

**HUMAN RESOURCE MANAGEMENT PRACTICES
AND PERFORMANCE OF TELECOMMUNICATION
INDUSTRY IN KENYA**

STEVEN RUKUMBA

**DOCTOR OF PHILOSOPHY
(Human Resource Management)**

**JOMO KENYATTA UNIVERSITY OF
AGRICULTURE AND TECHNOLOGY**

2021

**Human Resource Management Practices and Performance of
Telecommunication Industry in Kenya**

Steven Rukumba

**A Thesis Submitted in Partial Fulfillment of the Requirements for
the Degree of Doctor of Philosophy in Human Resource
Management of Jomo Kenyatta University of Agriculture and
Technology**

2021

DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

Signature Date

Steven Rukumba

This thesis has been submitted for examination with our approval as University Supervisors.

Signature Date

Prof Mike A Iravo, PhD

JKUAT, Kenya

Signature Date

Dr. Assumptah Kagiri, PhD

JKUAT, Kenya

DEDICATION

This thesis is dedicated to all my family members for their support.

ACKNOWLEDGEMENT

I would like to thank the Almighty God who brought me so far and gave me the power and stamina, understanding and vitality that helped me lastly come up with this thesis and make it a reality. I would like to thank my supervisors first and foremost; Prof. Mike A. Iravo and Dr. Assumptah Kagiri for their guidance. I would like to thank my family for their moral assistance and encouragement, and lastly for their knowledge when, during this challenging era, I was not there for them, I was robustly engaged in this thesis. Without them, I wouldn't have made it this far. Special thanks to other people who contributed to the final fulfillment of this dream in one way or another.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
ASA	Attraction-Selection-Attrition
CAK	Communications Authority of Kenya
CBK	Central Bank of Kenya
CCK	Communication Commission of Kenya
EDGE	Enhanced Data GSM Environment
GPRS	General Packet Radio Services
HR	Human Resources
HRM	Human Resource Management
IQ	Intelligence Quotient
ISO	International Organization for Standardization
IT	Information Technology
KPIs	Key Performance Indicators
KPTC	Kenya Post and Telecommunication Corporation
ROK	Republic of Kenya
SMEs	Small and Medium Enterprises
SMS	Short Message Service
SPSS	Statistical Package for Social Sciences

VIF Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Recruitment and Selection is the method of identifying people who may join and encouraging them to apply for current or expected work openings (Dessler, 2008).

HRM Policy are official rules and processes which dictate how certain issues, including employee rights and responsibilities, should be resolved in the workplace. HR policies are linked to labor legislation (Rubino, Demo & Traldi, 2011).

Performance Management is a strategic and integrated approach to providing continuous achievement to an organisation by enhancing its employees ' performance through team development and employee capacity growth (Biron, Farndale & Paauwe, 2011).

Performance According to Armstrong and Baron (2004), performance in an organization should always consider the inputs, analyzing the behaviors, and the outputs, focusing on the results.

Reward System refer to programs established by a business to reward efficiency and motivate individual and/or group-level staff (Biron et al., 2011).

Training and Development relates to a company's scheduled attempt to promote the learning of job-related skills by staff (Gegenfurtner et al., 2013).

ABSTRACT

The general objective of this study was to determine the role of human resource management practices in Kenya's telecommunications industry performance. The specific objectives were to determine the effect of recruitment & selection, training & development, performance management, and reward system on performance of telecommunication industry in Kenya. The study also evaluated the moderating effect of the human resource management policy on the connection between human resource management procedures and the performance of the telecommunications industry in Kenya. The research was anchored on six theories: the theory of attraction-selection-attrition, the theory of human capital, the theory of principal agents, the theory of expectations, the theory of institutional theory, and the theory of goal-setting. The conceptual framework shows the variables that are dependent, independent and moderating. In this research, the independent variables were created by the human resource management methods while organisational output was the dependent variable. Human resource management policy has been regarded as the variable of moderation. Also evaluated was literature appropriate to the research factors. The study used both descriptive and correlation research techniques. In all four telecommunications companies in Kenya, including Safaricom, Airtel, Telkom and Equitel, the survey population was 300 senior management workers. In choosing managers from the four telecommunications companies, the research used proportional sampling. Using Fisher formula, a sample size of 150 was reached. Using structured questionnaires, primary data was gathered. The data was analyzed using descriptive and inferential analyses. Simple and multiple regression models were estimated. The findings indicated that recruitment & selection, training & development, performance management and reward system have a positive and significant effect on performance of telecommunication industry in Kenya. Further, human resource management policy was found to have a significant moderating effect on the relationship between human resource management practices and performance of telecommunication industry in Kenya. The study concluded that human resource management practices contribute significantly to the performance of telecommunication industry in Kenya. From the results, the study recommended that the telecommunication management should ensure that they recruit competent candidates, have sufficient number of employees, use internal selection and recruitment, and ensure employee retention. The management should also foster employee learning, better customer service, efficiency and productivity within the firm. Further, the management should enhance employee rating, setting standards for employees, foster teamwork among personnel, encourage communication between employees and management and effective planning in the organization. In addition, the management should develop better reward systems since they offer an incentive for personnel training and development which enhances efficiency within the firm. The study makes significant contribution to the understanding of the role of human

resource management practices in determining performance of telecommunication industry in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational performance is the ability of an organization to attain its goals by using resources in an effective and efficient manner (Pamela, Umoh & Worlu, 2017). It is the actual output or results of an organization as measured against its intended outputs, that is; goals and objectives. Organizational performance encompasses three specific areas of firm outcomes; financial performance (profits, return on assets, return on investment), product market performance (sales, market share), and shareholder return [total shareholder return, economic value added] (Amin, Ismail, Rasid and Selemani, 2014).

Organizations are focused on achieving better performance through the use of talented human resources. No matter the amount of technology and mechanization developed, human resource remains the singular most important resource of any success-oriented organization (Lawler, Benson & McDermott, 2012). Successful businesses are built on the strengths of exceptional people. Human Resource Management (HRM) has now gained significance and can therefore not be relegated to the background or left in the hands of non-experts. HRM practices can be defined as a set of organizational activities that aims at managing a pool of human capital and ensuring that this capital is employed towards the achievement of organizational objectives (Snape & Redman, 2010).

HRM in the 21st Century has radically shifted the way firms achieve their competitiveness. Abong'o, Omondi, Onsongo and Magutu (2011) noted that the development of an effective human resource system must be in accordance to firm's strategy which is crucial for successful functioning of the organization in these competitive times. Moreover, it's crucial for organizations to properly plan their HRM practices as this will affect employee's outcome (Chen & Huang, 2009). The management practices for human resource have a positive influence on final outcome

putting the organizations at a competitive edge. For example, there's an expectation that firms should adopt a thorough enrollment and induction processes both for sources of staff (internal as well as external), contingent upon their dimension of capability and bit of leeway, the enlisted workers are relied upon to recognize themselves with the association. Firms that embraces team work and provides the workers with needed resources in decision making as well as allowing the employees to openly discuss issues affecting them to the management is likely to achieve its set goal.

The management of people is entailed in practices of HRM (Armstrong, 2010). Wall and Wood (2005) put it across that, communication empowerment, working as a team, appraisal, means of selections and hiring are all sophisticated HRM practices. In his study, Huselid (2015) came up with eleven HRM practices which includes design of the job, sharing of information, giving accolades to employee to promote them, incentive driven compensation, grievances procedure, appraisal of performance, performance, recruitment, participation for labour management and grievance procedure.

Recruitment being process of assigning people who would like to join and encourage them to apply available vacancies, involves employing and getting the right and able candidates externally. This is done through selection by which only qualified candidates fill in the existing openings. Where the candidates are assessed and appointed which ensures competent candidates are assigned to those existing openings (Dessler, 2008).

Training and development of employees is found to be a critical element in measuring organizations performance. In any organisation, training and development strategies play a critical role and should be beneficial to the whole organisation this would aid in improving the learning. When properly done, the training could see too other benefits like sharpening of skills, subordinates are able to work as a team, time is observed well, this has a trickledown effect as the efficiency of the organisation is improved (Rolf & Udai, 2002).

To deliver maintained success of any organisation then it's vital to adopt management performance strategy, which will as a result enhance the overall performance of an organisation workers, this can be done by focusing on raising an individual capacity (Biron et al., 2011). This can also be done by monitoring their activities, rewarding their handwork to raise their morale, also developing them through planning, monitoring and evaluating (Armstrong & Baron, 2004).

System of employee reward is put forth by an organization as to reward performance which motivates workers at personal or group levels (Biron et al., 2011). Commonly known as commissions, they can be either monetary in form or end up costing an organizations. They are observed by managers as crucial factor motivating employees at a personal level (Armstrong & Baron, 2004). These rewards can also be used to attract and maintain competent workers, as it becomes very costly and time costly to find and hire new workers.

HRM policies are formal set of rules and procedures dictating how different issues should be handled in the place of work, including workers duties and rights. HR policies and employment law go hand in hand. This is so as noncompliance to the government could attract penalties therefore this obliges the workers to adhere to the human resource policies. Compensation and reward, education and development, training involvement and working conditions are the main human resource policies (Rubino, Demo & Traldi, 2011).

1.1.1 Global Perspective of Human Resource Management Practices

Cristiani and Peiró (2015) defined HRM practices as effective systems that retain their workers by implementation of an effective training, thereby ensuring the ultimate survival of the worker in that organization. It's built up on the human management aspect in relation to the employee working in the firm. The aspects involved in are resourcing, managing the performance, developing the organization, reward management, the relations of employees, providing the employees with services, resourcing, safety and the health of each and every individual, learning and

development, corporate social responsibility and management of knowledge (Sagwa, K'Obonyo & Ogutu, 2015).

The practices of HRM ensures that a firm is able to bring out the best in its abilities so as to endure sustainability in competitive advantaged situations, this is achieved when the firm produce complex social relation, creates firms knowledge that facilitates the development of competencies (Minbaeva, Pedersen, Björkman & Fey, 2014). These practices of HRM are mainly focused at managing and sustaining the firms by ensuring the resources are not misappropriated and are assigned to see the achievement of the organization goals (Chen & Huang, 2009).

Internationally, competitive organizations depend on the uniqueness of their human resources and the systems for managing human resources effectively to gain a competitive advantage (Dereli, (2015). Human resources are not only the drivers and principal value creators of the output of the knowledge industry, but they are also the intellectual capital or the infrastructure investment. Therefore, attracting, training, retaining and motivating employees are the critical success determinants for any knowledge-founded organization. A firm that aspires to perform well has to ensure that its HRM practices are synergistic and consistent with its organizational strategy (Nzuve, 2007).

