



## Effects of Employee Resourcing and Development Practices on Organization Performance in Public Secondary Schools in Rachuonyo South Sub County

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### ABSTRACT

Research findings on the relationship between employee resourcing and development practices have yielded inconsistent and inconclusive results. Furthermore most of these studies have investigated employee resourcing and development independently. In addition to this, literature on the relationship between the variables is wanting. The study therefore sought to determine whether a statistical relationship exists between employee resourcing and organization performance using samples drawn from public Secondary Schools in Rachuonyo South Sub County. The study adopted structured questionnaire to collect data from the 270 stratified sampled respondents. The study found employee resourcing to correlated ( $r=0.134$ ) with organization performance. However the relationship was insignificant ( $p=0.163$ ). The study also found out that employee training and development policies positively and significant affects organizational performance.

**Keywords:** Employee resourcing, development, organization performance, secondary school, training.

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### 1.0 INTRODUCTION

Human Resource Management Practices and Employee Performance have attracted numerous studies in the recent past. The upsurge of these studies may be attributed to the fact that most scholars as well as investors today demand quality services anchored on best practices and market intelligence, (Ngui et al, 2014 and Iqbal, Arif, & Abbas, 2011). Despite the upsurge in these empirical studies, data on the effects of Human Resource Management Practices on Employee Performance in learning institutions based in rural areas in Kenya is scanty and inconclusive. This study therefore is unique in the sense that it presents findings on the causal relationships HRM Practices such as employee resourcing and performance.

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Employee resourcing holds the key to success of any organization since it ensures that the right person fit to do the job is acquired in the organization, (Kavoo- Linge & Kiruri 2013). It is concerned with the procedures of obtaining and retaining a workforce with the necessary skills, competences, training, attitudes, knowledge, ethics and values, (Karemu Grace, Gikera Kahara & Josee Veronese Marie 2014). This is because the organization only hires and retains the right manpower in order to increase its performance, (Majumber, 2012 and John, 2008). Boohene & Asuinura (2010) opines that employee resourcing procedures should ensure that Employee selection process employ evidence based tools to determine the most qualified person fit for the job. It involves both the newly hired and those to be promoted or transferred. Abomeh (2013) and Gooderham et al (2008) contend that if clear resourcing procedure is followed based on practices then the organization is bound to outperform other businesses in the same industry. Despite these numerous merits of employee resourcing, there are limited empirical studies which have been done in remote areas in Kenya to test whether relationship exist between resourcing and performance of teachers.

Employee development and training, just like resourcing, is fundamental to every organization in need of better performance, (Egraft- Otoo, 2012 and Barton & Delbridge, 2004). This is because through employee training and development programmes the organization support team learning reduces scrap work, makes employee more efficient, increased customer satisfaction and improved profit margin to the organization, (Thang, Quang, & Buyens, 2010, Vikram Jeet & Sayeeduzzafar, 2014 and Malik, Nawab, & Naeem, 2010). However it is critical to note that studies that have been conducted to determine the relationship between organizational performance and training/ development programmes in Kenya have relied on data collected from employees in state corporations, (Otuko, Chege & Musiaga, 2013). Besides this, most of these scholars who have attempted to investigate this topic have analyzed their data descriptively without testing whether a statistical relationship exists between the variables. Again, previous studies done in Kenya have also consistently recommended further research in this area. These studies included but not limited to Wekesa & Nyaroo (2011), Ombui Kepha et al (2012), Omolo, Oginda and Osso (2012), Nderu (2013), Waiganjo et al (2014) and Ngui et al (2014). It was against this backdrop that the researcher conducted the study with a view to present data which was meant to not only create new knowledge but also to present empirical data for policy formulation.

## 2.0 LITERATURE REVIEW

### 2.01 EMPLOYEE RESOURCING

Employee resourcing is key to sustainable development in an organization, (Were, 2015 and Lamba & Choudhary, 2012). This has made it to be among the highly researched human resource management practices. The bulk of these studies have been done in the developed world with very few empirical studies done in secondary schools in Kenya. These research studies include Khan (2010) who evaluated the effects of human resource management practices in oil and gas industry in Pakistan. The study found resourcing strategies such as recruitment and selection have statistical and significant relationship. Abomeh, (2013) conducted an empirical study on assessment of recruitment procedures on organizational performance in Hospitality Industry in Abuja. The study found out that there exist a strong positive relationship between effective recruitment and organizational performance. However according to study done by Ogunyomi & Ojikutu (2014) found a mild association between employee resourcing and organizational performance. This study collected data from Small and Medium Size Enterprises in Lagos using survey research design and a sample of 450 respondents. The study further recommends that recruitment and selection should be outsourced.

