in Chapter 2. Data from the findings was presented using Microsoft Word in form of tables and graphs.
3.7 Chapter Summary

This chapter dealt with research design used in carrying out the study, the population size and sampling design and data collection methods. The chapter also looked at the methods used in the analysis of data to identify the relationship between various human resource practices and organizational performance. The findings of the study have been discussed and presented in chapter four that follows.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This Chapter presents the results and findings of the study of the research questions with respect to the data information collected from the respondents. The Chapter begins with the analysis and reports on general information with respect to the respondents. The second part looks on the reports of the analysis of the extent to which performance management affects organizational performance; the third part covers the report of the analysis of the effects of competence development on employee high performance while the fourth part looks at the analysis and report of how reward contributes to organizational performance. Finally, the last part covers the inferential statistics showing the correlation tests.

4.2 General Information

The general information about the respondents was collected based on Gender, Experience in the Organization, Department and Level of Education. The data is presented in figures 4.1-4.3 below.

4.2.1 Gender

From the general information, it was found that 39 respondents who represent 44.3 percent of the validly interviewed respondents were males while 49 who represent 55.7 percent of the validly interviewed respondents were females.
Thus, majority of the respondents were females as shown in figure 4.1 below:

![Figure 4.1: Gender](image)

4.2.2 Years of Experience

From the general information collected on the basis of work experience in the organization, it was found that: (a) 13 respondents, representing 14.4 percent of the validly interviewed respondents had worked in the organization for 1 year and below; (b) 29 respondents, representing 32.2 percent of the validly interviewed respondents had 2-5 years’ experience; (c) 25 respondents, representing 27.8 percent of the validly interviewed respondents had 6-10 years’ experience; (d) 4 respondents, representing 4.4 percent of the validly interviewed respondents had 11-15 years’ experience; (e) 1 respondent, representing 1.1 percent of the validly interviewed respondents had 16-20 years’ experience; and (f) 18 respondents, representing 20 percent of the validly interviewed respondents had 21 and above years of experience.

Thus, the majority of the respondent had 2-5 years of experience in the organization as shown in figure 4.2 below.
From the general information collected on the respondents’ departments, it was found that (a) 13.3 percent of the respondents were from Administration and Planning Department; (b) 4.4 percent were from International Law Department; (c) 5.6 percent were from Public Trustee Department; (d) 12.2 percent were from Legal Advisory and Research Department; (e) 3.3 percent were from Government Transaction Department; (f) 2.2 percent were from Accounts Unit; (g) 1.1 percent were from Legal Affairs Department; (h) 2.2 percent were from Finance Unit; (i) 14.4 percent were from Advocates Complaints Commission Department; (j) 1.1 percent were from Public Procurement Unit; (k) 6.7 percent were from Legislative Drafting Department; 3.3 percent were from Administration General Department; (l) 2.2 percent were from Records Management Unit; (m) 2.2 percent were from Public Communication Unit; (n) 4.4 percent were from ICT Unit; and (o) 1.1 percent from Administration Support Department.
4.2.4 Level of Education

From the general information provided on the Level of Education, it was found that: (a) 4 respondents who represent 4.4 percent of the validly interviewed respondents had High School Certificate as their highest level of education; (b) 27 respondents who represent 30 percent of the validly interviewed respondents had College, Technical School or Polytechnic as the highest level of education; (c) 36 respondents who represent 40 percent of the validly interviewed respondents had University first Degree as their highest level of education; and (d) 23 respondents who represent 25.6 percent of the validly interviewed respondents had University-Masters degree as their highest level of education.

Thus, the majority of the respondents had University first Degree as the highest level of education as shown in figure 4.3 below.

![Figure 4.3: Level of Education](image)
4.3 The Effect of Performance Management on Organizational Performance

4.3.1 Performance Measurement

4.3.1.1 Performance Appraisal

In this question, we asked respondents about the extent to which performance appraisal helps in achievement of organizational objectives because literature has shown this to be an important tool that helps managers and individuals to resolve problems in meeting performance standards and achieving organizational objectives. The findings from the Office of the Attorney General’s Office in Kenya study revealed that 18.7 percent of the validly interviewed respondents disagree and strongly disagreed with the opinion, 77.9 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 3.5 percent of the validly interviewed respondents claimed that the opinion was not applicable. Thus, the majority of the respondents agreed and strongly agreed with the opinion that performance appraisal helps in achievement of organizational objectives as shown in figure 4.4 below.