Homayounizadpanah and Baqerkord (2012) carried out a study in Iran on effect of implementing Performance management on the productivity, efficiency and effectiveness of employees. The authors established a strong direct relationship between performance management, productivity and efficiency. This was a reflection that performance management fosters efficiency which in turn enhances employee performance. Tessema and Soeters (2006) evaluated the link between human resource practices and performance at the employee level in Eritrean civil service and found out that there was a positive relevance between recruitment and selection and performance at the employee level. This suggests that the two practices though distinct in meaning are interlinked.

1.1.2 Regional Perspective of Human Resource Management Practices

In a very competitive environment, its each and every organisations goal to be successful (Mudor & Tooksoon, 2011), despite any organization size, all organization would be happy to retain their workers and also acknowledge each and every member in attainment of the organization goals. In order to achieve these wishes, it's upon this organization to be in the forefront of guiding their respective workers on how to go about their task in alignment of the major organization goals (Fisher, 2012).

To improve performance according to research done, rewards have been found effective (Manzoor, 2012). Rewards are meant to influence individual or group behavior thus are essential management tools. In order to promote high performance most of the businesses encourages bonuses, promotion, pays and rewards, this comes as a boost and encouragement to the workers as it act as a morale and recognition boost which drives their efforts up and in return result to high performance. Managers also ought to put into consideration the vital organization attachment, salary structures that may pin point, payment according to performance, special or personal allowance, when they decide to use salary as a motivator (Rahim & Daud, 2013).

Training and development have been acknowledged in organization performance. When incorporated training serves as means to an end for productivity, also identifies itself with fully informed employees that act as vital stakeholders in an organization success (Susomrith, Coetzer & Ampofo, 2019). Though directed to the employees, training and development is basically as the end user as it's the effect to an organization (Mozael, 2015).

The HRM practice in Africa has been based on procedural and administrative tasks such as salary and benefits, employee relations among others (Akunda, Chen & Gikiri, 2018). Organizations in Africa appear to adopt a reactive approach to the hostilities in the environment. Thus neglecting the knowhow and expertise that HRM

practices brings to the table, and that are important towards the performance of such enterprises (Kamoche & Newenham-Kahindi, 2013).

In Nigeria, Chukwuka (2016) posits that HRM considers people dimension in management since every organization constitute people, acquiring their services, fine-tuning their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are prerequisites to achieving organizational objectives. There is application of new management techniques and skills used in the running of the organization, all aimed at running a cost effective system. Good employer-employee relations are therefore critical to the stable and sustainable development of the Nigerian economy, as well as the world economy as a whole. Several other factors have affected HRM practices in Nigeria including lack of the internal manpower to complete all necessary tasks.

In Ghana, Opoku and Arthur (2015) evaluated the effect of HRM practices on organizational performance. The study found that effective human resource management practices have greater effect on the attainment of the organizational performance. The authors highlighted that the importance of HRM to achieve and sustain superior performance in changing business environment depended on the use of an integrated approach toward formulation and implementation of human resource management practices. However, organizations in Ghan need to proactively pursue a strategic approach to HRM practices to achieve sustainable competitive advantage in tangible and intangible dimensions.

1.1.3 Local Perspective of Human Resource Management Practices

Njue and Kiiru (2018) analyzed the effects of human resource practices on firm performance. The study found that compensation, training, recruitment, and information sharing contribute positively to performance. The authors noted that human resource managers should offer a competitive compensation to their staff, offer adequate training and recruitment while having information sharing that ultimately improves firm performance. Munjuri (2011) established that training,

performance-related pay; employee empowerment, job-design and job security had a significant effect on employee performance.

Sagwa et al. (2015) found that HRM practices have a significant effect on employee outcomes. The authors noted that firms have to ensure that they formulate HRM practices that will lead to employee outcomes that can enhance employee commitment, competence and empowerment. This will assist the firms towards attainment and sustenance of superior and competitive advantage in their activities. According to Mutahi and Busienei (2015) reward management, training and development and resourcing practices greatly influence organizational performance.

1.1.4 Kenyan Telecommunication Industry

Safaricom limited, Telkom Kenya, Safaricom limited Airtel Networks are the major communication network players in Kenya. Telkom though is under the brand names Equitel and Orange. Of all the four, Safaricom has the lead with over 18 million subscribers; Equitel owned by Equity bank is the youngest telecommunication firm. After Safaricom, Airtel has the second largest subscriber and then orange (Communications Authority of Kenya [CAK], 2016).

Postal services in the year 1948 to 1977, was provided by the East African Posts and Telecommunications Corporation in Tanzania, Uganda and Kenya. The rise of Kenya first monopoly communication, the Kenya Posts and Telecommunications Corporation (KPTC), was as a result of the dissolution of the first East African Community. In the year 1999, KPTC was broken down into Communication Commission of Kenya (CCK), Kenya Postal Corporation and the Telecoms Kenya. This was hand in hand with the government wish to develop telecommunication in Kenya by 2015 (Odhiambo, 2015).

In March 2014, Safaricom's revenue increased by 16% to Ksh 144.7 billion as well as an increase of client by 11% to 21.6 million, (www.nse.co.ke). In March 2015, Safaricom revenue again increased by 11.44% to 163.36 billion and an

increase in customer base of 8% to 23.3 million. The number of employees has also increased from 4,037 in 2014 to 4251 in 2015 (Safaricom Annual Report, 2015).

Airtel has seen a lot of changes in its branding, when it was launched in 2000, it assumed the name Kencell, to Centel in 2005 and finally as time progressed to Airtel in 2010. The network has been a successful story in Kenya with the many varying services that are not limited to Directory enquiries, prepaid and postpaid plans, Sms information services, Mobile Top up and me 2U, local and international text messaging, one network and Blackberry. Airtel has had tremendous customer coverage with their services quality (Central Bank of Kenya [CBK], 2011). In another report the Airtel customer base declined from 7.8 million to 7 in 2014 to 2015 (Business Daily, 2015).

It was under the companies Act in 1999 that Telkom Kenya was established. Initially it was part and parcel of the only sole provider of postal and telecommunication services, the KPTC. The company suffered from its monopolistic hold on land line operations when Kenyans swapped fixed line phones for mobiles from other operators, (CCK press release, 08/4, and 2002). As competitors rose Telkom Kenya swayed almost to bankruptcy, it from selling its 60 percent share to Safaricom that saw its restructuring and freed from government debts and pension deficit. As France Telkom garner 51 percent, in its stake which later saw the Orange Brand in Kenya. This has seen Orange mobile subscribers shoot from 2.5 million in 2014 to 3.8 in 2015 (Safaricom Annual Report 2015). Yu mobile in 2014, was bought by Safaricom and Airtel, they retained roughly about 130 employees in the technical department. By taking over the mobile prefixes, Airtel will acquire the 2.7 million subscribers and enable them to transit to their network without necessarily changing their numbers (www.businessdailyafrica.com).

1.2 Statement of the Problem

Through the acquisition and development of a firm's human capital, human resource practices have been known to influence the employee's skills. An organization is able to achieve its core strategy, when human resource practices are aligned accordingly. For there to be progress in an organization, it ought to use HRM in order to its capability to differentiate itself from other organization with same competitive advantage (Harrison, 2012). It is from adopting a strategic attitude to individuals that human resource strategies come about, generally a set of strategically defined objectives aligned with the business strategy, they are accomplished when managers inculcate people's leadership and guide them towards achieving these defined objectives (Al-Hawary & Nusair, 2017).

According to a study by Kamau (2015), smaller firms in the telecommunication industries are faced by shortage of employees, thus they are unable to deliver the standard quality remuneration package as compared to larger firms, for example Safaricom and Airtel, this is a low hit on this small telecommunication industries as they cannot outmatch bigger firms adopted competitive strategy, thus diminishing their overall performance. According to Nzuve and Nyaega (2013), in their study on the application of Balance Scorecard at Essar Telkom Kenya, they found out that when a firm is faced by poor recognition of employees and as well as shortage of capacity building programs then the organization goals are hampered.

Melum (2002) observed that in order for organizations to achieve high performance, human resource managers should establish yardsticks that could be used to measure this performance. Local authors such as Nzuve (2007), Okumbe (2001) and Nyamberega (2005), have also addressed these issues on performance in relation to human resource management practices. This has been cited by Kagiri (2014) in a study to determine the role of HRM Practices in innovation development in public universities which were found to have a significant influence on performance. Staffing and compensation can be improved to enhance the telecommunication firms in order to foster the business units performance, this is in accordance to a study

done by Gitau (2014), based on telecommunication firms in Kenya, with the aim of examining the role of strategic human resource management, on competitive advantage of these firms.

Kepha (2015) established that HRM procedures have a beneficial effect on employee performance, aimed at exploring the effect of human resource management on the performance of staff. Guyo (2015), tried to figure out what the function of HRM methods is in the growth of organizational citizenship behavior among Kenyan people. Agoi (2017) conducted a survey of Western Kenya sugar production companies to determine how human resource management affects the satisfaction of the employee. In addition, Monari (2017) highlighted the effect of the performance management initiative in Kenya's state-owned corporate service delivery.

The above studies have brought insight about human resource management in other industries but did not major in telecommunication industry. Those few studies that shed a light on telecommunication industries were majorly based on competitive strategies. This brings forth the issue of limited literature on the influence of HRM practices and the influence it has on local telecommunication industries performance. It is on this premise that the research sought to fill these gaps by determining the effect of human resource management practices on the performance of Kenya telecommunication industry.

1.3 Objectives of the Study

The study was anchored on the following objectives.

1.3.1 General Objective

The study general objective was to determine the effect of human resource management practices on telecommunication industry performance in Kenya.

1.3.2 Specific Objectives

1. To assess the effect of recruitment and selection on telecommunications industry performance in Kenya.
2. To establish the effect of training and development on telecommunications industry performance in Kenya.
3. To ascertain the effect of performance management on telecommunications industry performance in Kenya.
4. To evaluate the effect of reward system on telecommunications industry performance in Kenya.
5. To determine the moderating effect of HRM policy on the connection between human resource management practices and telecommunications industry performance in Kenya.

1.4 Research Hypotheses

H₀₁: Recruitment and selection have no significant effect on performance of the telecommunications industry in Kenya

H₀₂: Training and development have no significant effect on performance of the telecommunications industry in Kenya

H₀₃: Performance management has no significant effect on performance of the telecommunications industry in Kenya

H₀₄: Reward system has no significant effect on performance of the telecommunications industry in Kenya

H₀₅: There is no significant moderating effect of HRM policy on the connection between human resource management practices and telecommunications industry performance in Kenya.

1.5 Significance of the Study

The results of the research will benefit the following:

1.5.1 Organization Management

The research will be insightful on how desired organization performance can be attained if human resource managers incorporate human resource, management corporate strategies to achieve their desired corporate goals. The research will also raise awareness about the need for competitive niche to integrate human resource management methods into their business strategies. Moreover, policies can be reviewed by the telecommunication firms with the guide of findings from the study, if these policies will be aligned to HRM business strategies; they will end up giving the firm an upper hand in competitive environments.

