

**EFFECT OF EMPLOYEE CHARACTERISTICS ON HUMAN RESOURCE  
PRACTICES IN BUNGOMA COUNTY GOVERNMENT, KENYA**

**BY**

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**A RESEACH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE DEGREE OF MASTERS IN BUSINESS  
ADMINISTRATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**MASENO UNIVERSITY**

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## **DECLARATION**

This research project on the effect of employee characteristics on human resource practices in Bungoma County is my personal work and has not been presented for the award of degree in any University in Kenya and around the world.

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MBA/BE/6030/2014

### **Declaration by the supervisor**

This project has been submitted for examination with my approval as the university supervisor

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## **ACKNOWLEDGEMENT**

I would like to acknowledge with appreciation my supervisor Dr. Christine Bando for the immense support she has accorded me during this period, my lecturers, classmates and the stakeholders that took part in response to my interview and for the candid feedback they accorded me during the period.

## **DEDICATION**

I would like to dedicate this research project to the almighty God for grace and mercy he has granted to me, my dear parents for their immense support, my dear wife for her immense support in my study, my dear son and my dear sister for the their support in the course of the study. Thank you all.

## ABSTRACT

Devolution is a system of governance in Kenya implemented in the year 2013 with the aim of improving delivery of services to citizens. Devolved governments employ up to 50% of the total workforce in the country. Service delivery to people has not improved despite existence of county governments. Report by Ethics and Anti-corruption Commission of 2016 revealed abuse of office owing to lack of transparency, nepotism, favoritism and poor service delivery in several county governments including Bungoma. All these may be due to lack of proper human resource practices such as recruitment, selection, and appraisal and also characteristics of county workforce such as educational level, age and experience. Previous studies have pointed that lack of training affect employee performance and have not focused on employee characteristics and human resource practices particularly recruitment, appraisal and compensation. The purpose of the study was to analyze the effect of employee characteristics namely educational level, age and managers' experience on human resource practices in Bungoma County government. Specific objectives of the study were; to analyze the effect of educational level on human resource practices, to determine the effect employees age on human resource practices and to establish the effect of manager experience on human resource practices. The study was guided by interactive, Herzberg's motivation and Victor Vroom's expectancy theories. The study employed correlation cross-sectional study design. Study population was 100 employees and study applied saturated sampling. The sample size for the study was 90 employees and 10 being used in the pilot study. Structured questionnaire was used for collection of primary data. The questionnaire was reviewed by experts in human resource to achieve validity. The reliability test for the instrument was realized at 0.74 Cronbach. Linear regression of human resource practices and employee characteristics gave the following; educational level ( $\beta=0.309$ ,  $p=0.003$ ), age ( $\beta=0.141$ ,  $p=0.046$ ) and experience ( $\beta=0.203$ ,  $p=0.038$ ). The results showed that educational level, age and experience significantly affected human resource practices in Bungoma County. The regression model had an R square value of 0.757, indicating that the employee characteristics accounted for 75.7% variance in human resource practices. The study recommends that managers should consider educational level, age and experience of employees while recruiting as they are necessary for the implementation of human resource practices. The study findings may be of relevance to government in formulating human resource policies. Further research can be done on the effect on other employee characteristics such as marital status, professional training and gender on human resource practices.

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## **ABBREVIATION AND ACRONYMS**

HRM	Human Resource Management
HR	Human Resource
IT	Information Technology
PMS	Property Management System

## **OPERATIONAL DEFINATION OF TERMS**

Educational level.....The level of educational attained such as primary, secondary or tertiary colleges

Employee age.....The number of years of an employee

Employee appraisal.....An assessment of an employee ability depending on the set standards

Employee characteristics.....The traits of an employee such as educational level, age and experience.

Employee compensation.....The range of reward, benefit that an employee receive in return for service delivery.

Employee training and development.....The program that enable employee to learn specific skills, knowledge and grow for future role in the organization

Employee empowerment.....Provide knowledge for service delivery.

Employee experience.....The efficiency of one in a given role after a given length of service

Human Resource Management.....Overseeing all the human resource practices within the organization.

Human Resource Practices.....Activities that enhance employee management such as recruitment, selection, appraisal, compensation

Human resource strategies.....A key process of human resource planning through attraction, retaining and developing employee

Recruitment and selection.....The identification of organization need for an employee and choosing from the applicant a suitable candidate to fill a post.

## **CHAPTER ONE: INTRODUCTION**

This section was a composition of background of the study, problem statement, objectives of the study, research hypotheses, scope, justification of the study and conceptual framework.

### **1.1 Background Information**

Human resource management was an elusive concept that involves the hiring and developing of employee depending on its need. In an organization it's always anchored on three core basics that are educational level, employee age and experience. According to Madura (2007) education referred to the art of empowering an individual by giving one more responsibility and decision making authority to carry out the given task.

Empowerment was one of the most important motivational tools for the implementation of human resource practices in an organization. Human resources are the most important asset in an organization thereby creating a competitive advantage for the organization (Barney, 2001). It was important for an organization to adopt human resource management practices that make the best use of its employees; as Kelly (2001) found out that series of problems occur when employee are selected and recruited not considering the employee characteristics such as age, educational level and experience. Minbaeva (2008) also tried to explain that human resource practices are assets of traits used by organizations to manage them through facilitating the development of competencies that are specific to produce complex social relation and generate knowledge to sustain competitive advantage over other organizations. According to Kirton and Greene, (2010) age referred to how old an employee is while experience on the other hand referred to the number of years an employee has served in an organization.

According to the report published by the standard newspaper on 15<sup>th</sup> Sep 2015 on Bungoma county government, indicates the rise and constant cases of corruption that surround the compensation process, whereby it indicated how the procedures for human resource processes are flouted resulting into poor quality of service to the people. This indicates that practices are not taken keen of leading to rampant corruption. The same report depicts Bungoma county as unique and a symbol of

rampant corruption through the purchase of one wheelbarrow at Ksh 100,000, hence weakness in the compensation procedure within the county government. Therefore, it indicates complete flout of compensation and payment procedures resulting to a lot of questions on the implementers of the human resource practices in the organization so as to whether the employee compensation procedures are followed or not making the county unique for my study(Standard newspaper 15<sup>th</sup> March,2015).

According to Hull et al (1987), he argued that an organization with unique human resource management practices in the industry will always outperform their competitors in the market. It focused on fitness and configuration aspect of human resource management practices towards influencing organization's performance. Investigations have been done on the same by scholars such as (Miller 1987, Hull 1987, Mintzberg 1973) which had made little attempt to relate the two aspects yet there was intrinsic moderating effect of employee characteristics on the implementation of human resource practices. Many of these studies had concentrated on human resource practices and performance thereby overlooking employee characteristics as a variable that influences implementation of human resource practices. Hence the study seeks to find solution by considering employee characteristics as a variable that influence implementation of human resource practices in the organization Bungoma county government.

A report by Ethics and Anti-corruption Commission, (2016) for Bungoma County on abuse of office indicates how nepotism, favoritism and poor service delivery are manifested within Bungoma County. The report indicated that the county government had not done well in terms of mitigation of corruption cases in the county as per the standards of human resource practices are implemented. On the other hand, performance was influenced by employee characteristics, thus for the case of Bungoma County it was not known whether employee characteristics had affected the implementation of human resource practices in the organization or not. Hence the study seeks to remedy this by taking employee characteristics and human resource practices into consideration.

The study by Fombrun, Tichy and Devanna, (2007), quite explicitly presented workers as another key resource for managers to exploit. Their central point was that

too often in the past, management had failed to align their human resource system with business strategy and therefore failed to exploit or utilize their human resource to the full, that is education knowledge; and in rapidly changing and ever more competitive world this had become an essential for corporate success since education of employee within an organization or staff development aimed at improving capacities of individual so as to play their roles and fits in the assignment for higher achievement resulting to quality service delivery through the observation of the laid down human resource practices in the organization. The study therefore seeks to align the effect of employee characteristics on human resource practices in relation to the business strategies.

Research on the impact of the demographic variable of employee age by Hartman, (2008) argued that stereotype beliefs about age may impact on employee performance within the organization but failed to structure the employee characteristics with different age brackets and how they influence the implementation of human resource practices. The study therefore seeks to find solution this by considering the effect of employee characteristics and human resource practices.

Research by Terburg and Power, (1985) examining the relationship between organization characteristics and employee training had taken micro approach by investigating single human resource practices that is training thereby narrowing their scope of study. The study therefore seeks to redeem this by incorporating different human resource practices that is recruitment and selection, appraisal, compensation and development in the study.

The length of time spent in an organization may lead to the development of shared understanding and experiences (Wiersema and Bird, 2013). Studies suggest that increased tenure in an organization is positively related to employee wellbeing and employee performance thereby resulting to increased overall organization performance. Most of organizations tend to shy away from recruiting aged employee since might be viewed as unproductive lot of the society, making age a key input in the study of human resource management.

## **1.2 Statement of the Research Problem**

The devolution system of governance introduced in the year 2012 in the management of counties had different challenges in service delivery. This may be attributed to employee characteristics and human resource practices in the organization. The rampant increase of the need for customer satisfaction through provision of better services had ensured need for empowerment. This was through provision of formal education in the organization hence providing ease of human resource practices implementation. This thereby attempt to maintain organization competitiveness and productivity through removal of performance deficiencies. A report by Kenya Ethics and Anti-corruption Commission on service delivery in counties had exposed abuse of office owing to lack of transparency in employee compensation, nepotism and poor service delivery. This therefore had prompted a lot of question on whether the right human resource practices such as employee compensation were followed and the services delivered were up to standard. On the other hand a number of research on the relationship between employee characteristics and training had taken micro approach by looking at one human resource practices that is training resulting to limited scope of study, therefore the study seeks to correct this by focusing on more human resource practices such as recruitment, selection and compensation that influence the organizations performance thereby making it versed. Focus of previous studies had been the link between employee characteristics and performance and not human resource practices. Most scholarly work and reports in the same area of study have employee characteristics introduced within the organization as major contributor to better performance but fail to incorporate human resource practices. Therefore the effect of employee characteristics such as age, educational level and experience on human resource practices is not known.

## **1.3 Purpose of the Study**

To analyze the effect of employee characteristics (educational level, age and experience of managers) on human resource practices in Bungoma county government.