Figure 4.4: Performance Appraisal
4.3.1.2 Performance Management

In this question, we asked respondents about the extent to which the organization uses its performance management system to develop employees’ capabilities because literature has shown this to be major contributor to improved performance. The findings from this study revealed that 38.5 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 60.2 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 1.2 percent claimed that the opinion was not applicable. Thus, the majority of the respondents agreed and strongly agreed with the opinion that the organization uses performance management system to develop employees’ capabilities as shown in table 4.1 below.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>8</td>
<td>9.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>24</td>
<td>28.9</td>
</tr>
<tr>
<td>Agree</td>
<td>40</td>
<td>48.2</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Not applicable</td>
<td>1</td>
<td>1.2</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3.1.3 Performance Appraisal based on Objective Criteria

In this question, we asked respondents about the extent to which performance appraisal in the organization was based on objective criteria because literature has shown this to be an important tool of ensuring that citizens receive a uniformly high standard of public services. The findings from this study revealed that 28.2 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 70.6 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 1.2 percent claimed that the opinion was not applicable. Thus, the majority of the
respondents agreed and strongly agreed with the opinion that performance appraisal in the organization was based on objective criteria as shown in figure 4.5 below.

![Figure 4.5: Performance Appraisal on Objective Criteria](image)

4.3.2 Performance Improvement

4.3.2.1 Accountability

In this question, we asked respondents about the extent to which accountability contributes to the organization’s performance because literature has shown this to be a key consideration in a number of important structural reforms that have been implemented in public sector organizations. The findings from the Office of the Attorney General’s Office in Kenya study revealed that 15.1 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 81.4 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 3.5 percent claimed that the opinion was not applicable. Thus, the majority of the respondents agreed and strongly agreed with the opinion that accountability is key to the organization’s performance as shown in table 4.2 below.
Table 4.2: Accountability

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>8.1</td>
</tr>
<tr>
<td>Agree</td>
<td>35</td>
<td>40.7</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>35</td>
<td>40.7</td>
</tr>
<tr>
<td>Not applicable</td>
<td>3</td>
<td>3.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>86</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.3.2.2 Performance Measurement

In this question, we asked respondents about the extent to which performance measurement in the organization was concerned with effective service delivery because literature has shown this to be a key consideration in public service sector performance regimes. The findings from this study revealed that 27.1 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 71.8 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 1.2 percent claimed that the opinion was not applicable. Thus, the majority of the respondents agreed and strongly agreed with the opinion that performance measurement in the organization is concerned with effective service delivery as shown in table 4.3 below.

Table 4.3: Performance Measurement

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>6</td>
<td>7.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>17</td>
<td>20</td>
</tr>
<tr>
<td>Agree</td>
<td>38</td>
<td>44.7</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>23</td>
<td>27.1</td>
</tr>
<tr>
<td>Not applicable</td>
<td>1</td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
4.4 The Effects of Competence Development on Employee High Performance

4.4.1 Individual Competence

4.4.1.1 Educational Qualification

In this question, we asked respondents about the extent to which recruitment and selection in the organization is based on educational qualifications because literature has shown this level of individual competence to be instrumental in ensuring that a task is performed properly. The findings from this study revealed that 10.6 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 85.9 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 3.5 percent claimed that the opinion was not applicable. Thus, the majority of the respondents agreed and strongly agreed with the opinion that recruitment and selection in the organization is based on educational qualifications as shown in figure 4.6 below.

![Figure 4.6: Educational Qualifications](image-url)
4.4.1.2 Professional Qualifications

In this question, we asked respondents about the extent to which recruitment and selection in the organization is based on professional qualifications because literature has shown this level of individual competence to be important, as it emphasizes values, standards, ethics and morals necessary for employees’ high performance. The findings from this study revealed that 11.6 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 83.7 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 4.7 percent claimed that the opinion was not applicable. Thus, the majority of the respondents agreed and strongly agreed with the opinion that recruitment and selection in the organization is based on professional qualifications as shown in table 4.4 below.

Table 4.4: Professional Qualifications

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>3</td>
<td>3.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>8.1</td>
</tr>
<tr>
<td>Agree</td>
<td>46</td>
<td>53.5</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>26</td>
<td>30.2</td>
</tr>
<tr>
<td>Not applicable</td>
<td>4</td>
<td>4.7</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>100</td>
</tr>
</tbody>
</table>

4.4.1.3 Personality Traits

In this question, we asked respondents about the extent to which recruitment and selection in the organization is based on personality traits because literature has shown this level of individual competence consisting of deep-lying personal characteristics are more important than knowledge and skills for the successful performance of complex (professional/management) tasks with high level of responsibility. The findings from this study revealed that 56.8 percent of the validly interviewed respondents disagreed and
strongly disagreed with the opinion, 31.9 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 11.4 percent claimed that the opinion was not applicable. Thus, the majority of the respondents disagreed and strongly disagreed with the opinion that recruitment and selection in the organization is based on personality traits as shown in table 4.5 below.