1.5.2 Scholars

The study adds more to the existing literature; this will help scholars to get more light on the practice of Strategic human resource management in Kenya. Moreover, beside as acting as reference point for student's inn higher learning institution, the findings will extend the prevailing literature by informing future scholars. This will build on the current Human Resource Management Practices literature.

1.5.3 Policy Makers

In order to improve the efficiency of the company, the decision-makers will use the research results to formulate measures within the telecommunications area. By doing so the will be an establishment of extent to which practices of business strategies should be aligned with human resource management strategies.

1.5.4 Government

The government's ministry of labour may consider the finding of this research useful as it may use the survey to develop strategies in relation to HRM procedures. This could be an added advantage to both public and private institutions as programmes aimed at enhancing human resource could be established.

1.6 Scope of the Study

The study's primary focus was on the effect of human resource management practices on telecommunication industry's performance in Kenya, with unique focus on training and development, performance management and reward system recruitment and selection, all of which are HRM practices. Safaricom, Airtel, Telkom and Equitel formed population of the research. The study focused on 300 management employees consisting of 130 from Safaricom, 110 from Airtel, 50 from Telkom and 10 from Equitel.

1.7 Limitations of the Study

There was the issue of telecommunication firms restraining its employees from sharing delicate information about the firms that could denature and act out against the firm's confidentiality policy. This was done to prevent the exposure of organization confidential matters. An introductory letter was used by the researcher from the university to mitigate the limitation; this letter avoided all possible suspicions and enabled the management to disclose much that was sought in the questionnaires of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section highlights topics on human resource management procedures, review of human resource management literature and business strategies. It also draws more on how the theories used guides the study on business strategy. It also encompasses literature deemed useful to the study, built on other scholarly work. This research sought to determine the effect of human resource management practices on performance of telecommunication industry in Kenya. The reviewed literature was obtained from websites journals and texts.

2.2 Theoretical Framework

This part introduces the theories that guide the research. It deals specifically with six theories: Attraction-Selection-Attrition (ASA) Theory, human capital theory, principal-agent theory, theory of expectancy, institutional theory and theory of objective setting.

2.2.1 Attraction-Selection-Attrition Theory

Schneider, Goldstein and Smith (1995), sets that if an association can discover and utilize the correct individuals with the correct learning, capacities and aptitudes in the correct numbers, the association is better set to manage uncertainties. Edwards (1994), agrees that the beginning stage of workable systems is getting, holding and creating assets of a given level and it is connected to individuals as an asset. Vroom (1966) pointed that recruitment is a means of scouting skilled people to apply for or have lately applied for a current job.

Further, Vroom (1966), distinguishes the procedure of enrollment as fundamental. The procedure cannot begin until the association chooses what kind of representatives is required and what number. Further, Schneider et al. (1995),

contends that a good sorting framework should deliver high individual association fit, improving workers connection to the association. Likewise, worker familiarity with thorough procuring and routine may improve individual fitness recognitions, and proof demonstrates that apparent individual skill is linked to responsibility, (Edwards, 1994). This recommends the procedure of enrollment can boost workers' devotion.

In this study, the principle of attraction selection-attrition is essential as it explains the role of recruitment and selection in obtaining the correct personnel. The theory emphasizes a company's capacity to recruit and select people with the abilities needed. At this stage, in terms of possibilities and threats, the organisation is in a position to manage evolving market changes.

2.2.2 Human Capital Theory

The theory was developed by Becker (1964) and proposes that ongoing difficulties, for example, globalization, a learning based economy and innovative advancement have advanced numerous nations and associations to look for better approaches to retain competitiveness. Accordingly, the notion is that the achievement depends largely on individuals with larger amounts of individual ability. Individuals are getting to be profitable resources and can be categorized under human capital. This is the motivation behind associations contributing a great deal on their workers through preparing and improvement projects as well as suitable reward frameworks. To a large extent, the idea of human capital is the mixture of human and capital semantically.

In the monetary point of view, capital alludes to elements of production used to make merchandise or services (Moraa & Muli, 2018). In research foundations, reliable HRM strategies should be set up so as to in demonstrate worker adequacy. HRM strategies are seen as mediations that can enhance worker output. Torrington, Hall and Taylor (2008), clarifies that human capital means staff's consolidated understanding and experience for competitiveness realization. He demonstrates

explicitly that adequate strategies for HRM offer companies an edge over competitors. The theory is important in this study as it explains employee training and growth, in particular, the HRM policies.

2.2.3 The Principal-Agent Theory

This theory was developed by Rees (1985) and states that the basic concept stems from the link between one (main) party and another (agent). The theory developed by strong administration based on economic elements of payment and implementation (Carr & Brower, 1996). In this hypothesis, the fundamental beginning stage is where the principal assigns task to the agent with the thought that the agent will act in the best interest of the principal (Elgie, 2002).

The hypothesis assumes that the power of the principal is decentralized to subordinate associations with hopes. Therefore, the theory means that organisations, while the state is the main, are agents. The general population can also be the principal and their expert is the focal authority. The investors of telecommunication firms act as principals while staff/managers play the role of agents (Carr & Brower, 1996).

A performance management framework according to Lohman, Fortuin and Wouters (2004), can assist to develop the correct methodology in service provision through relating assessed execution which envelops contrasting objectives with plans. By illustrating the role of performance management in improving organisational performance, the Principal-Agent Theory informs this research.

2.2.4 Expectancy Theory

Vroom (1964) created the theory and postulates conducting outcomes from cognizant decisions among choices the reason for which is to increase pleasure and restrict torment. The author found that the production of a worker depends, for instance, on personal factors such as personality, abilities, data, experience, and abilities. He said the result and inspiration are linked in the development of an individual.

The theory explains why more pay often leads to higher performance and why in other cases the connection is often not all that strong (Minbaeva et al., 2014). Inspiration is an element of the notion a laborer has about the likelihood that working harder will prompt higher execution and the likelihood that higher outcome will result to more income. Theorists posit that the quality of an inclination to act with a particular manner relies upon the quality and anticipation that the action will be accompanied by a given result (Redmond, 2010).

In relation to this study, it implies that employees in the telecommunication industry need to acknowledge that they can accomplish what is requested of them and trust that in the event that they put more endeavors in accomplishing targets, at that point they will get more rewards. The theory advanced the reward variable in this research.

2.2.5 Institutional Theory

The institutional theory created by DiMaggio and Powell (1983) suggests that organizations can have an effect on the hierarchical behavior of various companies. Scott (2004) noted that organizations are social structures that have achieved a high degree of versatility and are made up of parts of social intellect, regularization and regulation. For instance, advocates of this hypothesis, Amenta (2005) argued that something distinguished at a higher level is being used to explain processes and outcomes at a reduced investigation dimension.

Versei, Soosay, Fahimnia and Sarkis (2014) pointed out that the tension produced by these organizations makes organizational dimensional laws that are important to the general public for their survival and authenticity. In this way, the institutional hypothesis worries about the definition of arrangements. Furthermore, Miller (2007) suggested that regulating and mental institutions of mastery include the excellent and epistemological bases of approach plan while Dingwerth and Pattberg (2006) suggested that players create strategies by approving proposals.

In this study, the theory explains the moderator, which is HRM policy. The theory explains factors that influence the conduct of an organization including policies. In

this study, telecommunication firms have HRM policies that guide the relationship between employees and the organizations. These policies are essential in ensuring better organizational performance.

2.2.6 Goal Setting Theory

Latham and Locke (2002) developed the theory and underlined objective setting as a foundation for worker output. The authors posit that assuming liability for results necessitates that employees are allowed the chance to affect their outcomes positively and have the opportunity to make a move. This infers individuals must be allowed by their superiors to freely and quickly make a move on issues without requesting authorization first. Choice rights permit more prominent contribution of workers in choosing issues that influence their work.

This suggests that employees have a right in determining the Key Performance Indicators (KPIs) in connection to their activity obligations. As indicated by Armstrong (2010), workers are expected to meet or surpass execution objectives when they are given power to make choices and tackle issues identified with the outcomes for which they are responsible. The outcome objectives of an association reflect a common obligation among workers that each of them has a role in improving outcome.

Basic worker strengthening is the board's perspective on its staff as resources that are equipped for adding to the development of their particular associations as opposed to expenses to be borne by the Organizations. The commitments of people and groups are a beginning point for listing the outcomes for which they are responsible (Locke & Latham, 2002; Armstrong, 2010). The goal setting theory is used to support the dependent variable which is organizational performance.

2.3 Conceptual Framework

It refers to a diagrammatical model used to show how the variables are in relation to each other. It aids to show at a glance the put forward relationship and put it under

scrutiny so as to establish its proposed relationship significance. It put across the dependent and independent variables (Mugenda, 2008). In this case HRM practices forms our independent variable while performance of telecommunication industry forms the dependent variable. HRM policy is treated as the moderating variable.