### **1.3.1. Specific Objectives**

The specific objectives that guide the study are as follows:

- i. To analyze the effect of educational level on human resource practices in Bungoma county government.
- ii. To determine the effect of employees age on human resource practices in Bungoma county government.
- iii. To establish the effect of managers experience on human resource practices in Bungoma county government.

### **1.4 Research Hypotheses**

The study was guided by the following research hypothesis:

- i.  $H_{01}$ : Educational level of employees has no effect on human resource practices in Bungoma county government.
- ii.  $H_{02}$ : Age of employees has no effect on human resource practices in Bungoma county government.
- iii.  $H_{03}$ : Managers' experience has no effect on human resource practices in Bungoma county government.

### **1.5 Scope of the Study**

The study outlined relationship between independent variable that is employee characteristics (educational level, age and experience of employees) in the organization, dependent variable that is human resource practices in the organization and intervening variable for the smooth running and the achievement of the laid down objectives within the organization. The study took place between January and December, 2017 and the geographical location of the study was in western part of Kenya, Bungoma county government within Bungoma town located on 33°48.60N and 34°33.98E of Kenya.

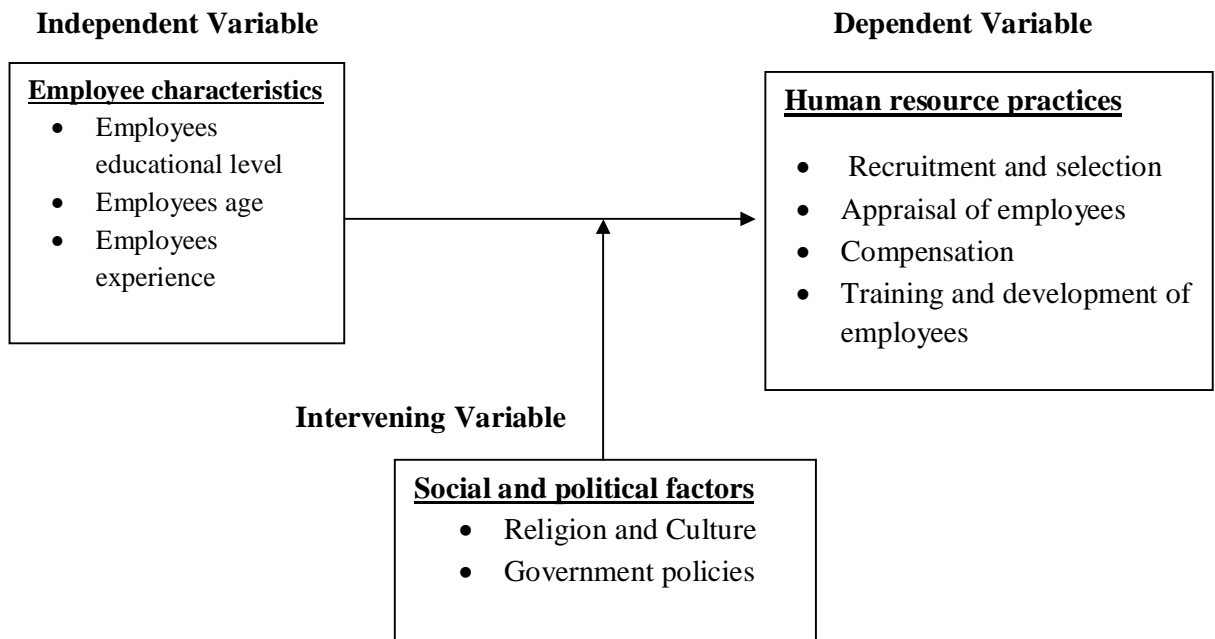
### **1.6 Justification of the Study**

This study was of great importance to the employees of the county government, management and the general public at large in that the level of education, age and manager experience may play a great factor in the implementation process thereby introducing different skills, knowledge, policies and regulation that are necessary for the smooth running of the organization hence enhancing efficiency of the employees,

improved employee turnover and improvement in the overall productivity of the organization, hence of great importance to the general public, policy makers and academicians.

### 1.7 Conceptual Framework

Conceptual framework in figure 1.1 showed the hypothesized relationship between the independent variable, dependent variable and the intervening variable. The independent variable of the study that is employee characteristics (educational level, age and manager experience), dependent variable that is human resource practices such as recruitment, selection, appraisal template, compensation procedures, training and development of employees and the intervening variable that is social and political factors (religion, culture and government policies). The framework indicated that effect of employee characteristics on human resource practices in the organization and thereby moderated by the intervening variables. This conceptual framework was anchored on system and interactive theory as the main theory of the study.



**Figure 1.1: Effects of employee characteristics on human resource practices**

Source: Adapted from Remler and Van Ryzin, 2011, *Effect of educational level, age and managers experience on HR practices.*

The conceptual framework was modified by incorporating religion, culture and government policies as intervening variable. From the conceptual framework the independent variable that is employee characteristics (educational level, age and experience) affect implementation of the dependent variable that is human resource practices (recruitment, selection, appraisal, compensation, training and development).

## **CHAPTER TWO: LITERATURE REVIEW**

### **Introduction**

The section entailed the review of the literature related to my study topic that is effect of employee characteristics on human resource practices in the county government, review of the theories that anchor the study, conceptual literature and the empirical review of the literature that fully provide base for the study.

### **2.1 Theoretical Review**

The study was anchored on the main theory of study that is the system and interactive theory of learning. The theory originated from Bertalanffy's general systems theory. His ideas were adopted by others including William Ross and Kenneth E. Boulding in the 19<sup>th</sup> century. The theory was later modified by different scholar, Capelin and Neumark, 2010 modified the theory and explains how educational level, age and managers experience affect the implementation of the HR practices that relates to the performance within the organization. The theory was based on the analysis of two variables that plays a key role in the implementation of human resource practices. A key element of a theory is a casual mechanism that is how the independent and dependent variable are related. The casual mechanism can also be considered as the process or chain of effect –implementation linkage that mediates the process (Remler and Van Ryzin, 2011).

The consensus regarding the process of effect-implementation linkage through which strategic HR practices generate long term values was valuable for the development of an organization (Wright and Gardener, 2003). The ambiguity surrounding the process was aptly called the "HR black box", the mediating effects of core variable and process that need to be presented to produce such a relationship ( Boselie et al, 2005).

It was a matter of debate whether high performing organization attributed their success to educational level, age and managers experience necessary for the implementation of strategic HR practices or whether high performing organization tends to adopt bundle of robust HR practices; the evidence was inclusive (Purcell, 2009). The work of Purcell and Kinnie (2008) lend credential to the view that needed to be taken into account of employees' education, attitude, organizational culture and behavior of the immediate manager.

### **2.1.1 System and Interactive Theory**

The view of human resource processes as a dynamic routine by which firms motivate, socialize and evaluate their staff and which are transferred and institutionalize within the corporation of the organization can always be analyzed using different approaches (Amit and Belcourt, 2013).

System and interactive theory suggested two approaches that were appropriate for consideration, an interactive and a system approach (Ennen and Richter, 2010). The interactive approach examined the effect of a few employee characteristics such as (educational level, age of the employees and manager's experience) in the organization and on the other hand system approach looked at the relative performance of employees in relation to the HR practices implemented within the organization. (Boxall and Purcell, 2010) argued that there was a complex relationship between educational level, age of employees and managers' experience, HR practice and the achievement of the organization outcomes. This therefore made educational level, age and manager experience key in the implementation process of HR practice in the organization.

Interactive and systematic approach tried to seek the reason behind employees' performance towards HR practice in an organization. Every organization goal or objective is pegged on better performance of human resource hence achieving its objectives meaning all factors must be put into consideration that is the educational level, age of the employees and managers experience. It endorsed system approach that all factors such as educational level, age, government policies, experience, cultural values and beliefs must be taken into consideration on the integration of HR practices in an organization. Interactive and system approach drew a number from different fields and theories, primarily those of psychological, social, neuron-science and cognitive science. System approach used research and scientific method of determination and understanding of behavior of employee towards the HR practice and firm performance (Becker et al 2007) .For the organizational goal to be achieved the relationship between employee characteristics and HR practices must be keenly taken into consideration. These theories are as follows:

### **2.1.1.1 Herzberg's Two –Factor theory**

This theory was developed by psychologist Fredrick Herzberg in the 1952 on analyzing the responses of 200 accountants and engineers who were asked about positive and negative feelings about their work. According to the theory there are two factors that influenced the feeling of each other, that is motivator factor and hygiene factor. Motivator factors increased employee satisfaction and motivation, and the absence of these factors didn't cause dissatisfaction, while the presence of hygiene factors didn't appear to increase satisfaction but their absence caused an increased dissatisfaction. This theory implied those happiest workforces are most productive; therefore need to work on improving both motivator and hygiene factor for the success of the organization hence providing support to the main theory of study (Purcell and Kinnie , 2008). The theory therefore guided the study in that the effect of employee characteristics on human resource practices impacted on the success of the organization. This is through employee characteristic being the motivator factors that leads to motivation thereby contributing to the success of the organization while human resource practices being the hygiene factors that do not cause dissatisfaction.

### **2. 1.1.2 Victor Vroom Expectancy Theory**

The theory proposed that people chooses how to behave depending on the outcomes they expect as a result of their behavior. The theory suggested that we decide our behavior depending on what we expect as the outcome. The theory was based on three elements that is; expectancy- the belief that the results will be desired goal, based on past experience, self-confidence and how difficult one think the goal is to achieve. The theory explains the two aspects as follows Instrumentality, the belief that one receives a reward if he meets performance expectations, and on other hand valence, the value one place on the reward. The theory implied that one needed to set achievable goals for the employees and provide rewards for those who meet the target thereby providing support to the main theory of study (Purcell and Kinnie, 2008). The theory therefore guided the study in that for the success of an organization the employee characteristics such as educational level and target should be achievable and reward should be so as to motivate the employees.

### **2.1.2 Employee Characteristics**

The traits of an employee that is educational level, age and experience were good for the process of service delivery in an organization. According to Madura (2007) education was the empowerment of individual by giving him or her more responsibility and decision making authority to carry out thereby giving task in the organization. This can intrinsically motivate the employee to contribute creativity and innovative ideas for the general betterment of the organization. The development of employees through provision of education was becoming increasingly important as organization attempt to maintain competitiveness and productivity having recognized career development as a component of strategic human resource development in the organization. Stewart, (2007) had attempted to neutralize human resource development or empowerment as a planned interventions in organization and individual learning. The value of this definition was a way in which learning processes can work at different levels of education. On considering this definition of education and the research theory “systems and interactive theory” makes employee characteristics to be viewed as interactive activities that are always key for the implementation of any system within an organization (Stewart, 2007).