Table 4.5: Personality Traits

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>13</td>
<td>14.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>37</td>
<td>42</td>
</tr>
<tr>
<td>Agree,</td>
<td>18</td>
<td>20.5</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>10</td>
<td>11.4</td>
</tr>
<tr>
<td>Not applicable.</td>
<td>10</td>
<td>11.4</td>
</tr>
<tr>
<td>Total</td>
<td>88</td>
<td>100</td>
</tr>
</tbody>
</table>

4.4.2 Competence-based Organizations

4.4.2.1 Training Programs

In this question, we asked respondents about the extent to which employees in the organization are sponsored for training programs on the basis of carefully identified competency developmental needs because literature has shown that this to be an effective tool in stimulating and developing the competences of employees. The findings from this study revealed that 30.2 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 68.6 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 1.2 percent claimed that the opinion was not applicable. Thus, the majority of the respondents agreed and strongly agreed with the opinion that employees are sponsored for training programs on the basis of carefully identified competency developmental needs as shown in figure 4.7 below.
4.4.2.2 Right Climate

In this question, we asked respondents about the extent to which supervisors in the organization provide the right kind of climate to implement on-the-job training because literature has shown this to be a key factor that distinguishes competence-based companies or learning organizations from others. The findings from this study revealed that 22.4 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 72.9 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 4.7 percent of the validly interviewed respondents claimed that the opinion was not applicable. Thus, the majority of the respondents agreed and strongly agreed with the opinion that supervisors in the organization provide the right kind of climate to implement on-the-job training as shown in table 4.6 below.
### Table 4.6: Right Climate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>4</td>
<td>4.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>17.6</td>
</tr>
<tr>
<td>Agree</td>
<td>50</td>
<td>58.8</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>12</td>
<td>14.1</td>
</tr>
<tr>
<td>Not applicable</td>
<td>4</td>
<td>4.7</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100</td>
</tr>
</tbody>
</table>

#### 4.5 The Extent to Which Reward Contributes to Organizational Performance

#### 4.5.1 Money as Organizational Reward

##### 4.5.1.1 Fair Salary

In this question, we sought the respondents’ opinion as to whether employees’ salary is fair compared to other staff at their level in similar organizations because literature has shown that this is possible when governments adopt market-based pay rates strategy to reward good performance. The findings from this study revealed that 82.3 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 11.8 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 5.9 percent of the validly interviewed respondents claimed that the opinion was not applicable. Thus, the majority of the respondents agreed and strongly agreed with the opinion that the employees’ salary is fair compared to other staff at their level in similar organizations as shown in table 4.7 below.
<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>38</td>
<td>44.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>32</td>
<td>37.6</td>
</tr>
<tr>
<td>Agree</td>
<td>8</td>
<td>9.4</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>2</td>
<td>2.4</td>
</tr>
<tr>
<td>Not applicable</td>
<td>5</td>
<td>5.9</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100</td>
</tr>
</tbody>
</table>

### Table 4.7: Fair Salary

#### 4.5.1.2 Pay on Performance

In this question, we asked respondents about the extent to which pay in the organization is based on employees’ performance because literature has shown that if people work hard but do not receive the rewards they expect, their future efforts will be dampened. The findings from this study revealed that 79.8 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 20.7 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 9.5 percent of the validly interviewed respondents claimed that the opinion was not applicable. Thus, the majority of the respondents disagreed and strongly disagreed with the opinion that pay in the organization is based on employees’ performance as shown in table 4.8 below.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>36</td>
<td>42.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>31</td>
<td>36.9</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
<td>10.7</td>
</tr>
<tr>
<td>Not applicable</td>
<td>8</td>
<td>9.5</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>100</td>
</tr>
</tbody>
</table>
4.5.2 Recognition as Organizational Reward

4.5.2.1 Performance Reward

In this question, we asked respondents about the extent to which supervisors in the organization are empowered to reward the performance of employees because literature has shown that this type of formal recognition enhances employees’ satisfaction and commitment. The findings from this study revealed that 67.5 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 24.1 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 8.4 percent of the validly interviewed respondents claimed that the opinion was not applicable. Thus, the majority of the respondents disagreed and strongly disagreed with the opinion that supervisors are empowered to reward the performance of employees as shown in table 4.9 below.