Independent Variables

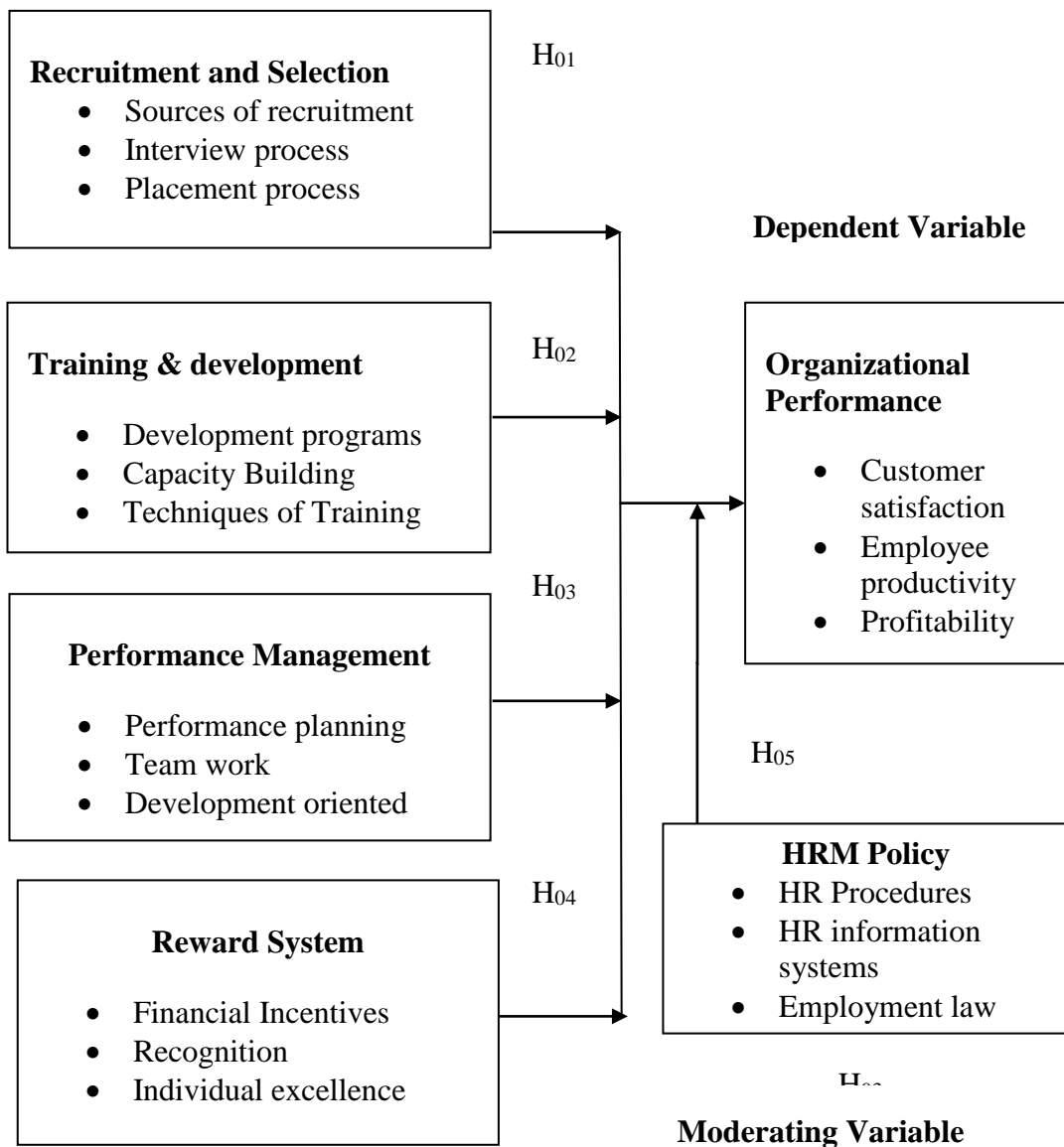


Figure 2.1: Conceptual Framework

2.3.1 Recruitment and Selection

This is the process by which people are found for prospect full vacancies and encouraging them to apply for those vacancies is known as recruitment (Dessler, 2008). It's through this process that valid and competent worker find their ways in these positions. According to Sintok (2016), the main concept behind recruitment is to attract the posted vacancies in any organisation in adequate applicants, whereas the capacity to persuade an appropriate candidate to take up the role is called selection.

The means to which a potential job opening is filled by a candid and valid individual through the organization own choosing is referred to as selection (Dessler, 2008). Where the most appropriate candidates are assessed and appointed a post holder to make sure the hired candidate is the most appropriate. A company needs well-qualified and talented staff to keep a high level of competitive benefit (Li, Liao & Chuo, 2006).

When a vacancy arises, the recruitment and selection can be done either internally or externally. Most of the times its preferably better to pick the candidate internally as it self the purpose best as the selected candidates capabilities are already known. The selection itself serves as an incentive for the workers as they can see their being recognized in the organization. In addition, internal employee is well known unlike the external one. A current employee staying with the organization is likely to be longer unlike external candidate, internal recruitment also cheap and quick (Li, Qian, Liao, & Chu, 2008).

Lack of recruitment could adversely affect the return on assets of a firm; therefore the process of selecting new applicants to fill a position is very vital (Gupta & Jain, 2014). Selection can be a two-way process either choosing or rejecting a suitable candidate, or a combination of both. The hypothesis in this case is that the applicants availing themselves will be more than the already listed jobs. Initially, the method is intended to gather as much data about the aspiring applicants for the post in order to

determine whether they are appropriate for that employment (Slavić, Bjekić & Berber, 2017).

Candidates according to Armstrong (2009) can be selected in different ways so as to assess their capability for a given role. These are done through; interviewing panels, individual interviews, selection boards, and assessment centers. However, the recruitment is bound to hit a rock edge in its implementation despite involvement of qualified management team that has a proper selection and recruitment plan.

Selection is the capacity to find the correct individuals to take up the role in any company (Ofori & Aryeetey, 2011). It ensures manpower entry into an organization which must be followed for certainty of inculcating the right individual in the organization culture to achieve set goals (Henry & Temtime, 2009). Further, recruitment is also defined as the process where organizations identify and attract individuals to apply for job vacancies. Khan (2008) viewed that recruitment is the process of letting people know that other people are coming into the organization, done through publicity and advertisement.

Selection refers to collection and evaluation of individual's information in order to offer them employment opportunity, which could either be a first position for a current worker (Gatewood & Feild, 2008). It is also where specific instruments are used to choose from group of individuals whose qualification matches the job available (Ofori & Aryeetey, 2011). As noted by Henry and Temtime (2009), selection is the systematic process where a decision on who will suitably fill the available decision is made.

2.3.2 Training and Development

Employees learning a job are through training efforts facilitated by respective companies. It's through this training that acquisition of competence skill is effected to these workers, which as a gear to achieving their roles in the organization, this is possible as they are well aware of what they ought to do and how each and every members contribution affects the rest of the team. In cases where the employees are

joining the organization for the first time, training helps keep them in line with the context of the organization (Gegenfurtner, Veermans & Vauras, 2013).

Majorly training helps in improving organizational performance particularly in organizations with stagnant or declining rates of productivity (Budhwar & Debrah, 2009). A major source of competitive advantage in a global market is as a result of knowledge and skills gained from training and development. Employees are taught how to effectively perform jobs through planned training and development. There is a lot that the applicants are not aware of, and there is that they know of, the bridge between the two determines who get picked for the selected job (Kreitner & Kinicki, 2007). Training and development contributes to the firm's overall goal. It is an important motivating factor which can lead to organizations and individuals short-term and long-term benefit (Meyer & Topolnytsky, 2007).

To measure the performance of an organization, then staffing and development have to be put into place. Crucial strategies and effective strategies have to maximize if an organization is to reach the desired outcomes. Rolf and Udai (2002) argue that in order to have a better team work. Proper time management, to double employee's effectiveness and the overall performance an organization, then effective training is vital. There is increased productivity as employee's performance increases (Kreitner & Kinicki, 2007).

To boost employees performance and results to higher productivity over the years, organization have continuously tried to bring about good manpower training, this efforts however have not at all times ben successful as constraint such as selection/recruitment problems, tedious training procedures, shortage of facilities, rigid government policies, the economy and labour legislation have played along to hinder the achievement of these objective (Ha, & Nguyen, 2014). Increase in knowledge, employees training, contribution and loyalty, right development employee training as well as education leads to better and bigger payoff for an organization (Heathfield, 2012).

Kreitner and Kinicki (2007) argues that with the desire to gain the competitive advantage in a respective industry, needs things like, extensive and effective training of its human resources He asserts that it does not really matter how job applicants are screened since the bridge between what they don't know will always be there. To overcome this bridge, training must be incorporated to align the employees between what is happening and the actual goals target to be attained. This has been found to be effective as the employees are sharpened to withstand competition.

According to Cole (2002), the acquisition of a new skill set aimed at competency in order to fill in for an occupation or task is training and development. For instance, the need for safety in operating a machine or being an effective sales operator will definitely require training. Beardwell, Holden and Claydon (2010) that as time changes competitive market forces are driving the training initiative in full adoption to employees in a firm so as to enable the firm withstand the tides of competition and possible fallouts. Technology has also played in part with more employees realizing that the more competent they are at what they do the more the chances of developing with the organization, this has promoted their full adoption of the training into their days to day life.

2.2.3 Performance Management

By developing each individual and teams capabilities the performance of the organization in enhanced, this cannot be possible without an integrated and strategic approach, commonly known as performance management (Biron et al., 2011). By planning, monitoring evaluating and developing employees, the management performance is able to reward the employees for their contribution to the overall success of the organization (Armstrong & Baron, 2004). An up to point management system provides tools that are key in taking performance level and equate it to compensation actions. For performance framework to successfully reach the desired objectives then the managers and the individual workers must work hand in hand to ensure they play and align their roles to attain the desired goals.

Communicating management expectations to supervisors and staff, excelling individual and collective performance, working on to see staff enhance their career prospect through recognizing and rewarding are effective management performance (Biron et al., 2011). Moreover the provision of vital links to other function of human resource management and identification helps in problem solving cases of underperformance. For a HRM that seeks to put the performance of an organization to the epitome level, the organization in returns is able to withstand all hindrances in the environment (Armstrong, 2014).

The management of all elements of an organization process that contributes to the performance of an employee is referred to as performance management (Dessler, 2008). The initiative of employee performance management is to provide an effective leadership by which the employees in an organization are able to inculcate their skills in the organization culture too effect the business strategy and manage to put in place the result to a higher performance. Therefore, all managers should be aware that implementation of employee performance management process as their core responsibility (Haas & Kleingeld, 2008).

The review to analyze an employee's responsibilities and duties undertaken is performance management. The result obtained on employees' job determines the appraisal and not the employee's personal characteristics. With reasonable and sensible accuracy and uniformity, skills and accomplishments of an employee are measured by appraisal which provides avenues through which professional growth is enhanced by identifying areas of performance enhancement (Bititci, Cocca & Ates, 2016).

Performance management begins with goals. When choosing goals and objectives, there are several approaches an organization can take. In top-down goal setting, each unit manager sets broad goals supporting the organization's strategy, and each employee is assigned objectives that are aligned with and support those broad goals. In bottom-up goal setting, direct reports develop individual goals and the manager integrates them into larger unit goals (Harvard Business School Press, 2009).

Reviewed employee performance has seen its formalization from the traditional performance appraisal system. The human resource function centrally designs this appraisal in a way that each line manager is able to gauge the staff performance annually (Torrington et al., 2008). A supervisor can also run an appraisal report of their subordinate either annually, biannually or sometimes quarterly. This keeps the employees to their toes as they know their roles, expectation, objectives and performance success (Snell & Bohlander, 2010). To effect on positive reinforcements on effects on task and effort, timely and specific feedbacks on the progress of achieving a goal can be used.

2.3.4 Reward System

Companies form employee reward system by which they reward the performance of each individual or group levels (Biron et al., 2011). These rewards are not inclusive of the salary, they are forms that cost the organization. There are also other forms of compensation that are not limited to perceived fairness towards employees, legal compliance, labour cost control all aimed at boosting the productivity, in order to improve the reach, the desired customer satisfaction. These systems are designed in a way that they include rewards based on small group performance, monetary for individual performance and development and the final reward for division or organization performance (Budhwar & Debrah, 2009).

According to Armstrong and Baron (2004) managers and organization recognize consistently that reward systems are important elements in in the motivation of individual to increase their efforts and see to the organization performance. Reward can also be used as a lure to maintain and employ competent individuals. This comes in hand as it's very expensive and time costly to recruit new individuals. Therefore, it's very vital for any organization to ensure it has a consistent turnover in terms of confidence to the customer and performance in general. A major way of influencing people is through the way they are rewarded and measured, more so if a manager wants to pass a very vital message of the most core objective that is important to

them, then they ought to know that reward can work in driving home the task that they consider as the priority (Harrison, 2012).