Mansour (2010) examined the relationship between Human Resource Practices and firm performance in Saudi Arabia. The results of the findings revealed that overall human resource management practices such as recruitment have positive correlation with organization performance. This finding echoes the findings of the study done by Ngui et al (2014). Ngui, Elegwa and Gichunga (2014) investigated the

effects of employee resourcing strategies on organizational performance of commercial banks in Kenya. The study adopted a mixed research approach and stratified random sampling. The study found employee resourcing strategies has moderate positive correlation between resourcing and performance of banks. Tanveer et al (2011) conducted a study on the way Human Resource Management Practices affect employee performance. The study found resourcing sub variables such as recruitment and selection, training and development plays an important role in organizational performance. These inconsistency and contradictions in the findings of these studies merits further empirical investigation. Moreover, most of these scholars who have attempted to investigate the effects employee resourcing on organizational performance have recommended further research in this area. Based on the reviewed literature the study adopted the null hypothesis below:

**H<sub>0</sub>** Employee resourcing has no significant effect on organizational performance

## 2.02 TRAINING AND DEVELOPMENT

The main goal of training and development is to improve employee's skills to perform tasks required so as to enable the organization to satisfy customer needs, (Barton, & Delbridge, 2004, and Kidombo et al, 2012). According to a case study done by Kalu & Akinyokun, (2005) on effects of employee development on organizational performance in Nigerian Bottling Company, employee development significantly affects organizational performance. Kalu & Akinyokun (2005) further assert that when employees are developed they feel motivated to perform hence high profits to the firm. Ombui, Kagiri and Amoke (2014) in their study on the influence of training and development on performance of employees in research institutions in Kenya found existence of strong correlation between training and development and employee performance. These findings also reflect similar results of the study done by Onyango and Wanyoike (2014) who conducted a survey on the effects of training on employee performance.

Ahmed Mohamed (2014) investigated the effects of training and development on employee performance in Public Sector organizations in Kenya. Data for this study was derived from 100 employees of NHIF in Machakos County using stratified sampling technique. Analysis of results indicated that training has an impact of organizational productivity. This means that when employees are better trained and provided with the necessary tools they are motivated to perform tasks. Mapelu & Juma (2013) conducted a study on the effects of training and development on employee turnover in selected medium size enterprises in Kisumu County. The research adopted Herzberg's two facto theory and survey research design. The study found employee development to moderately but significantly affect productivity. Based on the reviewed literature it is clear that most scholars have existence of strong relationship between training and development and employee performance. Nonetheless, it imperative to note some studies have found existence of moderate association between the variables. These moderate results indicate variations in the findings that can only be done through further research. In addition to this most of these studies used employee performance as dependent variable. However, this study is anchored on organizational performance which has different sub variables. It is on this basis that the study derived the null hypothesis below:-

**H<sub>0</sub>** Training and Development have no significant effect on organizational performance

## 2.03 ORGANIZATIONAL PERFORMANCE

In this research Performance which is the dependent variable is defined circumstantially as what the organization hires one to do in an institution. Therefore only actions which can be scaled or measured are considered to constitute performance, (John 2008, Boohene & Asuinura, 2011 and Shipton et al 2006). Katou,(2011) on the other hand looks at organizational performance in terms of the ability of employees to meet set deadlines/objectives, teamwork, low turnover rate, increased profitability, employee satisfaction, improved employee wellbeing, productivity, complete integration and synergy between individual career goals and alignment to the firms objectives, growth, sense of identity, social responsibility and flexibility. Waiganjo et al (2012), Hussain, & Rehman, (2013), Wan-Jing & Tung, (2005)

and Chang & Huang, (2005) further assert that traditionally performance in many organizations has been conceptualized in terms of financial output or organization's profitability and the non-financial measures such as corporate image, market share, organizational culture and values, and quality of output, (Lall Madhurima, 2007 and Wright et al, 2005) In conclusion, the study sought to investigate the causal relationship between Employee resourcing and development practices and Employee Performance.