Table 4.9: Performance Reward

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>23</td>
<td>27.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>33</td>
<td>39.8</td>
</tr>
<tr>
<td>Agree</td>
<td>17</td>
<td>20.5</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>3</td>
<td>3.6</td>
</tr>
<tr>
<td>Not applicable.</td>
<td>7</td>
<td>8.4</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>100</td>
</tr>
</tbody>
</table>

4.5.2.2 Workers’ Feelings

In this question, we sought respondents’ opinion as to whether the workers in the organization feel valued when their supervisors acknowledge greetings because literature has shown this as well as other forms of social recognition to have a positive effect on employee performance. The findings from this study revealed that 19.8 percent of the
validly interviewed respondents disagreed and strongly disagreed with the opinion, 73.3 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 7 percent claimed that the opinion was not applicable. Thus, the majority of the respondents agreed and strongly agreed with the opinion that the workers feel valued when their supervisors acknowledge greetings as shown in table 4.10 below.

Table 4.10: Workers' Feelings

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>8</td>
<td>9.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
<td>10.5</td>
</tr>
<tr>
<td>Agree,</td>
<td>36</td>
<td>41.9</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>27</td>
<td>31.4</td>
</tr>
<tr>
<td>Not applicable.</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>100</td>
</tr>
</tbody>
</table>

4.5.3 Benefits as Organizational Reward

4.5.3.1 Tailored Benefits

In this question, we asked respondents about the extent to which benefits in the organization are tailored to attract and retain talented staff because literature has shown this enables organizations to save money and become productive. The findings from this study revealed that 78.8 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 11.8 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 9.4 percent of the validly interviewed respondents claimed that the opinion was not applicable. Thus, the majority of the respondents disagreed and strongly disagreed with the opinion that the benefits in the organization are tailored to attract and retain talented staff as shown in table 4.11 below.
Table 4.11: Tailored Benefits

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>35</td>
<td>41.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>32</td>
<td>37.6</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
<td>10.6</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>1</td>
<td>1.2</td>
</tr>
<tr>
<td>Not applicable</td>
<td>8</td>
<td>9.4</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100</td>
</tr>
</tbody>
</table>

4.5.3.2 Organizational Benefits

In this question, we asked respondents about the extent to which the employees are satisfied with the benefits the organization offers because literature has shown that offering benefits that appeal to and are needed by today’s employees makes them satisfied, stress free and productive. The findings from this study revealed that 81.2 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 15.3 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 3.5 percent of the validly interviewed respondents claimed that the opinion was not applicable. Thus, the majority of the respondents disagreed and strongly disagreed with the opinion that the employees are satisfied with the benefits the organization offers as shown in figure 4.8 below.
4.5.3.3 Working Hours

In this question, we asked respondents whether employees in the organization are free to adopt flexible working hours because literature has shown that the public sector in countries such as Poland, Norway and New Zealand have used this benefit to attract and retain workers. The findings from this study revealed that 66.6 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 21.5 percent of the validly interviewed respondents agreed and strongly agreed with the opinion while 11.9 percent of the validly interviewed respondents claimed that the opinion was not applicable. Thus, the majority of the respondents disagreed and strongly disagreed with the opinion that employees in the organization are free to adopt flexible working hours as shown in figure 4.9 below.
4.6 Analysis of the Results

4.6.1 The Effect of Performance Management on Organizational Performance

The analysis of the findings revealed that the mean effect of the performance management on organizational performance was 2.8, which means that majority of the respondents agreed that performance management affects organizational performance with the standard deviation from the mean being 0.7 as shown in table 4.12 below.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Not applicable.</th>
</tr>
</thead>
<tbody>
<tr>
<td>34.5</td>
<td>32.1</td>
<td>15.5</td>
<td>6</td>
<td>11.9</td>
</tr>
</tbody>
</table>

Table 4.12: Performance Management

<table>
<thead>
<tr>
<th>Mean</th>
<th>2.8462</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median</td>
<td>3</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>0.74421</td>
</tr>
</tbody>
</table>

4.6.2 The Effect of Competence Development on Employees’ High Performance

From the analysis it was also found that the mean effect of competence development on employees’ performance was 2.8, which means that majority of the respondents agreed that competence development affects employees’ performance with the standard deviation from the mean being 0.6 as shown in table 4.13 below.
Table 4.13: Competence Development

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>2.8791</td>
</tr>
<tr>
<td>Median</td>
<td>3.0000</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>0.69658</td>
</tr>
</tbody>
</table>

4.6.3 The Effect of Reward on Organizational Performance

However, the analysis revealed that the mean contribution of reward to organizational performance was 2.2, which means that majority of the respondents disagreed that reward contributes to organizational performance with the standard deviation from the mean being 0.8 as shown in table 4.14 below.