Over the year good remuneration has been found to be one of the policies that can be used to increase the organization productivity, if it's used to increase the workers performance. It's also true to say that performance of an employee globally determines the force to which an organization will be able to compete favorably to its advantage against other competitors in the global economic trend (Muogobo, 2013). Through the reward given to workers in an organization, they are able to use all their efforts to involve themselves in solving and coming up with amicable solution to organization problems.

Behaviour that promotes employees working toward enhancing each other's effort, engaging in discretionary behaviors can only be encouraged through reward systems, this not only ensure competent workers but also the success of the organization. Discretionary working behaviour in the past two decades has in the management and organization behaviour been used with the interest of enhancing firms performance (Podsakoff, Whiting & Blume, 2009).

Good working relations are vital among employees, since they are positive behaviour that leads to the benefit of each other as well as themselves. This behaviour may actually extend beyond job duties, roles and responsibilities. All this discretionary work behaviour can be promoted by coming up and designing reward systems that discourage competition and encourage cooperation. Kuknor (2016) literature on compensation and reward system advocates that the performance and characteristics of individual behaviour can be greatly geared toward the positive achievement of organization objectives if the reward system is put forth. Selvarajan and Cloninger, (2016) also argues that team employing reward system have members who help each other's and has ethical judgment.

2.3.5 HRM Policy

The guidelines put in place by an organization initially to evaluate, hire, train, reward staff are its HRM policies (Katou, 2012). They are put in place so that guidelines can be observed, which helps prevent misunderstanding between employers and employees, this is so as right and obligation in the work place are clearly drawn out to be observed. They serve as guidelines that any employee can use to get answers to their question that they would have on any expectations.

The human resource policies are also used by the law to protect the employer if they are used by the employees or hold the employer and the organization into custody. These policies are the ethical, professional codes that any employee ought to observe. They also stretch to benefits and wages, evaluation for performance, requirement specified for training, breaks and termination protocols (Katou, 2012).

Since the company's success rest in human capital then the human resource management policies becomes the working together on strategy between HR and the organization leadership. HR management policies are vital for the success of viable business therefore its approximated that 65 percent of the value that an organization have is driven by HR management function, policies and procedure basing on its human capital (Yong, Yusliza, Ramayah & Fawehinmi, 2019).

In instances where the company is small, HR leadership strategies are essential for two key reasons, incase choices that are not endorsed by policy in company job position their risk of liability can be mitigated and also saves a lot of time for company leaders that could have been used in business development, and also eliminates the need to construct workplace strategies one step at a moment. It is therefore always better if the individual in charge of HR issues is part of the management team of the company (Nelson, Callison & Freswick, 2016).

2.3.6 Organizational Performance

Armstrong and Baron (2004), state that performance in an organization should always consider the inputs, analyzing the behaviors, and the outputs, focusing on the results. An organization performs once it covers the competency levels and achievements as well as accomplishes the objectives of the organization strategy. However, the factors that affect performance, the processes for managing performance, and how performance is measured will vary according to each author and special depending on each organization.

The accomplishment of a task or goals to a certain level of desired satisfaction, is the organization performance (Fujimoto & Härtel, 2017). The organization performance for this case has to satisfy the desire of the customer and the owner, this can be measured whereby the owners parameter will be the returns or profit that the organization gets while the customers satisfaction parameter would be expressed happiness with the services and quality product they amass from the organization. Basing on any organization parameters then organization performance can be termed as the degree to which that organization is able to reach set of objectives (Bray & Konsynski, 2015).

Moreover, there has not being any coined definition of organization performance (Raula, Vuksic & Stemberger, 2012) performance will thus be measured using qualitative and quantitative organization factors such as customer satisfaction, employee productivity, enhanced sales volume, financial ratios as well as market share. Hwang, Yang and Wang (2013) posits that performance can be assessed in both qualitative and quantitative terms by considering outcomes such as cost, time, safety, quality and rework. Further, Gowan and Mathieu (2005), contend that performance can be assessed through time, cost, quality, satisfaction and business value parameters.

All concepts that consider the success of a firm and its all activities can be considered as the firm's performance (Tangen, 2005). The ability to achieve result,

when the output has been put in place also refers to performance. Nazarian, Atkinson and Foroudi (2017) also assert that the delivery of desirable outcomes is as a result of achievement of result which contributes to the successful performance of an entity. Awino (2011) asserts that by identifying drivers of performance from the top to bottom of an organization, the organization success rate in returns will be attainable.

Four viewpoints to performance according to Kiragu (2009) are customer, internal process and innovativeness and finance. The financial drivers in the case of the financial perspectives are the working capital, leverage, asset turn over, and the profit margin all which uses ratio (Odhuno et al., 2010). The perspective to do with the customer focuses customer satisfaction, brand image, customer retention and profitability as the attributes to performance.

2.4 Empirical Review

Empirical review of literature relates to a direct search of journal papers published job. It is an extensive survey of past research-related investigations (Carpini, Cook & Jacobs, 2014). This section includes the evaluation of other academic research on telecommunications industry performance insights into human resource management aspects.

2.4.1 Recruitment and Selection and Organizational Performance

Ramki (2015) did a study to assess the extent to which retention of teachers in Nairobi County was influenced by Recruitment and Selection practices. The study adopted a research design that was descriptive in nature. On the effect of recruitment on retention, in this study the conclusion was that recruitment contributes to meaningful influence on retention in schools including; personal connections, press media, institution websites, and public agencies. This study also revealed that various selection practices has a major influence on retention of teachers, through Intelligence Quotient (IQ) test, interviews, personality tests, work sample tests and job knowledge tests.

Simmons and Petrescu (2015), in a study presented to Vancouver states that companies' success in the long term depends on the recruitment and motivation of people who will challenge the future and shape it. This individual must have the zeal to learn from their other colleagues, customers' suppliers and anybody else who can cement on their skill and build long lasting partnership. By doing, so they will be able to face the tide in competitive markets.

Kepha (2015) conducted a research on research institute of Kenya to find out whether performance was affected in any way by human resource management. The key goals under research were reward scheme, training and growth, recruitment and choice, employee welfare and human resource planning on how employee performance is influenced. There was a strong important correlation between dependent and independent variables as shown-0.791 training and growth and welfare of staff-0.000, recruitment and choice-0.071, human resource planning-0.049. The research went on to advise that institution to set up adequate human resource planning, training and development, recruitment and selection if their mandates are to be achieved and delivered.

In Kisumu, Omolo, Oginda and Oso (2012) performed a survey aimed at understanding how recruitment and selection influenced the efficiency of SMEs in the region. The average output of SMEs in Kisumu Municipality was 60.71 percent. Recruitment and selection and performance were discovered to have a positive correlation of $\alpha=0.01$, with an average decent recruitment and selection output of 81.90 percent; a moderate scooped 67.94 percent. The overall performance variance shown in recruitment and selection accounted for 40.8 percent, leading to the conclusion that the output of small and medium-sized enterprises in Kisumu Municipality was very high.

Ekwoaba, Ikeije and Ufoma (2015) investigated the impact of recruitment and selection criteria on performance using Fidelity Bank Plc, Lagos Nigeria as focal point. By analyzing valid responses obtained through a questionnaire that was administered to randomly selected, the study revealed that recruitment and selection

criteria have significant effect on organization's performance. Selase (2018) likewise, investigated the impact of recruitment and selection criteria on performance using banks in Ghana as point of convergence. The study uncovered that recruitment and selection criteria have positive and significant effect on organization's performance.

Čanković, (2015) studied the impact of employee selection on organizational performance among 250 companies carrying on business in Bosnia and Herzegovina. The results revealed that companies conducting a fair and objective selection process achieve greater overall financial performance, while organizations that are not subject to interventions during selection achieve higher annual sales growth. The study concluded that successful selection guarantees greater organizational productivity and that the choice of selection method is not relevant to overall performance as much as the avoidance of the impacts of others taking the final hiring decision.

Anyango, Walter and Muya (2018) sought to determine the effect of recruitment and selection on organizational performance at Kisii University main campus. The study targeted 226 teaching staff and 7 members of management of which 144 teaching staff were sampled using the stratified random sampling. Purposive sampling was used to select members of management. From the responses in the questionnaires, the study concluded that recruitment and selection criteria play a fundamental role in ensuring that an organization acquires the right personnel that will drive its agenda and ensure the organization realizes its strategic objectives. That is, recruitment and selection criteria have a positive influence on organizational performance. Further, discussions have suggested that when an organization adopts a fair recruitment and selection process, there is an increased probability of recruiting the best staff therefore culminating in improved organizational performance.

Janes (2017) sought to analyse the influence of recruitment, selection, and retention on performance outcomes of registered family-owned businesses in Nyamagana and Ilemela districts in Mwanza region. The study adopted descriptive survey research

design and involved both qualitative and quantitative data. Stratified random sampling technique was used to select a sample size of 693 respondents from the target population of 5,185 registered family-owned businesses owners. The findings of the study indicated the use of ineffective recruitment, selection and retention methods, and processes in family-owned businesses. Selection and retention were found to have a positive significant relationship with performance outcomes while recruitment was found to have a weak relationship with performance outcomes.

Amadu (2014) investigated the effect of recruitment and selection policies and practices on organizational performance and focused on the plymill, sawmill and administration sections of the company. Respondents were randomly sampled from management and senior staff categories of the company. Questionnaires and interviews were used to collect both primary and secondary data. Also, both qualitative and quantitative methods were used to analyse the data. The study revealed that Naja David Veneer and Plywood Limited has a policy and procedures on recruitment and selection of employees. The study revealed positive correlation between recruitment and selection methods and performance. The study identified the usage of internal recruitment methods largely to fill in vacant positions in the company. The study likewise, revealed that socio-cultural factors and bias constitute the major challenges influencing recruitment and selection practices.

Afriyie, Blankson and Osumanu (2013) investigated the effect of recruitment and selection practices on performance of small and medium hotels in Osu Klottey Sub-Metropolitan Assembly of Greater Accra of Ghana. A descriptive survey design was used with a stratified and simple random sampling techniques being used to sample 200 respondents out of a total population of 501 full time workers of the hotels. The study indicated that the relationship between the hotels' performance and the recruitment and selection practices is statistically significant and positive.

Anthony (2015) analyzed the impact of organizational culture on recruitment and selection practices in the oil and gas construction industry in Nigeria. The results showed that there are unique similarities and differences in the impact of

organizational culture in the projects recruitment and selection practices. However, the impact is more on Saipem operational asset/logistics base than on the project base because recruitment and selection practices and the number of workforce are more in number than that of project base. Further, recruitment practices are directly regulated and controlled by both the government and organizational culture. Its recruitment patterns are also contingent upon the perceived needs of the company more than the cultural influence. The findings revealed that the recruitment approaches and orientation of Saipem Contracting Nigeria Limited are impacted by the host communities' culture and external culture influence that are practiced in Nigeria.