### 3.0 METHODOLOGY

This study used descriptive cross sectional survey research design. Descriptive Cross Sectional Survey Design was used because it allows for systematic collection and analysis of data in order to test hypothesis, (Scots, McMullen & Bowbin, 2010 and Kothari 2004). In addition to this, descriptive surveys are normally intended to describe the characteristics of particular individuals or a group and report things as they are and provide numerical data of the population, (Cooper, Schindler & Blumberg 2006, and Fowler, 2009).

The study specifically targeted teachers in public secondary schools in Rachuonyo South Sub County. According to the Rachuonyo South Sub County facts sheet (2013), there are about 895 teachers in the sub county. Out of the 895 teachers in service in secondary schools employed by Teacher's Service Commission (TSC) across the county, 832 teachers were currently at their stations of duty. This means that the rest were either on leave or on interdictions. It is important to note that this figure of 832 did not include Board of Management teachers who the researcher approximated to be about 120.

This study employed purposive sampling technique to select teachers in the 64 Public Secondary Schools in Rachuonyo South Sub County. Purposive sampling was used because the researcher purposely wanted to get information from the teaching staff but not the auxiliary staff of the respective schools. Purposive sampling was used because it allows the researcher to collect information rich cases for in depth analysis, (Fowler, 2008). Yamane (1967) formula was used to calculate the size of the sample from the target population. The target population as noted above was 832 teachers. This formula has confidence level of 95%, Margin Error  $\pm$  and  $P=0.5$ . The total sample size for this study was 270 participants with key informants consisting of 40 Principals, 50 Deputy Principals, 70 heads of departments and 110 Teachers.

The research used structured questionnaire to collect data from the top, middle and lower cadre employees at the selected Secondary Schools in Rachuonyo South Sub County. It was used because data collected by questionnaires are easy to analyze and due to the fact that it allows the participants to freely respond to questions at their own convenience usually without compulsion or intimidation, (Mugenda & Mugenda, 2009). It was also adopted because it enables the researcher to collect data from a large number of respondents within the time limit of the research. According to Cooper, Schindler & Blumberg (2006), questionnaires are cost effective, free from the biasness of the researcher and because they give respondents adequate time to give well thought out answers and that the distant respondents can be reached by posting the questionnaires. The questionnaire closed ended with a five point Likert scale meant to capture quantitative data.

### 4.0 RESULTS AND DISCUSSION

Reliability was achieved by test-retest technique, Cooper, Schindler & Blumberg (2006) and Katou (2011). This was done by administering the same data collection tools to target population during piloting. The tools were piloted at two selected secondary schools within the sub county. These schools were excluded in the final sample during the actual data collection. The researcher incorporated all the corrections noted during piloting to improve on the tools. The tools were again piloted within a span of two weeks at the same schools to test its reliability. Content validity was attained by expert assessment technique. This was done by presenting the tool to one expert who critiqued its content and guided the

researcher on how to make the corrections. The researcher after making the corrections proceeded to present the corrected tool to the second expert who assessed it again and made corrections. This procedure was repeated until there was a total agreement on the content of the instrument and attaining validity index of 0.80. Data collected was cleaned, coded and subjected to analysis by use of SPSS.

#### 4.01 DESCRIPTIVE STATISTICS

The effect of employees resourcing on Organization Performance was tested based on the null hypothesis that Human Resource Management Resourcing Practices has no significance on Organization Performance. Respondents were requested to rate their opinions on with regards to the statements listed in the scale and the study findings were as shown in table 1:-