Table 4.14: Reward

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>2.2198</td>
</tr>
<tr>
<td>Median</td>
<td>2.0000</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>0.84066</td>
</tr>
</tbody>
</table>

4.7 Chapter Summary

This chapter presents the results and findings of the study. Findings are presented in frequency tables and graphs. The presentation is aligned to the research questions and covers on the reports of the extent to which performance management affects the organizational performance, the effects of competence development on employee high performance, how reward contributes to organizational performance and finally the last part covers on the inferential statistics showing the correlation test. Chapter five presents discussion, conclusions and recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter consists of four sections, namely summary, discussions, conclusions and recommendations in that order. The initial section provides a summary of the important aspects of the study, which includes the study objectives, methodology and the findings. The subsequent section discusses the major findings of the study with regards to the research questions. Section three discusses the conclusions based on the research questions while using the findings and results obtained from the fourth chapter. The last sub-section provides the recommendations for improvement based on the research questions and also provides recommendations for further studies.

5.2 Summary of the Study

The purpose of the study was to determine the effectiveness of strategic human resource management practices in enhancing organizational performance. The three research questions that guided the research were: to what extent does performance management affect organizational performance, what are the effects of competence development on employee high performance and how does reward contribute to organizational performance. The population under study included senior management, supervisors and operative staff in the Office of the Attorney General and Department of Justice in Kenya. In order to determine the sample size, stratified random sampling was used in this study. The sample consisted of 101 respondents.

The study entailed the use of descriptive and explanatory research design in order to get necessary data and also interpret it. This helped in the primary data collection as a means of getting into the research questions. The study also engaged in the use of structured
questionnaires that were pilot tested in order to ensure that data was valid and reliable. Data coding was done using Microsoft Excel in conjunction with SPSS so as to generate descriptive an inferential statistics, such as correlations. The methods used in analyzing the data included descriptive statistics through calculations of the mean as well as the inferential statistics through the calculation of the correlation co-efficient in order to identify the relationships amongst the independent and dependent variables. The tools used for the analysis were SPSS and Microsoft Excel. The data was then arranged and presented in form of frequency tables and graphs with percentages being used to interpret the findings.

With respect to general information, the study findings revealed that 44.3 percent of the validly interviewed respondents were males while 55.7 percent were female. The study also revealed that majority of the respondents had University first Degree as the highest level of education indicated by 40 percent while majority of the respondents had 2-5 years of experience indicated by 32.2 percent. In terms of departmental distribution, the study revealed that highest number of respondents was from the Advocates Complaints Commission Department indicated by 14.4 percent.

For the extent to which performance management affects organizational performance, the study revealed that majority of the respondents agreed with the proposition with a mean effect of 2.8. This was attributed to practices, such as accountability (81.4 percent) and performance appraisal (77.9 percent). On the other hand, 38.2 percent of the respondents disagreed and strongly disagreed with the opinion that the organization uses performance management system to develop employees’ capabilities.

On the extent to which competence development affects employees’ high performance, the study revealed that majority of the respondents agreed that competence development affects employees’ performance with a mean of 2.8. This was reflected in practices such as recruitment and selection on the basis of educational qualifications (85.9 percent) and professional qualifications (83.7 percent) as well as supervisors in the organization providing the right kind of climate to implement on-the-job training (72.9 percent).
However, the study revealed that recruitment and selection in the organization is not based on personality traits.

With respect to the extent to which reward contributes to organizational performance, the findings revealed that majority of the respondents disagreed that reward contributes to organizational performance with a mean of 2.2. This was mainly because the employees felt the level of monetary rewards, benefits and recognition in the organization were not satisfactory. On the other hand, social recognition in the form of acknowledgement of employees’ greetings by their supervisors received a positive rating at 73.3 percent.

The study concluded that, as per existing literature, strategic human resources management (SHRM) practice in the form of performance management and competence development in the Office of the Attorney General and Department of Justice, Kenya enhances organizational performance. However, the study concluded that while literature has shown that SHRM practice such as reward contributes to organizational performance, the level of this practice in the Office of the Attorney General and Department of Justice, Kenya does not positively impact on organizational performance.