2.4.2 Training & Development and Organizational Performance

Makhamara (2017) performed a survey to evaluate the effect of strategic human resource management on employee performance in health industries in Kenya. The study originally adopted descriptive research design, where strategic learning was the main variable and how it effects the efficiency of employees; both primary and secondary data were used. More members were selected from the hospitals that had a higher population as proportionate sampling was used. It was found out that strategic training does affect the employee's performance. Therefore, the study recommended that health sectors contingencies to try adopt human resource management practices as they would end up steering the employee's performance.

In his article, which examined the growth of organizational citizenship behavior among civil servants under the role of human resource management procedures, Guyo (2015) had a special interest in training and development and how it influences the habits of organizational people. Descriptive study design was employed in this study. The study findings revealed a significant relationship between organizational citizenship behavior development and training & development. The findings indicated that, government ministries should increase more effective training and development through constant assessments as well as knowing their employees' need for training and development.

Ngila (2011) conducted a banking sector study in Nairobi Metropolitan examined the effect on company performance of strategic human resource management practices. The findings indicated that effective trainings, evaluation, development and training, compensation that was entirely based on performance, fringe benefits, relations that employees had with each other, all main functions that financial institutions maximized in strategic human leadership practices were human resource planning and advisory performance assessment.

Kagiri (2014) conducted a study in public universities in Kenya to ascertain how training and development affect innovation, which is another way of measuring performance. The study findings were that training and development is an important component in HRM function since it enables universities to have employees who are skilled. For all of the factor loadings for the dependent variable analysis was conducted. The overall value was 0.848. All the items reached the threshold loading value of 0.7, hence considered acceptable. Based on this analysis, all items in the scale were considered for the study. The Cronbach's Alpha of 0.848 is good and this implied that the obtained data on all Training and Development items were reliable. This satisfied the level that an alpha coefficient higher than 0.60 demonstrate that the collected data had relatively high internal consistency and could be generalized to illustrate the opinions held by the respondents in the target population on how training and development influence innovation development in the public universities in Kenya

Njenga (2012) performed a comparative study on Kenya's non-international standardization organisation for licensed commercial banks with human resource management methods and those taken for standardization by the international organization. The research was constructed with a cross-sectional descriptive survey model on all commercial banks in Kenya. The questionnaires used were in nature semi-structured. It was discovered that, with the help of the International Organization for Standardization Certification, banks adopted HRM methods. The research found that there is an important observable distinction between businesses

with and without International Organization for Standardization 9000 accreditation with regard to human resource management procedures.

Agoi (2017) performed a survey of the effect of human resource management practices on employee satisfaction in Western Kenya sugar production companies. Mixed design was adopted, the study came to find out that recruitment practices, training practices, management rewarding, management performance had a high rate of influence to satisfaction of the employees. It was concluded that recruitment procedures, performance management have a significantly indirect connection with employee satisfaction.

Sal and Raja (2016) investigated the impact of training and development on employee's performance and productivity. A quantitative approach is used Relevant data was collected through structured questionnaire. Respondents for the study consisted of 254 employees who were sampled from a population of 420 Respondents. Structured questionnaires were distributed to employees on job location, 212 questionnaires were returned and only 188 were suitable for statistical analysis. The findings indicated that training and development are positively correlated and claimed statistically significant relationship with employee performance and productivity. The study concluded that training and development have important impact on employee performance and productivity.

Enga (2017) sought to find out the impact of training and development on organizational performance in National Financial Credit Bank Kumba. Using the National Financial Credit, Kumba branch, the researcher got information from 30 respondents, through questionnaires, interviews and personal observation. The research revealed that training and development is a necessity in every companies particularly for the unskilled or the less experience employees. Generally, employees' work contribution was greatly improved due to the training methods and tools used by the company. Thus, it leads to a positive impact on employee' performance and an improvement in employee skills and job efficiency.

Mamy, Shabbir and Hasan (2020) sought to investigate the Influence of training and development on employee performance of Garments Sector, Dhaka Bangladesh. The study was based on qualitative and quantitative approaches where data collection involved the use of questionnaire comprising of some structured questions distributed to 170 respondents between two garments industries; Masco Industries Limited and Walmart Garments, Narayangonj. The results obtained indicate that training have a clear positive effect on the performance of employees. The results of this study can be useful to Human resource managers, human resource policy decision makers, as well as government and academic institutions. This research found that strong relationship exists between employee training and development with employees' performance. The results revealed that the more the employee gets training, the more efficient their level of performance.

Odhiambo (2018) sought to investigate the effect of training and development on employee performance at Safaricom Company limited. This study used descriptive research design and targeted 1892 permanent employees where 377 respondents were randomly selected from the target population. The concludes that training need assessment significantly influenced employee performance, this was associated to the fact that the company had regular skills set evaluation that brought out areas of deficiency that employees were to be trained on. Training methods significantly influenced employee performance since the content of trainings for staff were in line with the training needs established and was according to organizational policies and procedures. Training content significantly influenced employee performance due to organization adopted the content of trainings for staff that was in line with the training needs. The study further established that employee development programs significantly influences employee performance since there was a well-organized orientation program for all its new staff.

By study adopting a case study approach, Amadi (2014) investigated the effect of training and development on employees' performance; at Safaricom limited call center. The study used primary data collected from a sample of 340 employees at the Call Center using both structured and unstructured questions. From the analysis, it

was observed that training and development has a positive impact on both motivations of employees as well as performance. This contributed by the variant, relevant and high-quality training. The study concluded that there is need for continuous training and development taking into consideration the competition, market dynamics, customer satisfaction, and net promoter score among others.

Kum, Cowden and Karodia (2014) conducted a study on the impact of training and development on employee performance in Singapore. A random sampling method was used to select participants for this study, which adopted a quantitative approach. Accordingly, the findings revealed that working conditions and a lack of resources affect the training and development of employees. It is recommended that certain areas be improved, that is, management support, the provision of feedback to employees and the conducting of employee training on a continuous basis. The findings show that this would improve employee performance in the organization.

Innocent, Uzoamaka and Levi (2017) investigated the effects of training and development on employee performance at Abia State Polytechnic, Aba. The study adopted a survey plan where primary data was collected from a sample of fifty senior staff by use of Self-administered questionnaire. The study revealed that there were organizational issues such as lack of management support for training and development programmes, which constrained training and development. It was also found that training and development has positive impact on employee performance of the Polytechnic.

Manresa, Bikfalvi and Simon (2019) sought to find out the impact of training and development practices on innovation and financial performance. A Spanish sub-sample of the European Manufacturing Survey is used to contain the responses of 162 manufacturing firms. The positive relation between training & development practices and innovative performance was partially accepted, as new-to-the-firm products and new services had a significant relation with these practices. Furthermore, the positive relation between these and financial performance was partially accepted. The study evidences the positive results of specific training

practices such as training and development for creativity and innovation on firm performances.

Paul and Audu (2019) carried out the research to find out the effects of training of academic staff on employees' performance in Federal Polytechnics, Nigeria. A structured, close-ended questionnaire was adopted to get data from 220 respondents randomly selected using a stratified random sampling technique across the seven schools as well as the library unit of the Polytechnic. The findings revealed that the Training of Academic Staff has a significant effect on employees' productivity, enhanced timeliness in service delivery and work quality. The study recommends among other issues for the periodic re-training of staff bearing in mind the dynamics of human activities.

2.4.3 Performance Management and Organizational Performance

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

In their research, Brown, Hyatt and Benson (2010) disclosed the relationship between the quality of performance management, measured by interaction, trust and fairness of the performance management process, and job satisfaction based on a sample of more than 2,300 Australian non-managers from a big public sector company. The study findings revealed that workers who give report on low performance management quality level of trust in supervisory, communication breakdown, and lack of clarification on expectations.

Sagwa et al. (2015) examined the HRM procedures and execution of the Nairobi Securities Exchange listed companies. The research design used in this study was the

cross-sectional descriptive survey. A self-administered questionnaire was used to collect information from a population of 60 companies mentioned in the NSE. The findings showed a statistically significant connection between the companies' HRM practices and performance.

In addition, Oluoch (2013) attempted to determine the effect on organisational performance of best human resource management practices: a case from Nairobi University of Humanities and Social Sciences, Kenya. Descriptive survey design has been implemented in this research on a college of humanities and social sciences population of 54 administrators. The technique used for collecting information was structured questionnaires, secondary data, reviewed interviews and descriptive survey. This information was provided and analyzed using descriptive statistics in a table form that uses percentage and frequency distribution. The findings showed that best practices in managing human resources will positively affect the organization's efficiency.

Monari (2017), research examined the effect of performance management measures on service delivery in Kenya's state corporations. For this study, cross-sectional descriptive research design has been implemented. The results of the research indicated that performance management had a beneficial and substantial effect on service delivery among Kenyan state corporations. The suggestion for this research was to increase the use of performance management measures to improve the delivery of service among state corporations.

Gichuki (2014) investigated the influence of performance management on employee productivity in the civil service at the Immigration Department in Kenya. A total number of 300 staff workers were selected from a population of 1200 through random sampling. Data was collected using a structured questionnaire. Performance appraisal gives recognition for good performance and suggests changes to improve departmental services and outcomes hence create room for improvement of productivity. The study concluded that training and development promotes encourage staff to be creative with a high percentage. Therefore, to increase and

maximize employee productivity, the immigration department needs to maximize the use of development of performance appraisal and review employee performances on an ongoing basis. The department should also train and develop employee needs with proper knowledge and skills and reward performance not only to motivate them, but also reduce staff turnover.

Odhiambo (2015) sought to investigate the effect of performance management practices on employee productivity a case study of schindler limited. The study targeted 108 Schindler employees in Nairobi, Kisumu and Mombasa branches in Kenya and a stratified sampling was used to divide the population into two strata. The study concluded that effective performance management practices gives employees opportunity to express their ideas and expectations for meeting the strategic goals of the company. Performance management practices could be an effective source of management information and renewal. The use of reward system has been an essential factor in any company's ability to meet its goals. Effective feedback on performance measurement may translate to improved employee productivity. Feedback enables the employees to be made aware of what exactly is expected from them.

Ricci (2016) conducted an investigation on the impact of performance management system characteristics on perceived effectiveness of the system and engagement. The results based on an online survey administered to 159 participants revealed that the four performance management system categories significantly predicted employees' perceived effectiveness of their performance management system and employee engagement. The activities category was found to be the strongest predictor of perceived effectiveness and employee engagement. Four performance management system characteristics significantly led employees to perceive their performance management system to be effective and be engaged at work. These four performance management system characteristics include systems that focused on the results employees achieved, evaluated employees on their contextual performance, facilitated the construction of individual development plans for employees, and allowed for participative decision making between managers and subordinates.