**Table 1:** Employee resourcing and development practices

Statement	Std.				
	Mean	Deviation	Variance	Skewness	Kurtosis
1: Our Organization has a clear recruitment process	3.388	1.253	1.569	-.354	-.885
2: Our Organization has a clear selection process	3.433	1.205	1.452	-.537	-.557
3: Our Organization has a flexible work arrangement	2.925	1.278	1.635	.032	-1.015
4: Our Organization has a clear induction procedures	3.146	1.082	1.171	-.234	-.516
5: Our Organization support staff training and development	2.925	1.278	1.635	.032	-1.015
6: Our Organization appraises our performance	3.146	1.082	1.171	-.234	-.516
7: Our Organization helps us develop our career	3.239	1.256	1.577	-.472	-.747
8: Our Organization has a clear work design	3.388	1.253	1.569	-.354	-.885
<b>Employee Resourcing and Development Practices</b>					
<b>Mean</b>	<b>3.199</b>	<b>1.211</b>	<b>1.472</b>	<b>-0.265</b>	<b>-0.667</b>
<b>N= 240</b>					

Source: Survey Data, 2014

In table 1, the Statements: Our Organization has a clear recruitment process and Our Organization has a clear work design had the highest means (3.388) while the statement that our organization has a clear selection process has a mean of 3.433. This means that majority of the respondents somehow agree with the statements. These findings on employee resourcing resonates the findings of earlier scholars such Karemu, Gikera & Josee, (2014), Ngui et al (2014) and Ombui, Elegwa & Waititu (2014). The Statements: Our Organization has a flexible work arrangement and Our Organization support staff training and development had the lowest means (2.925) which corresponds to the Neutral response category. This findings echo the findings of the study by Kalu & Akinyokun (2005), Otuke, Chege & Musiaga (2013), Thang, Quang & Buyens (2012), Onyango & Wanyoike (2014) and Mapelu & Juma (2013). The overall mean for the statements was 3.199 which correspond to neutral response category. All the statements had negative Skewness indicating the presence of except the statements: Our Organization has a flexible work arrangement and Our Organization support staff training and development which long left tails. All the Kurtosis Values were negative hence showing the presence of platykurtic data in the distribution. The presence of positive skewness and low mean in the statements in table 3 may have been attributed to the fact that teachers service commission does not allow flexible work arrangements and do not sponsor or directly support teachers (employees) training hence majority of the respondents poorly rated these statements. Based on these findings it is clear that when resourcing is effectively done organizational performance is enhanced.

#### 4.02 CORRELATION STATISTICS

After conducting the normality test, the researcher correlated the Dependent Variable (Organization Performance) with the Independent Variable (Human Resource Management Policies). Correlation statistics was necessary for this study because the researcher wanted to establish the strength and direction of the relationship between different sets of data, Baguley, (2012). The means of the

organization performance and employee policies were used to calculate the correlation. The findings were as indicated in table 2:-

**Table 2:** Correlation between human resource management policies and organization performance

	Organization Performance	Resourcing	Training and Development
Organization Performance	1.000		
Employee Resourcing Policies	.134*	1.000	
Employee Training and Development Policy	.557**	.106	1.000
N=240			

\*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Survey Data, 2014

In table 2, the correlation between HRM Resourcing practices and Organization performance is 0.134. This means that employee resourcing practices affects organization performance by 13.4% hence indicating that a relationship exist between the variables. This confirms that when organizations effectively use resourcing practices they are bound to gain by 13% hence better organization performance. The correlations coefficient between HRM training and development practices and Organization Performance is 0.557. This implies that HRM training and development practices accounts for almost 56% of the variability with the organization performance. This further asserts that employee training and development practices significantly affect the firm's performance. These findings are also similar to the findings of *Ali and Sadra (2012)* who contended that positive relationships ( $r=0.60$ ) exist between HRM training and development practices and individual performance of employees in a firm. These findings echoed the findings of *Faems et al (2005)* who used a sample size of 416 participants and found out that training positively ( $r=.10$ ) affect organization performance with turnover Pearson product moment correlation value ( $r$ ) of .15 for productivity and .03 for turn over being computed. Similarly, the previous researchers such as *Ahmed and Schoeder (2003)* had noted the same findings and asserted that training positively correlate ( $r=.52$ ) with employee commitment and performance ( $r=.37$ ). All these findings are a reflection of the research findings that this study labored to present. These findings are also similar to the findings of the research study by *Omolo, Oginda & Osso (2012)* and *Kavoo- Linge & Kimiru (2013)*. It important to note also that the Pearson Correlations values in these findings confirmed our earlier suspicion of the existence of a relationship between variables investigated. Therefore this study further indicates that organizations with clear training and development coupled with effective resourcing strategies tend to perform better than their counterparts without these strategies.