We recommend that the Office of the Attorney General and Department of Justice, Kenya uses performance management system to develop employees’ capabilities. We further recommend that the organization develops a policy on recruitment based on personality traits, as these are key in ensuring high competency levels for enhanced organizational performance. The organization also needs to address the weak areas relating to its pay, recognition and benefits aspects through adoption of a performance-based pay arrangement, sensitizing supervisors on the importance of recognition and tailoring benefits to attract and retain talented staff for high productivity.
5.3 Discussion of Findings

5.3.1 The Effect of Performance Management on Organizational Performance

The study findings on the extent to which performance management affects organizational performance revealed that majority of the respondents agreed with the proposition with a mean effect of 2.8. This is attributable to a number of SHRM practices discussed below.

We asked respondents about the extent to which performance appraisal helps in achievement of organizational objectives because literature has shown this to be an important tool that helps managers and individuals to resolve problems in meeting performance standards and achieving organizational objectives. The findings from the Attorney General’s Office in Kenya study revealed that majority of the respondents at 77.4 percent agreed and strongly agreed with the opinion that performance appraisal helps in achievement of organizational objectives. This was supported by findings by Bourne, et al. (2013); Armstrong (2000) and Najmi, et al. (2005), which concluded that performance measurement helps in achievement of organizational objectives by resolving problems and highlighting performance against targets in order to drive organizations forward.

We also asked respondents about the extent to which the organization uses its performance management system to develop employees’ capabilities because literature has shown this to be major contributor to improved performance. The findings from this study revealed that majority of the respondents at 60.2 percent agreed and strongly agreed with the opinion that the organization uses performance management system to develop employees’ capabilities. This was supported by Armstrong (2000) who concluded that a pragmatic approach to performance management helps organizations develop employees’ capabilities and improve their performance.

Respondents were asked about the extent to which performance appraisal in the
organization was based on objective criteria because literature has shown this to be an important tool of ensuring that citizens receive a uniformly high standard of public services. The findings from this study revealed that majority of the respondents at 70.6 percent agreed and strongly agreed with the opinion that performance appraisal in the organization was based on objective criteria. This was supported by Pidd (2005) who found that use of objective criteria, such as national standards in public service agreements ensured that citizens receive a uniformly high standard of public services.

We further asked respondents about the extent to which communication in the organization is a two-way channel because literature has shown this to be one of the main objectives of reviewing organizational performance, which helps organizations and employees to communicate about roles, expectations (objectives and capability requirements), relationships, work problems and aspirations. The findings from this study revealed that there were varied agreements with 19 percent of the respondents claiming that communication in the organization is never a two-way channel. This points to a gap, which does not augur well for optimal organizational performance as suggested by Armstrong (2000) that two-way channel communication serves to inform employees of their roles and also let the organization understand the employees’ expectations, work problems and aspirations.

Respondents were also asked about the extent to which exceptional performance in the organization is rewarded because literature shows that this is an important component of public service performance regime in the UK. The findings from this study revealed that 69.8 percent of respondents disagreed and strongly disagreed with the opinion thereby disputing the findings by Pidd (2005) that the UK public sector performance regime provides for rewarding services, units and managers that meet their targets and sanctions for that do not. This difference of opinion could be attributed to location and economic factors. However, secondary data used in the study revealed that the Government of Kenya, through its Public Service Commission, is in the process of operationalizing a performance-based reward system in the public service, which includes the Office of the Attorney General and Department of Justice (PSCK, 2016).
We also asked respondents about the extent to which accountability contributes to the organization’s performance because literature has shown this to be a key consideration in a number of important structural reforms that have been implemented in public sector organizations. The findings from this study revealed that accountability is key to the organization’s performance with a rating of 81.4 percent. This was supported by what was observed by Melorose et al. (2015); Charboneau (2015) and Pidd (2005) who concluded that accountability is increasingly becoming a mandate for public sector organizations.

Respondents’ view were sought about the extent to which performance measurement in the organization was concerned with effective service delivery because literature has shown this to be a key consideration in public service sector performance regimes. The findings from this study revealed that 71.8 percent of the respondents agreed and strongly agreed with the opinion that performance measurement in the organization is concerned with effective service delivery thereby confirming the observation by Pidd (2005) that performance measurement contributes to the delivery of improved public services.

5.3.2 The Effect of Competence Development on Employees’ High Performance

From the analysis, it was found that the mean effect of competence development on employees’ performance was 2.8, which means that majority of the respondents agreed that competence development affects employees’ performance with the standard deviation from the mean being 0.6. This finding is supported by the high positive ratings given to SHRM practices discussed below.