Human resource empowerment may be a key feature for better rewards and quality commitment. Human resource development had a pivotal role in integration of practices with links to better performance (International Labour Organization, 2010). The views that arise from these are that employees are recruited for skilled working role that will require learning and change, rather than for a job that might soon become out of market. Employees are expected to retrain, and indeed many employees undertake courses of self-study in order to continue their development and remain viable in the market. Secondly the managers must be fully involving their staff development such that differentiation between learning and working become virtually impossible to discern (Cooke, 2010). Education is categorized into three levels as follows: Primary education is the lower level of education in the academic system; this provides basic foundation for the enrolment into secondary level of education. In most situations primary level of education does not provide the technical knowledge necessary for the implementation HR practices but only provides the casual lab our (Bosalie et al, 2005).

Secondary education is the second level of education in 8-4-4 system of academic program, this level of education provides the foundation for the enrolment into tertiary level of education. In most situations this level of education might provide limited scope for the implementation of the HR practices in the organization, this may be due to lack of technical knowledge and the experience required for the process of management and running of the organization activities (Bosalie et al, 2005). Post-secondary education is the third level of education often delivered at universities, academies, colleges, seminaries and institute of technology, higher education is available through certain college-level institutions, including vocational schools, trade schools, and other career colleges that award academic degrees or professional certifications. Tertiary education at non degree level is sometimes referred to as further education or continuing education as distinct from higher education (McGuire, 2011). In most situations tertiary level of education may provide ease for the implementation of HR practices within the organization system, this will be due to the availability of the technical knowledge from training and development therefore eases of recruitment, selection, appraisal and compensation of the employees.

Organizations have traditionally engaged in human resource planning and development. This activity involves charting the moves of large numbers of employees through various positions within different age brackets and identifying future staffing and development needs. Prior research exploring the impact of the demographic variable of employee age shows that age is number of years that an employee holds (Hartman, 2008). The age of employees is key in the implementation of HR practices within the organization. A common development approach in an organization is the integration of HR practices with the consideration of employee age and structure in the organization. Therefore it was recommendable to take keenly the age of employee in the process of any integration within the organization since there are claims that older employee receives less training and development in the workplace because employer tend to think that they do not want it or are seen as less investment (Hartman, 2008).

Experience of an employee refers to the length of time spent in an organization with an employee that leads to development of shared understanding and experience (Boon, Paauwe and Boselie, 2009). Studies suggested that increased tenure in an



organization is positively related to employee well being and performance within the organization. These positive outcomes supposedly results from the implementation of effective HRM policies and practices within the organization. Those areas of HRM considered integral to effective HRM, and generally comprise the best HR practices within the organization. The experience of the manager was a key factor in the implementation process of the HR practices within the organization, this was mainly because the manager are the implementers of any policy introduced within the organization therefore for the practices to succeed the managers experience plays a key part. This therefore for the study to be effective the managers' experience on the work place and familiarity at work will play a key role in the implementation HR practices in the organization.

### **2.1.3 Human Resource Management**

This is an elusive concept with various meaning from different studies. From the theory of study human resource management is the process of hiring and development of employees so that they are more valuable to the organization (Boxall and Purcell, 2010). Human resource management include conducting job analyses, planning personnel needs, recruiting the right people for the job orienting and training, managing wages and salaries, providing benefits and innovative, evaluating performance, resolving disputes and communicating with all employees at all levels (American Management Association, 2012). HRM is also a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce using an integrated array of cultural, structural and personal techniques (Stacey, 2011).

Armstrong (2008) also defines HRM as a strategic coherent and comprehensive approach to the management and development of the organization. Human resource in every aspect is the process that is wholly integrated within the overall management of the organization. For the success of the organization corporate strategy cannot be analyzed in isolation from the organization environment (Decin et al 2009). This therefore enhances the consideration of the surrounding environment, difference in the social context resulting from different HR strategies. Human resource management can also be explained from both the "rational choice "and the "constituency based perspective". From the rational choice perspective there is a

managerial logic in focusing attention on the people as assets to provide a competitive advantage when technological superiority, even once achieved can soon erode (Barney, 2011). From a constituency based position it is argued that HR academics and practitioners have embrace HR as a means of security, respect for the discipline as a field of study and in the case of workplace practitioner for enhancing their state among their peer by appearing more strategic( Bamberger and Meshoulan, 2010).

On the other hand human resource are the people who for the organization, employee management with an emphasis to those employees as an asset of the business. Organization practice relate to sourcing, deployment and upgrading of human capital have been identified in various literature as influencing innovation at the level of performance(Henderson and Cockburn, 2014).These practice are important for the constitutional component of innovation or dynamic capabilities of an organization (Teece, 2007).

#### **2.1.4 Human Resource Practices and Strategies**

Bamberger and Meshoulan (2010) conceptualize HR strategy as an outcome; the pattern of decisions regarding the policies and practices associated with the HR system. Purcell (2001) has also portrayed HR strategy as emerging pattern of action that is likely to be much more intuitive and only visible after the event. In most situations HR strategy is concerned with the challenge of matching HR practices and process. These therefore stimulate and reinforce the different employee role behavior appropriate for each competitive strategy (Schler, 2012).

The strategies are operational processes within the organizational management process. HR practices refer to systems of high level of delegation decision extension lateral and vertical communication channels. High reward systems often linked to multiple performance indicators and other practices that are either individually or in various bundles which are deployed to achieve high level of organization performance, Colombo and Delmastro, (2012). Delegations of responsibilities such as team production of knowledge incentive, individual incentives and incentive for knowledge sharing are important for internal communication, employee training, recruitment and retention of the existing employees (Laursen and Pedersen, 2011). These HR practices are as follows;

#### **2.1.4.1 Recruitment and Selection**

Recruitment and selection of employees is one of the human resource practices that have always been critical processes for the organization to achieve its objectives and goals. Recruitment is the process of attracting the interest of a pool of capable people who will apply for jobs within an organization (Lewis and Heckman, 2006). The recruitment process of employees, first need to attract people interested in applying for employment, this therefore implies that people have a choice about which organization they wish to work for. For the recruitment process of the employees in an organization to be successful the main players are always the educational level, age and experience of the employee.

The recruitment process of employees in an organization has some distinctive channels that might help to attract qualified applicants, these are as follows: walk INS, employee referrals, advertising, websites, recruitment agencies, professional associations, promotions, transfers and educational associations. On using these approaches there are different attributes that are attached to the applicants and convenience for the method (Parry and Wilson, 2011). On the other hand selection plays a major role in human resource performance (Watts, 2009). Selection methods will depend on the characteristic of the work and the level of pay and training (Mullen, 2010). Recruitment process of employees involve attraction of the recruits by favorable interaction between potential applicant and the images, value and information about an organization, thereby finding one who fits for a given job description. This therefore involves considering the level of education, age of an individual and experience of the employee to be recruited in the organization hence selecting from a pool of the applications who can deliver thereby achieving organizational goals and objective. From the study by American Management Association on Impact on Information Technology on Performance Review employee recruitment and selection is a key process for the forward growth of an organization. The implementation of this human resource practices has been a key challenge due to disparity in the level of education such as primary, secondary and post-secondary give the implementers a difficult task of providing some cut off mark that needs to be met for one to be recruited. As a researcher in the same field of study on considering the county government of Bungoma, educational level of the employee has posed to a lot

of challenge during recruitment and selection of employees thereby resulting into nepotism and tribalism among the employees themselves.

Holton and Truth (2005) point out that recruitment and selection are a major point of organizational resource strategies. They argued that recruitment and selection help to identify and secure people needed for the organization survival and success in short or long term. Kelly (2001), like Holton and Truth (2005) note that recruitment activities must be responsive to the increasingly competitive market to secure suitably qualified and capable recruit at all level. According to Noel (2008), human resource management demand well defined organizational structure with sound reward system employment relations and human resource policies underpinned by a commitment for strong employee branding, engagement and onboard strategies.

Employees of an organization create an important source of competitive advantage for the organization (Barney, 2001). It is important for an organization to adopt human resource management practices that makes the best use of its employee; because as Kelly (2001) found out that there is a series of problem when employee are selected and recruited not considering age, educational level and individual experience.

Traditionally recruitment and selection attempt to attract a wide choice of candidates for vacancies before screening out those who do not match the criteria set in the job description personnel specification. This therefore entails attraction of recruits in a pool thereby considering both external and internal factors; hence ensure the passage through some stages of recruitment and selection (Sparrow, 2007).

#### **2.1.4.2 Employee Appraisal**

Employee appraisal is the process that provides an analysis of a person's overall capabilities and potential allowing informed decision to be made for particular purpose. It is a process that is central to the purpose of stimulating performance (Aguinis, 2009). This makes it important part of the process assessment, whereby data of an individual's past and current work behavior and performance are collected and reviewed. The process of appraisal is usually completed by means of interview, once or twice a year between an employee and her line manager. Appraisal entails identification, measurement and management of human performance in an organization. Identification means determining what area of work the manager should

examine while measuring performance. Measurement on the other hand is the centerpiece of appraisal system; entails making managerial judgment on how good or bad an employee was or is. Management is the overriding goal of appraisal system (Heathfield, 2007). Appraisal should be more than past oriented activities that criticize or praises an employee for their performance in the preceding year. For the better performance of an organization the appraisal template is a key practice that all organization needs to embrace to gauge their employee performance (David, 2012). This therefore makes it important to consider the level of human resource practices or the level of appraisal template being used on gauging the employee performance; it may either motivate the employee or demoralize them. In this section the managers experience play a greater role whether the appraisal of the employee will be done effectively without any favoritism.

Performance appraisal is a method by which the job performance of an employee is evaluated generally in terms of quality, quantity, cost and time (Koko, 2003). All organizations including county government should use appraisal for different purposes. They should perform appraisal to clarify and define expectations identify training and development needs, provide career counseling, improve individual and term of performance and facilitate communication.

Ring (1992) point out that appraisal is now more significant in maintaining employee loyalty and commitment than in directly managing performance. It provides managers with opportunities to reinforce corporate values and attitude thereby emerging as an important strategic instrument in the control process. Mzenge (1983) observed that performance report plays a major role in the decision making regarding human resource management because most appraisal are based on personality traits, while actual job performance and ability to achieve goals given little emphasis.