Kibichii, Kimutai and Chege (2016) looked into the effects of performance management process on employee productivity of commercial banks in Turkana County. By adopting a descriptive design and targeting 133 sampled randomly from 200 employees, the study established that the following elements of performance management process including performance appraisal system, training and development and reward system positively influences employee productivity. This is because, performance appraisal system, employee training and development and reward system which are the components of performance management process was realized to have a significant relationship with the employee productivity in commercial banks. The conclusions reached are in line with Equity theory which affects employee productivity in that, when one employee compares their ratio of input and output to the ratios of input and output of other employees, they are in fact supporting the Equity Theory. The comparison of these two proportions is a point of reference for employee's motivation.

Mulwa and Weru (2017) sought to find out the influence of performance management system on employee performance in commercial banks in Kitui town, Kitui County, Kenya. The population under study was 118 employees who were targeted by use of questionnaires. It was found that performance management system enhances employee performance by providing a reliable performance measure, increasing staff competency and hence realization of set targets. The research concluded that enacting performance management system enhances employee performance through setting individual objectives that are derived from overall organizational goals and identifying skills gap which are addressed through trainings thus increasing staff competence levels.

Al-Jedaia and Mehrez (2020) sought to investigate the effect of performance appraisal on job performance in governmental sector. The study identified main factors of performance appraisal to include purpose, criteria, leadership, and methods of evaluations. By use of a descriptive research design and targeting 294 respondents, the study concluded that the performance appraisal indicators have

impacts on employee's motivation and job performance. In addition, the findings illustrate a positive correlation between employee's motivation and performance.

Iqbal, Ahmad, Haider, Batool and Ul-ain (2013) looked into the impact of performance appraisal on employee's performance involving the moderating role of motivation. The study selected 150 numbers of employees by using simple random sampling among the banks of Dera Ghazi Khan. Primary data was collected through standard questionnaire. The results revealed that there is positive relationship between performance appraisal and employee's performance. Motivation as a moderator positively affected the relationship between performance appraisal and employee's performance. Divisional banks can use appraisal system as a strategic approach by integrate it with business policies and HR practices and can improve the performance standers of its employees.

2.4.4 Reward System and Organizational Performance

Ngui (2015) examined the effect of reward policies on commercial bank performance and adopted a mixed method approach. From the analysis, the research discovered that reward strategies will positively influence the banks performance. In addition, the research found that if banks decide to use both economic and non-financial benefits, the employees will be extremely motivated leading to engagement that will ultimately boost efficiency. The research, however, concentrated on commercial banks rather than telecommunications companies.

Khalumba (2012) examined the effect on the economic results of commercial banks in Kenya explained by their human resource management procedures. It was found that most banks did not have an efficient scheme of reward management, efficient human resource plans, efficient recruitment and selection procedures, efficient training and development programs, and career development programs.

In their research, Axelsson and Bokedal (2009) explored the effect of incentives at Volvo Car Corporation on motivating distinct generations. Unlike stocks and bonuses, the research results disclosed the non-monetary benefits and difficult work

motivates managers. Titles give no motivation at all. Even so, growth opportunities are a motivating factor for both generations. The conclusion made was that there is a generational gap. The generations, however, regarded wage to be of excellent significance as well as non-monetary benefits. The suggestion for this study was the need for further studies into reward schemes and their effect on dimensions such as gender and phase of life.

In their article, Duberg and Mollen (2010) attempted to set up reward schemes in the healthcare and geriatric care industry. The study's goal is to determine whether the reward system effects healthcare quality. The research discovered that monthly wage was a important factor in the reward system; even you were seen creating an pleasant workplace with happy employees through rewards such as stocks and bonuses. This motivated and enhanced the efficiency of employees.

Oduor (2015) determined the effect on performance of higher learning institution resulting from total quality management. The finding of the study was that staff involvement affected the organizational productivity through motivation. Additionally, the findings showed that that leadership affected the performance of the organization through motivation of employees; the study concluded that motivation of employees significantly contributes to the performance of institutions of higher learning. The study recommended that institutions of higher learning should develop effective ways of motivating their employees.

Nnaji-Ihedimma and Egbunike (2015) studied the effect of rewards on employee performance in organizations at the selected commercial banks in Awka Metropolis. The results indicated the presence of a relationship between rewards and employee performance and that there is a significant difference on the effects of intrinsic and extrinsic rewards on employee performance. The study agrees that there is a difference between the effect of intrinsic and extrinsic rewards on employee performance. The significant difference arises from the fact that intrinsic rewards increase performance of employees and can sustain it over time. While extrinsic rewards like premium salaries, office space among others can attract employees to an

organization but cannot keep them for a long time leading to high employee turnover.

Ndungu (2017) studied the effects of rewards and recognition on employee performance in public educational institutions specifically at the Kenyatta University, Kenya. A descriptive research design was used while stratified random sampling and purposive random sampling were used to select 360 employees of Kenyatta University. The results showed significantly positive relationship between reward and recognition, with employee performance. In addition, a very positive and significant relationship was also observed between job performance and the extrinsic rewards, intrinsic rewards and financial rewards, recognition rewards, working environment and leadership styles. Results also showed that salaries and fringe benefits as well as job security to be weak in Kenyatta University and caused dissatisfaction and affected employee performance. Furthermore, there are low levels of team work, communication and participation. Kenyatta University employees were concluded to have very low satisfaction with responsibilities assumed and promotional opportunities available.

Wasiu and Adebajo (2014) investigated the relationship between reward system and employee's performance in Lagos State. A descriptive research design was adopted where 200 questionnaires were randomly administered to ten sampled public schools in the state. The findings revealed that there is a significant relationship between employee's performance and salary package, employee job allowances and performance and in-service training and employee's performance. The study therefore, recommends that adequate salary, allowances in terms of housing, health, hazard, transfer, involvement of teachers in decision making, establishment of teachers' salary scale in line with other profession so as to promote job security.

Kawara (2014) investigated the effects of reward systems on employee productivity in Catholic University of Eastern Africa. By use of a purposive sampling technique, 80 respondents from all cadres of staff were selected. Primary data was collected through self-administered questionnaires on a delivery and collection basis to the

respondents. The findings study revealed that different respondents had different motivational preferences but majority of the Institution's staff was more exposed to the use of non-financial rewards such as recognition, training, opportunities to handle greater responsibilities, employee promotion and participation in key decision making and challenging jobs to motivate exemplary performers. The study also shows that the rewards offered as a result of good performance were worthwhile and meaningful. The study concluded that employees reward systems is a source of motivation to the employees.

Edirisooriya (2014) sought to investigate the relationship between extrinsic reward, intrinsic reward and employee performance in ElectriCo. A quantitative research design was carried out under the deductive approach. Self-designed questionnaire was used as the primary data collection method. The results revealed that there is a positive relationship between extrinsic reward, intrinsic reward and employee performance. Emelianova (2019) looked into the impact of reward system on employee performance of Normet Ltd. The research combined both qualitative and quantitative techniques. And by use of an online questionnaire, the study targeted 91 respondents while with individual interviews for the managerial level employees with 8 respondents. The study indicated that rewards and the performance of employee were strongly and positively correlated. Besides, according to the individual interviews it was concluded that only the combination of extrinsic and intrinsic rewards ensures increase and maximization in overall employees' performance.

Anyango (2017) studied the influence of reward system on employee performance in the insurance industry in Kenya. Based on the Herzberg's Two factor Theory a correlational study design and targeting 100 employees, the study found that employee performance is generally poor, while performance related pay, team-based pay, and total reward all have positive and significant correlations with employee performance. Besides, team-based pay was found to contribute highly to employee performance in Britam Insurance. This means that employees at Britam Company are motivated most by team-based pay.

Muchiri (2016) studied the effects of rewards on employee performance in the hospitality industry specifically the Nairobi Serena Hotel. The study concluded that employees' ability, managers' trust in employees, recognition, and employees' view of achievement significantly enhances employees' performance. This is because intrinsic rewards address employees at the core of their needs, and as a result, form sufficient base that influences and motivates the employees to higher standards of performance. The study concluded that salaries and wages, paid vacations, paid leave, travel allowances and bonuses are essential components of extrinsic rewards that enhance employee performance. When managers take time to invest in extrinsic rewards, employees feel valued by their organization thus working extra hard to enhance their performance, so they can be rewarded even more. This study concludes that factors such as conducive work environment, employee-managers' relationship, organizational leadership, and supervisors' guidance are critical components in enhancing employee performance.

Kikoito (2014) investigated the impact of Reward Systems on the Organizations Performance of Commercial Banks in Tanzanian Banking Industry. The study surveyed 65 employees from three commercial banks in Mwanza City, using self-administered questionnaire. The findings of this study showed that the three commercial banks in Mwanza city offer both extrinsic (salary, bonus and promotion) and intrinsic (praise, recognition and genuine appreciation) rewards to their employees. However, the results found that employees were not satisfied with the current reward packages and salary level was viewed to be too low and did not reflect cost of living in Mwanza city. The study further indicated the intrinsic (non-financial) rewards were not satisfactory to employees.

2.4.5 HRM Practices and Organizational Performance

Kouhy, Vedd, Yoshikawa and Innes (2009), in six case study firms, explored the connection between human resource management, leadership accounting and organisational performance. This research made excellent attempts to link particular HR strategies to the results of the organization. Both HR managers and management

accountants decide to work closely on the development of annual budget and strategic plans in the six instances mentioned. In four of the six cases, they came up with performance related bonus approach in an agreement which was involved in often communication on decisions made. In an interview with all the six cases, research showed five fields of HR strategy that had an effect on corporate performance, including: coaching, recruitment, teamwork, lifelong work, and organizational culture.

In the Greek context, Katou and Budhwar (2010) explored the causal relationship between HRM-performance. The structural equation model was used to demonstrate the outcomes that revealed the capacity to perform (resourcing and growth), the motivation to execute (compensation and incentives), and the chance to execute (participation and work design) policies in HRM are governed by multiple business strategies such as (price, quality, innovation) and the motivation to execute is controlled organizational culture. Furthermore, the findings stated the effect of HRM policies on the organization's performance mediated by abilities, attitudes, and conduct of employees.

Tan and Nasurdin (2011), by evaluating the mediating of knowledge management efficiency of Malaysian production companies, examined the effect of HRM practices on organisational development. The research explored the interactions between HRM practices (career management, training, scheme of performance evaluation reward, and recruitment) and organisational innovation (process innovation, product innovation, and administrative innovation). A sample of 171 companies in Malaysia gathered this information. The findings of regression indicated that in an organisation, HRM practices have a positive effect on innovation. The results also disclosed a positive relationship between training and three dimensions of organisational innovation (process innovation, product innovation, and administrative innovation). Administrative innovation was positively affected by performance assessment.