In this question, we asked respondents about the extent to which recruitment and selection in the organization is based on educational qualifications because literature has shown this level of individual competence to be instrumental in ensuring that a task is performed properly. The findings from this study revealed that 85.9 percent of the respondents agreed and strongly agreed with the opinion, which means that the employees in the organization possess the first (instrumental) level of individual
competence comprising knowledge and skills that enable them perform their tasks properly as suggested by Bergenhenegouwen et al. (1996).

We also asked respondents about the extent to which recruitment and selection in the organization is based on professional qualifications because literature has shown this level of individual competence to be important, as it emphasizes values, standards, ethics and morals necessary for employees’ high performance. The findings from this study revealed that 83.7 percent of the respondents agreed and strongly agreed with the opinion, which is supported by Bergenhenegouwen et al. (1996).

Respondents were further asked about the extent to which recruitment and selection in the organization is based on personality traits because literature has shown this level of individual competence consisting of deep-lying personal characteristics are more important than knowledge and skills for the successful performance of complex (professional/management) tasks with high level of responsibility. The findings from this study revealed that 56.8 percent of the respondents disagreed and strongly disagreed with the opinion thereby disputing the importance of this level of competence suggested by Bergenhenegouwen et al. (1996). The difference could be explained by policy considerations whereby organizations attach significant importance to educational and professional competences. There is, therefore, need for a paradigm shift taking into account that these authors suggest that organizations should involve these characteristics before the selection process because subsequent training in this area turns out to be practically impossible; taking into account that these attributes are practically invisible and difficult to identity, develop and teach them.

Respondents’ opinions were sought about the extent to which employees in the organization are sponsored for training programs on the basis of carefully identified competency developmental needs because literature has shown that this to be an effective tool in stimulating and developing the competences of employees. The findings from this study revealed that 68.6 percent of the respondents agreed and strongly agreed with the opinion in line with the conclusion by Bergenhenegouwen et al. (1996) that competence-
based organizations are more concerned with stimulation and development of their employees’ competences than job descriptions and duties.

We also asked respondents about the extent to which supervisors in the organization provide the right kind of climate to implement on-the-job training because literature has shown this to be a key factor that distinguishes competence-based companies or learning organizations from others. The findings from this study revealed that 72.9 percent of the respondents agreed and strongly agreed with the opinion, which was supported by findings of Nyhan (1998) and Bergenhenegouwen et al. (1996) that competence-based organizations support employees through dynamic visionary leadership by senior management, including career guidance.

5.3.3 The Effect of Reward on Organizational Performance

The findings revealed that the mean contribution of reward to organizational performance was 2.2, which means that majority of the respondents disagreed that reward contributes to organizational performance with the standard deviation from the mean being 0.8. This poor rating is attributable to the level of importance the organization attaches to the following SHRM practices.

We sought the respondents’ opinion as to whether employees’ salary is fair compared to other staff at their level in similar organizations because literature has shown that this is possible when governments adopt a market-based pay rates strategy to reward good performance. The findings from this study revealed that 82.3 percent of the respondents disagreed and strongly disagreed with the opinion thereby disputing the finding by Peters and Pierre (2007) that market-based pay rates is one of the strategies adopted by governments to reward good performance. The difference could be attributed to policy and economic considerations, which confirms the observation by Cacioppe (1999) that public sector organizations often feel constrained in their ability to reward their employees and have to be careful not to be seen using public money in ways that could be seen as irresponsible.
We also asked respondents about the extent to which pay in the organization is based on employees’ performance because literature has shown that if people work hard but do not receive the rewards they expect, their future efforts will be dampened. The findings from this study revealed that 79.8 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, which confirms findings by Luthans (2011) that performance-based rewards are not typical in developing countries, such as Kenya. However, secondary data revealed that the Government of Kenya, through the Public Service Commission is in the process of operationalizing a performance and reward framework (PSCK, 2016).

We further asked respondents about the extent to which supervisors in the organization are empowered to reward the performance of employees because literature has shown that this type of formal recognition enhances employees’ satisfaction and commitment. The findings from this study revealed that 67.5 percent of the respondents disagreed and strongly disagreed with the opinion contrary to Luthans’ (2011) suggestion that organizations should design formal recognition rewards to reward effective employee performance behaviour and enhance employees’ satisfaction and commitment. The difference in opinion could be attributed to location and policy considerations. However, although secondary data revealed that the Government of Kenya, through the Public Service Commission is in the process of operationalizing a performance and reward framework, PSCK (2016), the benefits may be watered down by the bureaucratic manner in which formal recognition initiatives are supposed to be implemented.