#### **2.1.4.3 Employee Training and Development**

Nadler (2010) point out that the organization provides human resource with development program and thereby prepare individual to undertake a higher level of education; that it should provide organized learning over a period of time. He argues that in these setting human resources development is the frameworks that focus on the organizational competence at the first stage. On the other hand McLean et al (2004)

argues that human resource development is simply developing the most important section of any business by attracting and upgrading employees. O'Neil (1990) feels that human resource development from a business perspective is not entirely focused on individual growth and development because development enhances the organizations value not solely for individual improvement.

Although training is often used in conjunction with development, the terms are not synonymous. Training typically focuses on providing employee with specific skills or helping correct deficiencies in their performance (Ulrich et al, 2009). On the hand development is an effort to provide employees with the abilities an organization will needs in the future (Ulrich, 2009). In training the focus is solely on the current job; in development the focus is on both the current job and jobs that employees will hold in the future. The scope of training is on individual employee whereas the scope of development is on the entire work group or organization. That is training is a job specific and address particular performance deficits or problem. In contrast development is concerned with the workforce skills and versatility.

Training tends to focus on immediate organizational needs and development tends to focus on long term requirement (McGuire, 2011).From previous studies by different researches such as Stewart, (2007) on contrast management shows that education level does not provide the ease of implementation of HR practices within the organization. As a county where there is constant complain on employee development results to the need of intervention, therefore sustainability training and workplace learning are considered to be HR interventions that work towards developing a low carbon system and improve on productivity (McGuire.2011). Much of this training is related to improving health and safety, saving energy and waste management within the organization. According to Kirton and Greene, 2010 claims that older employee receives less training and development within an organization since the employer tend to view them as less investment to the organization resulting to a lot of question on what level of education is best fitted for the implementation of HR practices in the organization. Training and development is a key HR practices for the achievement of the organizational goals and objectives. For the implementation of in job training and development, experience of the manager plays a key role on its implementation. This will gauge on how the practices is either effectively

implemented within an organization or not. Most research work done by different scholars (Gerhart, 1990, Huselid, 1995 and Dabs,2005) only takes into consideration one specific HR practices and how their implementation are influence by age, educational level and experience. This gives the studies a weak point that needs a lot of consideration.

#### **2.1.4.4 Employee Compensation**

Employee compensation has mainly three components that is base compensation, pay incentives and indirect compensation or benefits. Base compensation is a fixed pay an employee receives on a regular basis, either in the form of salary i.e. weekly or monthly paychecks. Pay incentives are programs designed to reward employee for good performance, these come inform of bonuses and profit shares. The last component is indirect compensation or benefits are encompasses wide variety of programs i.e. health insurance, vacations and unemployment compensation (Bratton et al 2010). Employee compensation is a key HR practice that can either motivate or de motivates employee performance thereby influencing the overall performance of an organization. For improved productivity in an organization and employee efficiency the compensation of the employees should be structured in such a manner that the work done equal the pay for an individual employee (Ulrich et al, 2009).

Human resource management seeks to make an explicit link between strategy, structure and people. This symbols the intention to link HR practices to superior performance at work within the organization (Capelli, 2009). From the study by Hull et al (1987), the level of employee compensation on consideration of the level of education, age and experience has been a constant menace that results to a lot of unanswered questions. This therefore has resulted to an ongoing debate on the benefit of adopting a high-road HRM strategy of high training, high involvement, high rewards and quality commitment(Coole,2008) versus a low-road strategy characterized by low pay, low job security and work intensification. Furthermore, research suggest the importance of introducing HR practices together in a bundle so that they would enhance and support each other, that is a plan to introduce performance appraisal on its own will be far less effective without consideration of training, reward, careers and the attitude and style of managers.

It is also important to coordinate the implementation, (Hoque, 2009) although any plan to do this will be subject to local culture everyday meaning which support the strength of the HRM system. In most situation if an organization is pursuing a strategy of increasing its exports, the staff perception of what they feel the organization on such factors such as policies, rewards and how managers behave towards the staff will affect how HRM activities such as training and career development (Boon et al., 2009). A high road HRM strategy linked to a high performance organization requires a belief by a management that engagements within people represent key sources of competitive advantage because an organization route to success is based on hiring a distinctive product and or services quality as well as price (MacLeod and Clark, 2009). While there is evidence of correlation between high-road HRM and business performance (Wall and Wood, 2010) such evidence may not always convince managers in their decision making process.

## **2.2 Empirical Review**

### **2.2.1 Educational Level and Human Resource Practices**

The educational levels of employee are distinct within three categories as per the study that is primary level, secondary level and the tertiary level or post-secondary level. According to Mwita, 2008, tertiary level of education composed of the technocrats with skills and empowerment that are charged with the responsibility and decision making authority within the organization. The employees with tertiary level of education are composed of skilled individual that might work efficiently within different department of the organization.

According to Myers, 2008 educational level of employee is key to the implementation of HR practices within the organization since it comprises of employee empowerment thereby giving him or her responsibility and power for decision making. This is through provision of skilled knowledge for the implementation of the HR practices within the organization. The educational level of the employees within the organization plays a key role of how HR practices should be implemented in an organization.

Studies by (Truss, Huselid, 1995 & Dabs, 2005) on human resource practices and performance; argued that an organization with unique human resource management



practices in the industry will always outperform their competitions in the market. The study focus on fitness and configuration aspect of human resource management practices towards influencing organizations performance, although many investigations have been done on the same are by scholars such as (Miller 1987, Hull 1987, Mintzberg 1973) they have made little attempt to relate the two aspects yet there is intrinsic moderating effect of employee characteristics on the implementation of human resource practices. The study therefore seeks to correct this by incorporating employee characteristics in my study so as to know how it affects the implementation process of human resource practices in the organization.

On considering a report by Ethics and Anti-corruption Commission in the Star newspaper on 18<sup>th</sup> August 2016 indicates how favoritism, bribery and nepotism are manifested in counties, thereby depicting lack of transparency in service delivery. This has hampered the process of service delivery to the public at large. Although the human resource practices implemented in the management process of the organization are up to the required expectation. It is not known whether the effects of employee characteristics implemented in the organization are the main contributors to poor service delivery in the organization. The study therefore seeks to correct this by considering the effect of employee characteristics on human resource practice and how they might affect organization in terms of performance.

According to report published in the standard newspaper of 15<sup>th</sup> Sep 2015 on Bungoma county government indicates the rise and constant cases of corruption that hamper development in the county government, thereby indicates how the compensation procedures are flouted therefore resulting into poor quality of service to the people. This is shown by a purchase of one wheelbarrow at Ksh 100,000. This therefore indicates how compensation procedures are completely flouted and thereby results to the question on whether the employee characteristics are considered on the implementation of human resource practices in the organization. The study therefore seeks to rectify this by incorporating employee characteristics as a factor in the study.

A number of researchers examined the relationship between organization characteristics and employee training management practices have taken a micro approach investigation single human resource practices that is, training. Rusell,

Terberg and Power (1998) examined the relationship between training organizational support and performance of an organization that is a sample of 50 retail stores in the United States of America. The findings provide evidence that both training and organizational support was positively and significantly related to individual performance. The two studies only took in consideration training as the only human resource practices and relate it to other factors; this therefore makes the scope of their studies limited. This might also be the case in the county governments considering the way in which projects are implemented and the outcome. The study seeks to overcome this by making an inclusive coverage of more human resource practices that affects the employee characteristics in the organization.

In the study on high tech start up in the Silicon Valley of California; by Coole (2008), new venture with commitment human resource model were least likely to fail. Takeuchi et al (2003) further iterate the long term commitment in the organization welfare, skills development and problem solving thereby improving the business performance. The accumulated research evidence shows that effective human resource management practices have a substantial impact on organization performance. The human resource practices focused on enhancing employee commitment which is related to high performance. The study however failed to relate human resource practices and organizational characteristics that have promoted positive impact on performance. On the other hand different reports on the county government performance do not come out clearly on organization characteristics and human resource practices that have contributed to their better performance. The study seeks to relate the human resource practices such as (training, recruitment, selection and development) and employee characteristics such as (educational level, age and experience) thereby redressing these shortcomings by applying robust measures.

Huselid (1995) on human resource practices and employee turnover on a national sample found out that human resource practices had an economically and statistically significant effect on turnover, productivity and corporate financial performance. Hoque (1999), on the same topic of study further explore human resource practices and a range of outcome, variable from a sample of 209 hotels. The outcome measures were of two types; human resource outcome and performance outcome. He found that amongst the quality enhancer; educational level, age experience, commitment, job

satisfaction, quality of work, quality of service and financial performance might provide a significant relationship between employee characteristics and human resource practices. This therefore is in line with findings from different studies (Gerhaust, 2008& Huselid, 1995). However the study does not bring in depth the specific human resource practices that are affected by the employee characteristics in the implementation process. The study therefore seeks to remedy this by clearly relating employee characteristics and human resource practices and therefore bring out how they affect the performance of an organization.

Bartlett (1994) on the effect of training and labor productivity, utilized training as an independent variable, and labor productivity as the dependent variable. She found out that the implementation of formal training program is positively and significantly related to labor productivity. Terpstra & Rozell (1993) also examined the effect of extensive staffing promotion within the firm performance as their dependent variable. The common factor in these two studies is that they did not consider other human resource management practices indicators such as selection and recruitment, appraisal and compensation, thereby taking a micro approach hence limiting the scope of their study. The study therefore seeks to remedy this by focusing on all the best human resource practices that might be affected by the employee characteristics in the organization.

### **2.2.2 Employees Age and Human Resource Practices**

According to Travis, 2011 on organizational structure and employee responsibility indicates that most organization employee ranges between the age brackets of 26-35 and 35- 45 years with management of the employee coming at the age of 35-45 and the implementation process of HR practices within the organization is fully within the management level of the organization.

The study by Chang and Huang (2005), investigates the moderating effect of employee characteristics such as age, educational level and experience on performance. This is one of the contextual factors in the relationship between human resource management practices and performance. The results from this study therefore failed to take into consideration the age of adults in the implementation of human resource practices in the organization. On considering the percentage

composition of employee age within the county government, age of adults has not been taken into consideration in the implementation process of human resource practices. The study therefore seeks to correct this by incorporating adult age in the study thereby finding out how it impacts on the implementation of human resource practices in the county government.