#### 4.03 TEST OF THE HYPOTHESIS

In pursuit to test the null the hypothesis the researcher adopted hierarchical multiple regression model. The findings of the regression statistics were indicated in table 3:-

**Table 3:** Multiple regressions model

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	1.217	.238		5.122	.000		
HRM Resourcing Practices	.071	.051	.076	1.400	.163	.989	1.011
HRM Development and Training Practices	.571	.056	.549	10.163	.000	.989	1.011
<b>Model Summary</b>							

R Square	.316
R Adjusted	.310
Durbin Watson	1.936
F Change	54.742
Sig.	.000

DV= Organization Performance

Source: Survey Data, 2014

In table 3 with organization performance constant, the p value was 0.163 ( $p > 0.05$ ) hence we accept the null hypothesis that state that: Human Resource Management Resourcing Practices has no significant effect on Organization Performance. Collinearity Tolerance values of 0.898 and VIF 1.011 hence no problem with autocollinearity and multicollinearity. It is important to note that there this study found out that there is statistically insignificant ( $p > 0.05$ ) relationship between employee resourcing and organization performance. The finding confirms the findings of Katou (2008) but contrasts the results of the study conducted by Ngui, Elegwa, and Gichunga, (2014) who found out a positive statistically significant relationships ( $p = 0.000$  and  $\beta = 0.593$ ) between employee resourcing practices and performance. However the findings reflect the much needed confirmation on existence of a relationship which other previous researchers in this area such as Ngui et al (2014) found out.

Finally, the Regression Equation was:-

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where:-  
 $\alpha$  = a constant or intercept;  
 $\beta$  = slope or change in organizational performance;  
 $X_1$  = Employee Resourcing Practices  
 $X_2$  = Employee Training and Development Practices  
 $\epsilon$  = the "noise" or error  
 $Y$  = Organizational Performance

$$Y = 0 + 0.071X_1 + 0.571X_2 + \epsilon$$

This means that for every unit increase in the effective use of HRM resourcing practices, there is 0.071 increase in the organizational performance. Direct proportionality also exists between employee training and development practices and organization performance. Based on the equation above, for one unit increase in the effective use of training and development practices, there is 0.571 increase in organizational performance. The over R square was 0.316 while adjusted R square was 0.310. This implies that employee resourcing and development combined accounted for 31% of the organization performance. Since all the hypotheses were supported based on the results from the regression statistics, it is clear that organizational performance is enhanced by resourcing and development practices. These findings echo the findings of Katou (2011) who contends that organizations with clear resourcing policies are able to attract and retain productive manpower needed on the overall goals and objectives of the firm.

## 5.0 RECOMMENDATIONS AND POLICY IMPLICATIONS

This study recommends that teacher's service commission should develop and implement resourcing policy. This will ensure that employee selection and placement is effectively done. Organizations should also ensure that there is clear work design to avoid duplication of work and employee obsolescence. Organizations should also ensure that Employee recruitment process is aligned to the strategic objectives of the organization. This process should also be done in free, fair and just manner. Diversity should also be taken into perspective during the recruitment process.

Teachers Service Commission should develop and put to use clear and concise training and development policy to guide career planning. These plans will ensure that individual and organizations effectively equip their manpower with the requisite skills and competencies needed to perform tasks.

The ongoing performance appraisal being implemented in schools be done effectively and employees who are performing rewarded appropriately.

This study also recommends that the government of Kenya specifically the Teachers Service Commission should embrace the concept of flexible work program. This will enable the commission to tap into the larger pool of talents within and outside the service who are able to offer their services remotely. The concept of telecommuting when blended with virtual learning will reduce the cost of hiring more staff as one teacher can be able to deliver lectures to thousands of students across the nation. However this concept should not be construed to replace the need to employ more teachers to address the acute shortage of staff but rather to complement the workforce.

This study used cross sectional research design because of time constraints. However there is a need to investigate topics of this nature using longitudinal designs. Moreover, the over reliance by current social scientists on survey research designs have also been questioned in the recent past. It is on this basis that the researcher holds a strong opinion that there is a need to promote case studies and other categories of qualitative research paradigms that promote discourse.

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