We also sought respondents’ opinion as to whether the workers in the organization feel valued when their supervisors acknowledge greetings because literature has shown this as well as other forms of social recognition to have a positive effect on employee’s performance. The findings from this study revealed that 73.3 percent of the respondents agreed and strongly agreed with the opinion thereby confirming the conclusion by Luthans (2011) that recognition may be as important as or even more important than money and, therefore, its ability to generate a positive effect on employees’ performance. Respondents’ views were sought about the extent to which benefits in the organization
are tailored to attract and retain talented staff because literature has shown this enables organizations to save money and become productive. The findings from this study revealed that 78.8 percent of the validly interviewed respondents disagreed and strongly disagreed with the opinion, thereby disputing the observation by Amos, et al. (2008) and Luthans (2011) that payment of higher wages and better benefits enables organizations realize desired objectives, such as retaining and leveraging on talented staff to save money and become more productive. This difference could be explained by policy and sector considerations. However, secondary data revealed that the Public Service Commission of Kenya has developed a performance and reward framework to address the identified gap (PSCK, 2016).

We also asked respondents about the extent to which the employees are satisfied with the benefits the organization offers because literature has shown that offering benefits that appeal to and are needed by today’s employees makes them satisfied, stress free and productive. The findings from this study revealed that 81.2 percent of the respondents disagreed and strongly disagreed with the opinion, thereby confirming the observations by Peters and Pierre (2007) and Luthans (2011) that offering benefits that appeal to and satisfy today’s employees is one strategy of making government employment more attractive.

We finally asked respondents whether employees in the organization are free to adopt flexible working hours because literature has shown that the public sector in countries such as Poland, Norway and New Zealand have used this benefit to attract and retain workers. The findings from this study revealed that 66.6 percent of the respondents disagreed and strongly disagreed with the opinion, thereby disputing such observations by Cacioppe (1999), Peters and Pierre (2007) and Luthans (2011). The difference could be attributed to sector and policy considerations. However, secondary data revealed that the PSCK has developed a Human Resources Procedures Manual, PSCK (2016), which includes this benefit to address the gap.
5.4 Conclusions

The study concluded that, as per existing literature, strategic human resources management (SHRM) practice in the form of performance management and competence development in the Office of the Attorney General and Department of Justice, Kenya enhances organizational performance. However, the study concluded that while literature has shown that SHRM practice such as reward contributes to organizational performance, the level of this practice in the Office of the Attorney General and Department of Justice, Kenya does not positively impact on organizational performance.

5.5 Recommendations

Based on the above findings, the following were the recommendations for improvement and further studies.

5.5.1 Recommendations for Improvement

5.5.1.1 The Effect of Performance Management on Organizational Performance

Taking into account that the findings of this study confirmed literature that SHRM practice in the form of performance management enhances organizational performance, we recommend that the Office of the Attorney General and Department of Justice, Kenya embraces the practice of using communication as a two-way channel during appraisals in order to enhance organizational performance.

5.5.1.2 The Effect of Competence Development on Employees’ High Performance

With the study findings having confirmed literature that SHRM practice in the form of competence development leads to employees’ high performance, we recommend that the Office of the Attorney General and Department of Justice, Kenya develops a policy on
recruitment based on personality traits, as these are key in ensuring high competency levels for enhanced organizational performance.

5.5.1.3 The Effect of Reward contributes on Organizational Performance

The study revealed that while literature has shown that SHRM practice such as reward contributes to organizational performance, the level of this practice in the Office of the Attorney General and Department of Justice, Kenya does not positively impact on organizational performance mainly due to failure to: (i) base pay on performance; (ii) base pay on market rates; (iii) recognize employees’ excellent performance; and (iv) tailor benefits to the needs of employees’ in order to achieve desired organizational goals. We, therefore recommend that the organization addresses the weak areas relating to its pay, recognition and benefits aspects through a number of ways, including adopting a performance-based pay arrangement, sensitizing supervisors on the importance of recognition and tailoring benefits to attract and retain talented staff for high productivity.

5.5.2 Recommendations for further Studies

The findings of this research should be interpreted bearing their limitation in mind which should form a basis for further research. While we conclude that SHRM practices serve to enhance organizational performance, only three independent variables were taken into consideration. Further research should, therefore, be undertaken on other variables such as recruitment and work life balance.

Having noted that the organization operates within the larger public service sector, we also recommend that similar studies be done in other government Ministries, departments and agencies in order to form the basis for relevant policy review.

Based on feedback from the respondents and secondary data pointing to the existence of policies in the PSCK to address most of the gaps identified in the study, further studies in this area upon full implementation of the new HR policies, through use of a different data
collection tool, such interviews or open-ended questionnaires is necessary to enable respondents present their views more clearly.
REFERENCES