Hull et al (1987), on human resource practices and employee performance indicates that firms with unique human resource management practices in the industry will always outperform their competitor in the market, the study focus on the fitness and configurationally aspect of human resource management practices and organizational characteristics towards influencing performance of the organization. Although many investigations have studied the employee characteristics such as age, educational level and experience on implementation of human resource practices (Miller 1987, Hull 1977 and Mint berg 1973) have made little attempt to relate the two variables that are employee characteristics and human resource practices making their study not to conclusive. The study therefore seeks to remedy this by clearly distinguishing between organizational characteristics and human resource practices as independent and dependent variable respectively and how they impact on organizational performance.

### **2.2.3 Employees Experience and Human Resource Practices**

HR professional and supervisory employees' experiences depend on the length of service an individual has served within a given role thereby effective implementation of HR practices in the organization. In Performance Management by Greenlaw, John and Kohl 2008 describe three distinct interrelated fields of interest addressed by the HRM disciple, human relations, organization theory, and decision areas. Human relation encompasses matters such as individual motivation, leadership, and group relationships. Organization theory refers to job design, managerial control, work flow through different department and the level of management charged with the implementation of HR practices within the organization. The management level of the organization is the key decision maker with the consultation from other levels of the organization. The study clearly explains how employee experience impact on organizational performance while not incorporating human resource practice in their

work. The study therefore seeks to remedy this by incorporating human resource practices in the study.

Performance management refers to the set of interconnected practices designed to ensure that a person's overall capabilities and potential are appraised, so that relevant goals can be set for the work and development (Strebler et al, 2007). Through the use of assessment matrices that connected to business objectives, appraisal and performance management provide the possibility of matching human resource practices with the organizational strategy.

Performance management forms the nub of the strategic link between HR inputs and practices and organizational performance (Ferguson and Rein, 2010), it is also a vital feature of the development of high performance work system (Mackey and Boxall, 2007). Significant attention needs to be paid to setting organizational goals and directions so that business performance can be improved and importantly, to how such performance could be measured. Activities such as appraisal and assessment have traditionally been completed in isolation and have not always been able to demonstrate their role to organizational performance. The adoption of PMS represents an attempt by an organization to show a strategic integration of its HRM process which can together be linked to the goals and directions of an organization (Sparrow, 2008). It is a strategic focus on business objectives that gives performance management its distinctive position in HRM (Baron, 2009), providing the link between the organizations values, performance and competitiveness (Boudren and Ranstand, 2009). In all the studies HR practices were not taken into consideration. The study therefore seeks to rectify this by incorporating other HR practices together by not isolating each individual practices.

HR practices may result into improved productivity of the organization this is encouraged by improved policies, regulations, guidelines and proper implementation of HR practices in the organization hence resulting into more effort of employee. This is coupled by improved productivity of the employee hence improved overall productivity of the organization, (Laursen and Pedersen, 2011). However most of the studies tend to isolate each variable that is employee characteristics and HR practices

thereby no proper comparability. The study therefore seeks to correct this by incorporating the two relevant variables.

(Purcell et al, 2009) establish the validity of the hypothesized relationship between HR practices and organizational performance; it is highly complex despite the fact that many studies have performed considerable ambiguity remains over the casual path of relationship. Wright et al, 2013 also establish that progressive HR practices improve operational performance and profitability at least in part through enhanced employee commitment to the organization. Most of statistical analyses establish the casual connection between HR practices and outcome variables thereby leaving out the employee characteristics. The study seeks to remedy this by looking at the HR practices, employee characteristics and the probable outcome.

HR practices such as appraisal template, compensation procedure, recruitment and selection procedure, training and development provide the employee with the knowhow and technique on the processes of the organization hence ensuring efficiency of the employees in the organization (Becker et al 2007). The connection between performance, workplace learning and employee commitment has also been explored in various ways (Braft et al, 2003). At the centre of the changed HR practices involves increased valuing of the organizations intangible assets, its people. The view holds the employees needs to remain committed to the goals of the organization while simultaneously retains the degree of autonomy that provide space for internal dialogue that encourage informal learning (Garrick, 2009). These may nurture creativity, learning and innovation and a sense of shared values; all of which are more likely to persuade employees to go the extra mile and contribute to performance outcome (Purcell et al, 2009).

## **CHAPTER THREE: METHODOLOGY**

### **Introduction**

This section presented the proposed research design, study area, data collection instruments, reliability and validity for the data collection instruments, data analysis and presentation. This section gives the scope of the research procedures that is used and the overall framework of the research.

### **3.1 Research Design**

Research design is the blueprint for fulfilling research objectives and the research questions that arise from gaps (Cooper and Schindler, 2013). Research design may also be elaborated as the processes which involve a series of rational decision making choices (Sekaran, 2012). The research study took the form of cross sectional survey that was conducted in Bungoma county government, designed to obtain the empirical data to address the objectives of the study. A correlation cross sectional survey was deemed appropriate for the study since it enabled the researchers to collect data and make inferences about a population of interest at one point in time, thereby making the research design appropriate for the study. The survey was conducted using mode of data collection such as questionnaires thereby help to assess the effect of employees' characteristics on human resource practices in Bungoma County, such as recruitment and selection, appraisal system, compensation procedures , training and development.

### **3.2 Study Area**

On considering the report by Ethics and Anticorruption, (2016) on corruption cases in the county governments, Bungoma was one of the top ranked counties with the recent scam on abuse of office through nepotism, mismanagement of funds that results to poor service delivery. This had made Bungoma County a center of concern thereby basing my study in Bungoma County. The county is located in the western part of Kenya at 33'48.60N and 34'33.98E. The study involved probing in depth how an employee characteristic that is educational level of employees, age and manager experience affect the HR practices in the county government and what impact it had on performance of the organization.

### 3.3 Target Population

The study targeted a total population of 100 employees that is from supervisory role within Bungoma county government, thereby focusing on different departments that is accounting, procurement, sports and culture, finance and human resource department of the county government since the introduction of devolution system. The study only considered the management from each department who are mandated with the implementation process of human resource practices and decision making in the county government. The study concentrated on the five key departments since they employ the majority of employees thereby provides a better representation of the general population.

### 3.4 Sample Size

Sample size is a list of potential number of target population to be included in the study (Mugenda and Mugenda, 1999). On considering the total population of employees within the county government, a sample size of 90 employees from the five departments that is Procurement department, sports and culture, Accounting and Finance department, administration department and finally the Human Resource department was used since it was a clear representation of the general population of all the employees. The samples size was from the total population of 100 employee and 10 were used for pilot test. The general population from different department and the targeted sample size was as shown in the table. 3.1

**Table 3.1: Targeted Sample Size**

<b>Department</b>	<b>Population</b>	<b>Sample size</b>
Accounting	25	20
Procurement	15	15
Sports and culture	15	15
Finance	20	20
Human resource	25	20
<b>TOTAL</b>	<b>100</b>	<b>90</b>

Source :( Summary of Bungoma county HR registry on 18<sup>th</sup> Aug 2016 by the standard newspaper)



### **3.4.1 Sampling Technique**

The study employed saturated sampling technique in the five different departments of the government that is procurement, Finance and Accounting, sports and culture, administration and Human resource management. The sample size of 90 employees was used with 10 employees being used in the pilot study. The techniques was appropriate since the study targeted the employees who are deemed to be in a position of implementation of HR practices in the government and how it affected performance of the individual employees in an organization and the overall output of the organization.

The researcher obtained information from the subset of employee in the management so as to ensure effective response from the management who are charged with the implementation of human resource practices. This therefore provided the employees at the management level with the same chance of selection thereby minimize bias and simplifies analysis of results. In particular, the variance between individual results within the sample was a good indicator of variance in the overall population, which made it relatively easy to estimate the accuracy of results of the study. This provided questions specifically to the management who are charged with the implementation process.

### **3.5 Instrument for Data Collection**

This study employed the use of questionnaire to collect primary data thereby addressing the independent variable and mining from the organization database thereby addressing the dependent variable of the study. The questionnaire was structured in such a manner that it provides the respondent with the question and the section for probable response this thereby evaluating the effect of employee characteristics on the implementation of HR practices in the organization.

#### **3.5.1 Validity and Reliability of the Data Collection Instrument**

According to DeVillis, 2006 key indicators of the quality of a measuring instrument were the reliability and validity of the measurement. According to classical test theory, any scores obtained by measuring instrument are composed of both true score which is unknown and the error in the measurement process. The process of developing and validating an instrument is in large part focused on reducing error in

the measurement process. There are different means of estimating the reliability of any measure. According to Crocker and Algina, 2008, reliability is used to evaluate the stability of measures administered at different points within the same department like in the case questionnaires will be administered to the employees at same department at different point so as to identify the consistency of the feedback. On the other hand validity is often defined as the extent to which an instrument measures what it purports to measure. The data from the questionnaires was reviewed by expert for validity and pilot study was done for reliability at a thresh hold of 0.7 cronbach's alpha giving a result of 0.74. The study also used 10 respondents as pilot test for the study from procurement department, HR department, accounting, finance and sports so as to find out how reliable their response are and therefore come up with conclusive report on the finding of the study. From the data analyzed and outcome, it was clear that the data collection instruments were valid and reliable for the study.

### **3.5.2 Sources and Types of Data**

The main source data that is the respondents from the questionnaires which was used in getting the views of different employees on the effect of educational level, age and managers experience on HR practices and how the employees responded to the change in the working environment, the questionnaires was for the five different departments for the study that is the Procurement, sports and culture, administration, Accounting and Finance, HR department. The selected employees from different department were to complete the questionnaires. Besides the primary source of data, the secondary source of data was also to be used to gather the information necessary and reliable for the study e.g. the reliable source of information or data for the study was the institution or devolved government data base or records of the employee views on HR practices in the organization.

### **3.6 Data Collection Procedures**

In the study questionnaire was designed in such a manner that it relates to the main variables employee characteristics that is educational level, age of employee, experience of managers and HR practices implemented within the organization. The questionnaire was used to collect data. The study entailed both qualitative and quantitative data. The qualitative data that is yes, no, how and when answers was analyzed and interpreted while the quantitative data was analyzed through standard

deviation and simple regression hence drawing inferences on the effect of employee characteristics on human resource practices this is, if most of the outcome from the questionnaire are incline to the positive effect with a greater absolute value then employee characteristics affect implementation of human resource practices in the organization.

### **3.7 Data Analysis Method**

Data analysis is the process of gathering, modeling and transforming data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making process. The process involved proper inspection of the data collected and converting the information gathered from primary and secondary source of information to a medium for receiving and manipulation ready for the analysis and interpretation. The data collected for the study was evaluated thereby providing the overall trend of data set or providing a snapshot on the data collected. The evaluation was done through regression thereby identifying the relationship between dependent variable and one or more independent variables. A model of the relationship is hypothesized, and estimated of the parameter value are used to develop an estimated regression equation. If the model is deemed satisfactory, the estimated regression equation can be used to predict the value of the dependent variable given values for the independent variables. The regression model will be as shown in both the equation below

$$y = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + u$$

Where y is the dependent variable that equation tries to predict, that is human resource practice measured using a likert scale of five and

$b_0$  is the coefficient estimate of the intercept

$b_1, b_2, b_3$  are coefficient of educational level, age and experience respectively

$x_1$  = Employee educational level given by primary, secondary, tertiary, university and post graduate.

$x_2$  = Employee age measured using likert scale of five.

$x_3$  = Employee experience measured using a likert scale distributed in terms of years (Taylor, 2009)

The data collected was be presented through frequency distribution tables to examine the pattern of responses to each of the variable under study; graphs and pie-charts will also be used in the percentage presentations of the data findings.

## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **Introduction**

This chapter provides a summary of the data analysis, results of the study and the discussion of the results of the study. The results were presented on the effect of employee characteristics on human resource practices in Bungoma county government, Kenya.

The study was based on the following specific objectives: to analyze the effect of educational level on human resource practices; to determine the effect of employees age on human resource practices and to establish the effect of managers experience on human resource practices in Bungoma county government.

#### **4.1 Response Rate**

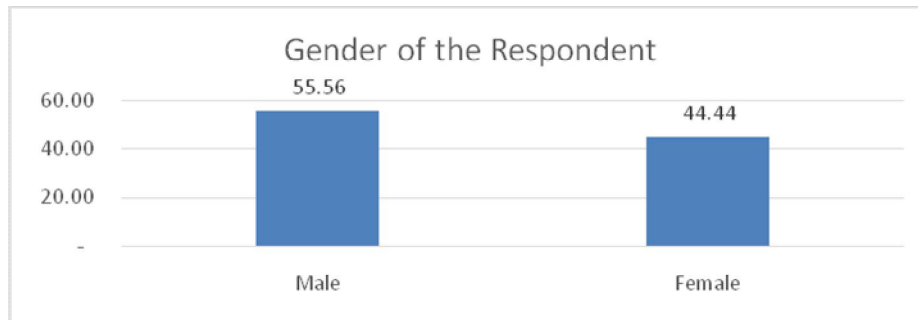
The Sample size of 90 respondents was targeted and 10 respondents being used for pilot study from which 90 filled in and submitted the questionnaires leading to a response rate of 100%. In making conclusions for the study this response rate was satisfactory as per Mugenda and Mugenda (1999). The response rate was representative, a 50% response rate is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. The response rate was considered to be excellent, based on the assertion.

#### **4.2 Demographic Information**

The study sought to establish the information on the respondent's gender, age and education of the respondents. The bio data points at the respondents' appropriateness in answering the questions.

##### **4.2.1 Gender of the Respondents**

When asked their gender, 55.56% of the respondents were male and 44.44% of the respondent indicated the female. This presupposes that generally, the margin between males and females is minimal. This implied that there was equal representation of the male and female in the respondent. The results were presented in the figure 4.1 below

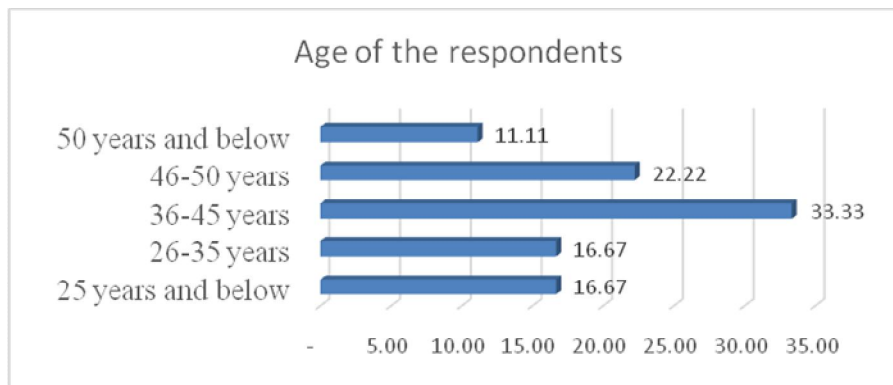


**Figure 4.1: Outcome of the Gender of the Respondents**

*Source: Research data, (2017)*

#### 4.2.2 Age of the respondents

The study requested the respondent to indicate their age category, from the findings it was established that, 16.67% was equally between the respondents who were aged below 25 years and 26 to 35 years, 33.33% of the respondent indicated they were aged between 36 to 45 years, 22.22% of the respondents indicated they were aged between 46 to 50 years, whereas 11.11 % of the respondents indicated that they were aged above 50 years. This is an indication that respondents were well distributed in terms of their age. This also is an implication that the majority were able with adequate experience in matters of human resource. The results were presented in figure 4.2 below



**Figure 4.2: Outcome of the age of the respondents**

*Source: Research data, (2017)*

### 4.2.3 Educational level of the respondents

As pertaining to their highest level of education, 5.56% of the respondents had primary education, 16.67% was equally shared between those respondents who had secondary education and post graduate education, 27.78% of the respondents had tertiary and 33.33% had undergraduate degree in education in various fields indicating clearly their level of articulation of the subject matter and their ability to contribute to the human resource practices as was evidence in the research findings.

**Table 4.1: Outcome of Education Level**

	Frequency	Percentage
Primary level	5	5.56
Secondary level	15	16.67
Tertiary level	25	27.78
University level	30	33.33
Post graduate level	15	16.67
Total	90	100.00

*Source: Research data, (2017)*

**Table 4.2 Human Resource Management Practices**

<b>Human resource management practices</b>	<b>N</b>	<b>Mean</b>	<b>Std dev</b>
Employee recruitment and selection procedures	90	3.76	0.87
Employee appraisal	90	3.80	0.90
Employee training and development	90	3.91	0.75
Employee compensation procedures	90	3.73	0.79
<b>Composite mean and std dev</b>		<b>3.80</b>	<b>0.83</b>
<b>Recruitment and selection methods</b>			
Walk ins	90	2.53	1.06
Employee referrals <sup>90</sup>		3.89	1.11
Websites	90	3.92	0.72
Professional and educational associations	90	3.51	1.08
Advertisements	90	4.21	0.90
Employee exchange	90	2.91	1.01
Employee agencies	90	3.78	0.96
Promotions	90	3.61	1.07
Transfers	90	3.46	1.14
<b>Overall mean and std dev</b>		<b>3.54</b>	<b>1.01</b>
<b>Performance appraisal objectives</b>			
Promotions	90	2.68	0.92
Confirmations	90	3.53	1.08
Training and development	90	4.12	0.88
Compensation review	90	3.41	1.08
Competency building	90	3.54	0.90
Improve commitment	90	3.86	0.87
Evaluate of HR program <sup>90</sup>		3.82	0.64
Feedback and grievances <sup>90</sup>		3.55	1.07
<b>Overall mean and std dev</b>		<b>3.56</b>	<b>0.93</b>
<b>Performance appraisal process</b>			
Objective definition of approval <sup>90</sup>		3.58	1.12
Job expectation establishment <sup>90</sup>		3.77	0.94
Design an approval program	90	4.10	1.08
Appraise the performance	90	3.53	1.23
Performance interview	90	3.64	0.96
Use data for appropriate purpose	90	3.87	1.16
Identify appropriate variable <sup>90</sup>		3.53	1.27
Use social process <sup>90</sup>		3.51	0.89
<b>Overall mean and std dev</b>		<b>3.67</b>	<b>1.08</b>



**Table 4.3: Training, Development and Reward System**

<b>Training and development model</b>	<b>N</b>	<b>Mean</b>	<b>Std.</b>
System model	90	3.88	1.00
Integrated approach	90	3.43	1.02
Integrated and systematic approach	90	3.51	1.19
Transitional model	90	2.15	1.16
Instructional system development model	90	3.58	0.99
<b>Overall mean and std dev</b>		<b>3.31</b>	<b>1.07</b>
<b>Reward system</b>			
Job based pay system	90	4.10	1.00
Person based pay system	90	2.07	1.25
Performance based pay system	90	3.45	1.13
<b>Overall mean and std dev</b>		<b>3.18</b>	<b>1.13</b>

Source: Research data, (2017)

### 4.3 Human Resource Management Practices

Human resource management practices are one of the practices used in the Bungoma County government.

The respondents were asked to indicate to what extent they agreed with the statement in relation to human resource management practices in Bungoma county government and they responded to various aspects under the variable on a five-point Likert Scale (5= used fully, 4=much extent, 3= moderate extent, 2= little extent and 1= not at all). The research findings are as in the Table 4.2 above showing the resultant means and standard deviations of the variables.

From the table 4.2 above human resource management practices were being adopted by the Bungoma county government, the respondents to much extent agreed that Bungoma county government always practice employee recruitment and selection procedures with mean of 3.76, employee appraisal with a mean of 3.80, employee training and development with a mean of 3.91, and employee compensation

procedures with a mean of 3.77. The mean of 3.80 indicates that human resource practices are being practiced to much extent in the organization.

The findings are in line with Barney (2001) whereby they identified adopting human resource as practice is the most important asset in an organization thereby creating a competitive advantage for the organization. The findings agree with the literature review in aim of this practice is to improve the fit between employees, the organization, teams and work requirements and thus, to create a better work environment (Tzafir, 2006). Sophisticated recruitment and selection system can ensure a better fit between the individuals' abilities and the organization's requirement (Fernandez, 1992). Hunter and Schmidt (1982) concluded that employment stability can be achieved through a selection procedure based on ability. Katou and Budhwar (2007) also found that recruitment and selection was positively related to all organizational performance variables such as effectiveness, efficiency, innovation and quality.

Also the findings are in line with the study of Thang and Buyens (2008) who opined that training and development leads to superior knowledge, skills, abilities, attitudes and behavior of employees that eventually enhance organizational performance. This implies that the county government of Bungoma was mindful about the performance. From the table above recruitment and selection methods were being used by the Bungoma county government, the respondents to much extent agreed that Bungoma county government always use employee referrals with a mean of 3.89, websites with mean of 3.92, professional and education associations with a mean of 3.51 and advertisements being the mostly used with a mean of 4.21, while walk ins were the least used with a mean of 2.53. The overall mean of 3.54 indicates that the organization used recruitment and selection methods.

The report on outcome agrees with the study of Parry and Wilson (2011) as the recruitment process of employees in an organization has some distinctive channels that might help to attract qualified applicants. This implies that the county government of Bungoma uses the recruitment and selection method to select the best employee who fit the job.

As indicated in the tables 4.3 appraisals are done for different objectives in the organization, with training and development need having the highest mean of 4.12, while promotions being the least at 2.68. Other objectives are with a distribution of mean in between. The overall mean of 3.56 and standard deviation of 0.93 indicates that appraisal is performed for different objectives in the organization.

The report on the outcome agrees with the study of Ring (1992) who point out that appraisal is now more significant in maintaining employee loyalty and commitment than in directly managing performance. It provides managers with opportunities to reinforce corporate values and attitude thereby emerging as an important strategic instrument in the control process.

From the table above there are different appraisal processes being practices in the organization with design an approval program being predominantly used at a mean of 4.10 and other social processes being least used at 3.51. The overall mean of 3.67 indicates that the processes were being used to greater extent in the organization.

The findings agrees with the study of Prasad (2005) and Dessler (2008) who identified the performance appraisal process as the key ingredient or an important step of whole performance management system This implies that the county government of Bungoma use performance appraisal to improve performance.

From the table 4.3 indicated above training model is used in Bungoma county government. The respondents to much extent agreed that training model were predominantly used with the highest mean of 3.88 while transitional model being the least used with a mean of 2.15. The overall mean of 3.31 indicated that training and development models are used to much extent in the organization. The outcome are in line with the literature review in that training is the most important aspects of HRM needed to keep organizations ahead of their competitors and investment for future success Hilb (1992).

From the table indicated above the respondents to much extent agreed that the reward system is used in Bungoma county government with job based pay system being the highest at 4.10 and person based pay system being the least at 2.07. The overall mean

3.18 and standard deviation of 1.13 indicates that different reward system are being used too much extent. The findings are in line with the study of Vroom (1994) and Bohlander & Snell (2004) who opined ways in which workers decide which specific behaviors to perform and how much effort to exert. This shows that one's level of motivation depends on the attractiveness of the rewards sought and the probability of obtaining those rewards. Also the findings concurs with the literature review in that an inclusive and effective HRM strategy has a coherent approach to rewards as one of its most central component (Armstrong & Murlis 1991; Poole & Jenkins 1997). It plays a motivational role in management hence the importance attached to it. Pay strategies include performance related pay, skill based, knowledge based and base pay (Brown 1989). This implies that the county governments of Bungoma perceive that when employees get valued rewards from the county, they tend to put greater effort into work organization.

#### **4.4 Effects of employee characteristics on human resource practices**

The study proposed that there exist a relationship between employee characteristics and human resource practices in county government of Bungoma in Kenya. Regression analysis was used to come up with the model that can explain the relationship between variables. The table 4.11 shows the model summary of the coefficient of determination.

**Table 4.4: Regression Coefficients**

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1(Constant)	0.881	0.417	0	2.112	0.849
Employee education level	0.309	0.101	0.383	3.059	0.003
Employee age	0.14	0.215	0.172	0.656	0.046
Employee experience	0.203	0.087	0.111	2.333	0.038

*Dependent Variable is Human resource practices, predictors are employee educational level, age and experience.*

**Source: Research data, (2017)**

In table 4.4, the standardized and un-standardized coefficients show the contribution of each independent variable. The significance level in last column shows whether the contribution of the independent variable is statistically significant. The t value shows the likelihood that the value of the individual variable in the regression model is not zero (=0). The smaller the t value the higher the likelihood that the value of the variable is higher than 0. Based on the results presented in table 4.4, the equation general form to predict the effect of employee characteristics in Bungoma County based on the human resource practice functions as follows:

$$\text{HRP} = 0.881 + 0.309x_1 + 0.141x_2 + 0.203x_3$$

The prediction model was acquired from the Coefficients table (Unstandardized coefficients), as displayed above. The Unstandardized coefficients illustrate how much the dependent variable varies with an independent variable, when all other independent variables are taken constant. The predictor model means,  $\beta_0 = 0.881$ , displays that if independent variables levels are taken at constant zero, human resource practice would be 0.881,  $\beta_1 = 0.309$ , this indicates that change in one unit in employee education level would result in 0.309 units increase in human resource practice,  $\beta_2 = 0.141$ , displays that change in one unit in employee age would result in 0.141 units increase in human resource practice,  $\beta_3 = 0.203$ , shows that one unit change in employee experience would give rise to 0.203 units rise in human resource practice. This is a clear test for the hypothesis indicating that a change in one variable when one is constant results to an equal value. Findings agree with the literature review in that education level, age and experience influence the implementation of human resource practices in the organization.

The findings are in line with Barney (2001) whereby they identified adopting human resource as practice is the most important asset in an organization thereby creating a competitive advantage for the organization. The findings agree with the literature review in that the aim of this practice is to improve the fit between employees, the organization, teams and work requirements and thus, to create a better work environment (Tzafir, 2006).

The corresponding p-value indicates that the relationship between employee characteristics and human resource practice is statistically vital.

#### **4.4.1 Effect of educational level on human resource practices**

From the table 4.4 educational level provided unstandardized coefficient of  $\beta = 0.309$  and significant level of 0.003. From the analysis change in educational level result to a change in human resource practices at significant level of 0.003, this therefore indicated that improvement in employee educational level result to understanding of human resource practices in the organization. The null hypothesis was therefore rejected that educational level has effect on human resource practices in the organization.

The findings are in line with (Myer, 2008), educational level of employee is key to the implementation of HR practices within the organization since it provide employee empowerment thereby giving responsibility and power for decision making. The findings therefore concur with the study in that employee education empowers an individual to understand the implementation of human resource practices in the organization thereby resulting into achievement of individual objectives that in end results to improvement in the overall performance of the organization.

The findings by (Truss, Huselid, 1995 & Dabs, 2005) on human resource practices and performance provided that an organization with unique human resource practices in the industry will outperform their competitors in the market. This therefore concur with the need for more education on human resource practices so as to improve on service delivery.

The findings by Huselid (1995) on human resource practices and employee turnover on a national sample found out that human resource practices had an economically and statistical significant effect on turnover and this is achieved through educational empowerment of employee. Employee education is therefore necessary to improve on individual knowledge, hence resulting into improvement in the overall productivity of the organization.

#### **4.4.2 Effect of employee age on human resource practices**

From the table 4.4 employee age provided unstandardized coefficient of  $\beta = 0.141$  and significant level of 0.046. This indicated that employee age affect human resource practices with a significant level of 0.046, therefore employee age affect the

implementation of human resource practices in the organization. This therefore reject the null hypothesis of age has effect on human resources practices in the organization. The findings are in line with Hull et al, (1987) on human resource practices and performance, organization with unique human resource practices depending on age will always outperform their competitors in the market. This therefore concur with the findings in that employee age impact on the implementation of human resource practices in the organization both positively and negatively. The age factor of the employees plays key role in the implementation process of the human resource practices, therefore on recruitment, selection, training and development of employee an organization must consider the age as a key variable in the implementation process.

The study by Chang and Huang (2005), investigating the moderating effect of employee characteristics such as age, educational level and experience provides a contextual relationship between age and performance. This concur with the finding that employees at prime age are more productive to the organization. The organization therefore needs to recruit employee at their prime age making them to be more productive as compared to old age. The organization also needs to provide for early retirement for employee who is aged, thereby creating room for more productive lots in the organization.

#### **4.4.3 Effect of employee experience on human resource practices**

From the table 4.4 employee experience provided unstandardized coefficient of  $\beta=0.203$  and significant level of 0.038. This indicated that employee experience has effect on the implementation of human resource practices with a significant level of 0.0308. This therefore indicated that implementation of human resource practices depend on employee experience. The null hypothesis was therefore rejected since managers' experience has effect on human resource practices in the organization.

The findings of the study concur with (Becker et al, 2007 and Garrick, 2009). The connection between employee performance, work place learning and experience is pivotal for the success of the organization. Purcell et al, 2009 also establish the validity of the hypothesized performance depending on employee experience. Progressive HR practices implementation depend on employee experience, thereby improves operational performance and profitability of the organization.

The findings by (Sparrow, 2008) on link between the organizations values, performance and competitiveness are in line with the object that employee experience improves productivity. It also further indicates that employee experience needs significant attention so as to improve on the overall productivity of the organization.

The findings on the study by (Laursen and Pedersen, 2011) on employee experience and employee performance indicated that employee with more experience in the organization are always more productive as compared to those are of less experience. It is therefore appropriate for the organization to consider recruiting of employee who is more experienced.

**Table 4.5: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig
1	0.871	0.757	0.75	0.36	0.004

*Source: Research data, (2017)*

*Dependent variable is human resource practices, predictors are employee educational level, age and experience.*

The study sought to establish the influence of the employee characteristics on the human resource practices. This was done by generating the coefficient of determination presented in table 4.5 the model summary was significant ( $p=0.004$ ) showing that the model was functional. The "R Square"(coefficient of determination) is a measure of how much the variance in the dependent variable in the model explained, the coefficient of determination indicates the extent to which the dependent variable is influenced by the independent variables as given in the regression model.

The model had an R square value of 0.757 indicating that the dependent variable percentage of the variance that was explained by the independent variables was 75.7%. From the analysis of the data it indicates that human resource practices as a variable depend on employee characteristics at 75.7%.

Such a percentage indicates a very good level of prediction, that is, 75.7% of the variations in human resource practices could be explained by the changes in



employees education level, employees age, employees experience, leaving 24.3% unexplained (error term). In making conclusions for the study this relationship is satisfactory as per Mugenda and Mugenda (1999). The relationship of 70% and over is excellent. This therefore makes the relationship excellent, based on the assertion. The P- value of 0.004 (Lesser than 0.05) implies that human resource practice model is significant at the 5 per cent significance. R is the correlation coefficient which displays the relationship between variables of the study, from the result shown in the table above there was a positive strong connection between the variables of the study as shown by 87.1%. The findings concur with Barney (2001), HRP are important assets in the organization processes.

The table 4.6 below shows the Anova results after analysis

**Table 4.6: Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.221	3	12.072	86.23	.004 <sup>a</sup>
	Residual	12.072	86	0.141		
	Total	48.291	89	0.011		

*a. Predictors: (Constant), Employee educational level, age and experience, Dependent variable: Human resource practices. Source: Research data (2017).*

ANOVA findings (P- value of 0.04) in Table 4.6 show that there is correlation among the predictor's variables and response variable. The table 4.6 shows that the independent variables are statistically significant in predicting the dependent variable. This is because the P value denoted by sig shows whether the variance is significant or not. In this study, the ANOVA of the model is significant given  $P=0.04 < 0.05$  (i.e., the regression model is a good fit of the data).

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **Introduction**

Examining human resource practices as described by Schuler and MacMillan (1984) as described as managing a pool of organizational activities and direct them towards the fulfillment of organizational goals and objectives. This chapter provides a summary of findings, conclusion, recommendations, implications of the study on policy and practice, limitation of the study, and further suggestion for research.

#### **5.1 Summary of the Findings**

The research findings revealed clearly the effects of employee characteristics on human resource practices in management of their operations that are aligned to its corporate strategy and business objectives that is to analyze the effect of employee educational level, age and experience on human resource practices.

The first objective sought to find the effect of educational level on human resource practices. Findings show that educational level of employees significantly affects human resource implementation. From the findings in the study employees of higher educational level tends to be more productive in the organization as compared to those of lower educational level. The presence of higher level of educational provides ease of implementation of human resource practices, thereby resulting into improvement in the overall productivity in the organization. Continued self-development and training aims at continued self-development of the employees is necessary so as to improve on productivity.

The second objective sought to find the effect of age on human resource practices. Findings show that age of employees significantly affects human resource implementation. Employees' age is critical since employees at prime age are more productive and thereby providing ease of implementation of the practices. From the finding in the study employee of prime age tend to be more productive as compared to those of old age. The organization therefore needs to embrace strategies, philosophies plans and processes through recruitment of employees at prime age and provision of early retirement, therefore resulting into improvement in the overall productivity.

The third object sought to find the effect of employees experience on human resource practices. Findings show that employee experience significantly affects human resource implementation. The effect of employee experience on implementation of human resource played a critical part since employees who are more experienced proved productive in the organization due to ease of the implementation of the human resource practices.

## **5.2 Conclusion**

The objectives of this study were to analyze the effect of educational level on human resource practices, determine the effect of employee age on human resource practices and to establish the effect of experience on human resource practice. Subject to the result of the study and the forgoing discussions, it is clear that there exist very strong human resource practices and strategies that have contributed to good performance depending on the educational level, age and experience within the operation conversely impacting the county overall performance and its competitive strength in the challenging industry environment.

As of the findings, the study concludes that implementation of human practices needs improved employees' educational level, age and experience thereby improving performance of the organization. The improvement on performance is reflected through reduced lead times, better quality and customer satisfaction. This shows that human resource practices were well customized process to suit the county change needs. These practices would give the County the higher success rate to the change process hence competitive advantage and improved performance.

## **5.3 Recommendations**

Human resource needs to be embraced to help the management team appreciates the direct impact of these initiatives. Adoption of relevant human resource management practices depending on the employees educational level, age and experience through appropriate research which will help efficiently and effectively meet the business diverse yet drastic changing needs as well as address challenges arising from a dynamic global business environment. Organizations need to consider all employee characteristics such as marital status, gender and professional expertise in the implementation of human resource practices.

The educational level of employees plays a major role in the implementation process of the organization. Employees with higher educational level tend to be more productive, therefore need for managers to consider educational level of on recruitment of employees in the organization.

The effect of employees' age on implementation of human resource practices is critical in the process of the organization. Employee age plays a key role on ease of implementation of human resource practices. It is therefore necessary to consider age on recruiting of employee in the organization. The organization should also introduce the policy of early retirement to provide room for the productive employees.

The effect of employee experience also plays a critical role in the implementation of human resource since most of employees with more experience were more productive as compared to those of little experience. Therefore the organization needs to incorporate the culture of provision of room for development so as to acquire more experience resulting to more productivity. There is also needs to recruit employees with coherent job experience so as to improve on the overall productivity of the organization.

#### **5.4 Limitations of the Study**

The presence resource constraint was a major challenge. Due to financial constraints, the study was under-powered, and thus, did not reach statistical significance.

Limited time frame for the study could not provide for coverage of all the human resource practices and the study area. This therefore enabled the study to only cover some specific human resource practices thereby limiting the scope of the study.

On the other hand research context was limited to county government of Bungoma, while the future research can be extended to different sectors of different cities and other counties to get more significant results.

#### **5.5 Suggestion for further studies**

Since this study explored the effect of employee characteristics (educational level, age and experience) on human resource practices in Bungoma county government, Kenya it recommends that other studies can be done on gender, marital status and

professional of employee and how they affect the implementation of human resource practices. This study examined only five human resource practices while other human resource practices can also be used for further study to get a clear idea of the important employee's performance determinants.

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## APPENDICES

### **Appendix I: Letter of Introduction**

DAVID OKIKI AWINO,  
MASENO UNIVERSITY,  
PRIVATE BAG,  
MASENO.

Dear Respondents.

I am a student of Maseno University pursuing Masters of Business Administration. As part of my study I am required to collect data on the effect of employee characteristics on Human Resource practices in Bungoma county government. You have been selected to participate in the study, I kindly request for your vivid response on filling the attached questionnaire. Your identity will be confidential for the purpose of the study, otherwise thanks in advance for the response.

Yours faithfully,

DAVID OKIKI AWINO.

**Appendix II: Questionnaire**

1. Name (Optional)
2. Gender
 

Male  Female
3. Age bracket charged with the processes of HR practices in the organization
 

25 and below

26-35 years

36-45 years

46-50 years

50 years and above
4. Which educational level is charged with the processes of HR practices in the organization
 

Primary level

Secondary level

Tertiary level

University level

Post graduate level

Others specify if any.....
5. For how long have you worked as an employee in the organization?
 

0-2 years

2-4 years

4-6 years

6-8 years

8 and above years

**SECTION B**

6. a) To what extent are the following HRM practices being exercised in your organization. Use the scale of

1. Not at all 2. Little extent 3. Moderate extent 4. Much extent 5.Used fully

No	1	2	3	4	5
1. Employee recruitment and selection procedures					
2. Employee appraisal					

3.	Employee training and development					
4.	Employee compensation procedures					

b) To what extent are the following recruitment and selection method used by the organization? Use a scale of

1. Not at all 2. Little extent 3. Moderate extent 4. Much extent 5. Fully used

No		1	2	3	4	5
1.	Walk ins					
2.	Employee referrals					
3.	Websites					
4.	Professional and education associations					
5.	Advertisements					
6.	Employment exchange					
7.	Employment agencies					
8.	Promotions					
9.	Transfers					

c) To what extent are the following objectives of performance appraisal used in the organization.

Use the scale below.

1. Not at all 2. Little extent 3. Moderate extent 4. Much extent 5. Fully used

No		1	2	3	4	5
1.	Promotions					
2.	Confirmations					
3.	Training and development					
4.	Compensation review					
5.	Competency building					
6.	Improve commitment					
7.	Evaluate of HR program					
8.	Feedback and grievances					

d) To what extent is the following performance appraisal processes used in the organization.

1. Not at all 2. Little extent 3. Moderate extent 4. Much extent 5. Fully used

No		1	2	3	4	5
1.	Objective definition of approval					
2.	Job expectation establishment					
3.	Design an approval program					
4.	Appraise the performance					
5.	Performance interview					
6.	Use data for appropriate purpose					
7.	Identify appropriate variable					
8.	Use social process					

e) To what extent are the following training and development model used in the organization? Use the scale of

1. Not at all 2. Little extent 3. Moderate extent 4. Much extent 5. Fully used

No		1	2	3	4	5
1.	Systematic model					
2.	Integrated approach					
3.	Integrated and systematic approach					
4.	Transitional model					
5.	Instructional system development model					

f) To what extent are the following reward system used by the organization?

Use the scale of

1. Not at all 2. Little extent 3. Moderate extent 4. Much extent 5. Fully used

No		1	2	3	4	5
1.	Job based pay system					
2.	Person based pay system					
3.	Performance based pay system					

**SECTION C**

7. a) To what extent does educational level influence the implementation of the following HR practices in the organization?

Use the scale of

1. Not at all 2. Little extent 3. Moderate extent 4. Much extent 5. Full extent

No		1	2	3	4	5
1.	Employee recruitment and selection procedures					
2.	Employee appraisal					
3.	Employee training and development					
4.	New employee compensation procedures					

b) To what extent does age influence the implementation of the following HR practices in the organization?

Use the scale of

1. Not at all 2. Little extent 3. Moderate extent 4. Much extent 5. Full extent

No		1	2	3	4	5
1.	Employee recruitment and selection procedures					
2.	Employee appraisal					
3.	Employee training and development					
4.	New employee compensation procedures					

c) To what extent does employee experience influence the implementation of the following HR practices in the organization?

Use the scale of

2. Not at all 2. Little extent 3. Moderate extent 4. Much extent 5. Full extent

No		1	2	3	4	5
1.	Employee recruitment and selection procedures					
2.	Employee appraisal					
3.	Employee training and development					
4.	New employee compensation procedures					

**SECTION D**

- i. In your opinion what are the strength and weakness of the HRM practices within the management of the organization

Strength.....

.....

Weaknesses.....

.....

.....

- ii. What are the measure necessary to improve on the HRM practices in the organization.....

.....

.....

.....

Finally I take this opportunity to thank you for sparing your valuable time to complete this questionnaire. Indeed your response will be of great help to my research.

### **Appendix III: Proposal Budget**

<b>ITEMS</b>	<b>COSTS (Ksh)</b>
Equipments	
• Stationeries	2,000
<b>Materials and Supplies</b>	
• Questionnaire forms	500
• Report materials and supplies	1,500
• Test materials or samples	1,500
<b>Services</b>	
• Computer services	2,000
• Duplication services	1,000
• Data analysis	2,000
Transport cost	4,000
Food staffs	3,000
Others Publication of data	1,500
• Periodical books	<u>1,000</u>
<b>Total</b>	<b><u>20,000</u></b>

**Appendix IV: Bungoma Location Map (Bungoma, Kenya)**



Location of Bungoma town (33°48.60N and 34°33.98E)