Mwau (2017) examined the moderating effect of ownership structure on the connection between growth policies and insurance company results in Kenya. A descriptive research design has been embraced by the study. It was found that the growth strategies positively influence insurance firm's performance apart from the market development strategy. However, the study did not use HRM policy as the moderating variable.

Pradhan (2019) studied the impact of human resource management practices on organizational performance of Nepal. Data used in this were collected from 12 manufacturing company and 23 service sector institutions. In this research, two categories of information namely employee turnover and productivity of the organizations were collected. The results proved that there is negative association between HRM practices and employee turnover whereas there is positive association between HRM practices and productivity. The regression result proved that there is a negative association between HRM practices and employee turnover whereas there is positive association between HRM practices and productivity.

Fajar and Soeling (2017) investigated the relationship between HRM practices and employee organizational citizenship behavior in information technology companies. The analysis is on the active employees of PT Sigma Cipta Caraka (Telkomsigma) who had worked for at least a year in the company with the number of 243 employees. This study used quantitative methods in collecting data with a questionnaire as a research instrument. The results indicated that each dimension of HRM practices (staffing, training, compensation, performance appraisal, participation and job design), with the exception of training, have a positive significance but no strong indication to encourage organizational citizenship behavior activities showed by employees in the information technology company.

Villajos, Tordera and Peiró (2019) looked into the relationship between human resource practices, eudaimonic well-being, and creative performance. The findings support the idea that HR practices function as an antecedent for ideals. More specifically, ideals fully mediate the relationship between HR practices and

eudaimonic well-being. In turn, ideals and eudaimonic well-being fully mediate the relationship between HR practices and creative performance, which suggests that, through ideals, HR practices become more beneficial for both employees and employers. In conclusion, these results are important for sustainable HR development, because HR practices enhance ideals, which increase well-being, enhancing performance in the long term

Hassan (2016) investigated the impact of HRM practices on employee's performance in the Textile industry of Pakistan. A random sampling technique was used to collect data from 68 employees of textile industry via a questionnaire. The results indicate that HRM practices compensation, career planning, performance appraisal, training, and employee involvement have a positive impact on employee's performance. Hence, it is proved that compensation, career planning, performance appraisal, training, and employee involvement contribute positively towards change in the employee's performance.

Jashari and Kutllovci (2020) sought to examine the impact of human resource management practices on organizational performance. The study targeted a total of 100 managers of manufacturing firms in Kosovo. The results show that managers of manufacturing firms in Kosovo recognize the importance of employees in their organization and apply practices to manage them effectively. The study likewise, provides evidence that HRM practices positively and significantly influence organizational performance. Recruitment and selection practices show the strongest positive association with organizational performance compared to other practices. Therefore, based on the findings, it can be concluded that with a good recruiting and selection, the organization will fill with a group of potentially qualified candidates. Also, companies should continuously train and develop and involve their employees as they are viewed as the most important resources source of competitive advantage.

Amendi (2015) investigated the influence of human resource management practices on performance of savings and credit cooperatives in Vihiga County, Kenya. The study used primary data and secondary data and the findings indicated that human

resource practices have a significant effect on firm performance. Training and development have a greater effect on firm performance followed by rewards and appraisal. The study concluded that training and development greatly affect firm performance. Therefore, trained manpower ensures tasks are well done and that imparting employees with skills makes an organization have a competitive advantage over the competitors.

Aguta and Balcioglu (2015) sought to establish the impact of human resource management practices on organizational performance of private banks in North Cyprus. Primary data was collected from a sample of 335 employees of different departments and various branches of two private sector banks. According to the findings, the major aspects that affect an employee are working conditions and the leadership and supervisory style. It was found that giving employees the free hand to make decisions concerning their job functions brings about motivation and job satisfaction.

Dimba (2010) modeled the relationship between strategic human resource management practices and performance. The study tested data from 50 large foreign multinational companies operating in Kenya and the results indicated that the strategic human resource management practices that best predict firm performance are training and development and compensation systems. The relationship between the use of strategic human resource management practices and firm performance did not hold across the five bundles of what was considered as high-performance work practices. However, Alshammari (2020) investigated the Impact of human resource management practices, organizational learning, and organizational culture and knowledge management capabilities on organizational performance in Saudi Organizations. The study was based on a sample of 215 from 250 human resource managers from service sectors of the Kingdom of Saudi Arabia. The findings indicated a positive and significant effect of HRM practices on knowledge management capabilities, organizational culture, organizational performance, and organizational learning.

2.5 Critique of the Existing Literature

The review of empirical literature indicated that numerous studies (Kumar & Gupta, 2013; Brown et al., 2010; Duberg & Mollen, 2010; Kouhy et al., 2009; Katou & Budhwar, 2010; Tan & Nasurdin, 2011) were conducted in other countries. Therefore, it would be impractical to generalize the findings of studies conducted elsewhere to explain the local context. There are varying factors in different countries that would affect the relationship between HRM practices and organizational performance. This explains why a study in the local context was necessary.

In their research Sagwa et al. (2015), employed a cross-sectional descriptive study and established that HRM practices leads to firm's productivity. The researchers indicate that employee learning has the highest contribution to better firm performance. In his study Oluoch (2013), adopted a descriptive analysis and indicated that the best HRM practices were selection and recruitment and the job design owing to their contribution towards organization performance at College of Humanities Nairobi University. The findings mentioned studies tend to differ in terms of the HRM practice that best explains performance. The former ranks employee learning as the best HRM practice while the latter ranks recruitment and selection as the best HRM practice. Thus, the current study sought to ascertain the HRM aspect that best explains organizational performance.

In his research Njenga (2012), focuses on a comparative analysis of ISO certified and non-certified commercial banks. The findings indicate a deviation between respect to HRM practices among ISO certified and non-certified firms. However, there is scant literature on how foreign ownership and certification contributes to organization performance among telecommunication firms. This is in spite of the two largest telecommunication firms Safaricom and Airtel being owned majorly by foreign firms. Hence the current research may be of importance in enhancing the knowledge and contributing to an understanding of if any the effect of a global presence of a

telecommunication firm on its implementation of HRM practices and their influence on overall performance of the organization.

Kepha (2015) conducted a research on research institute of Kenya to find out whether performance was affected in any way by human resource management. The findings revealed that recruitment and selection positively influence performance of the employee. Though, his findings differ with those of Agoi (2017) who performed a survey of the effect of human resource management practices on employee satisfaction in Western Kenya sugar production companies. The two studies provide contradicting findings and, thus the current study sought to further examine the situation for certainty.

Kagiri (2014) concluded that HRM practices facilitate the development of Innovation. The study found out that for innovation to thrive, there is need for enabling the organizational environment which facilitate it and in particular, the firm must strive to train its staff, create good employee relations, reward their employees competitively so as to only to attract good skills but also to retain them, not to mention the need to recruit and select the right candidates. Since the study was conducted in the education sector, there was need to do a similar study in a different field.

2.6 Research Gaps

The reviewed literature clearly indicates that human resource management practices implementation is a complicated aspect of the management functions. The literature also indicates that HRM practices contribute positively to firm performance. However; there was limited literature indicating the influence of HRM on organization performance among telecommunication firms; this is despite the increasing penetration of mobile telephony connection within the country and high revenue generation by the large telecommunication firms.

Despite numerous studies having been conducted on HRM practices and organizational performance, there is a deviation in the paths and methodologies

applied leading to conflicting results and causations; hence the need for the current research to expound on the body of knowledge. For instance, Agoi (2017) in his study adopted mixed research design, Guyo (2015), employed descriptive study design while Sagwa et al. (2015), applied cross sectional descriptive survey. The differences in methodologies led to varied findings and thus the need to address the existing methodological gaps.

All the reviewed local studies have focused on HRM practices in other sectors but to the best knowledge of the researcher, no study had centered on the telecommunication industry hence there existed a contextual gap. The current study sought to contribute to policy formulation and practices within the Telecommunication Industry.

The examination of the theories on which this study is anchored reveal that their application within the telecommunication industry has not been adequately reviewed locally hence the research helps to guide in connecting the theoretical framework and aspects of organization performance among telecommunication industry, therefore, addressing the existing theoretical gap.

Further, to the researcher's best knowledge, no other research had focused on the role of HRM policy in moderating the relationship between HRM practices and organizational performance, specifically, in the telecommunication industry. Therefore, this study sought to fill the existing literature gap.

2.7 Chapter Summary

From the literature review, several theories supported the study variables. The attraction selection-attrition theory underpinned recruitment and selection; human capital theory explained training & development; the principal-agent theory underpinned performance management; expectancy theory supported reward system; institutional theory supported HRM policy; while goal setting theory underpinned organizational performance.

Based on the empirical literature review, the researcher found that there was a relationship between HRM practices and the performance of the organization across different sectors. Indeed, HRM practices have been proven to enhance employees' motivation, improve employees' productivity and eventually improve the performance of organizations. Numerous scholars have argued that effective HRM practices play a crucial role in determining the economic growth of a country. Finally, the chapter takes cognizance about the lack of in-depth local studies exploring the influence of HRM practices on the performance of an organization, particularly, in the telecommunication sector. This formed the research gap that the current study sought to address.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section discusses the study design, study population, sample size, technique of information collection and evaluation. Zikmund, Babin, Carr and Griffin (2010) define research methodology as part of which it is necessary to explain technical procedures in an audience-friendly manner. This study accomplished this by addressing the research and sample designs used for the study, the collection of information and field work performed for the study, and the evaluation performed for the collected information (Kombo & Tromp, 2009). This section therefore introduces the model, methods, information and assessment techniques used in the research to determine the role of HRM strategies in the organisational performance of the telecommunications industry in Kenya.

3.2 Research Philosophy and Design

This section discusses the research philosophy and design.

3.2.1 Research Philosophy

This study has been motivated by positivism philosophy. The primary concept of positivism is that the social world exists remotely and its features should be measured by target techniques rather than built subjectively by sensation, reflection and instinct (Leitch, Hill & Harrison, 2010). The positivist assumption of rationality is that learning depends on certainties and that it is impossible to engage in deliberations or subjective factors. From the standpoint of positivism, there is an objective reality that can be numerically transmitted in perspective of illustrative and prescient force (Neuman & Laakso, 2017).

Of course, data from this point of perspective is significant only because it relies on estimates of reason and actuality, generated from data gathered through immediate

perceptions and experience, measured using quantitative methods and subject to factual inquiry in order to clarify causal associations as conceptualized (Saunders, Lewis & Thornhill, 2012). The philosophical institution supporting this research is positivism along these lines, where the logical processes are followed to conjecture and reason the perceptions in order to determine the correct place of the speculations.

Drucker (2006) proposes that the function of management is to manage managers, workers and work. Employees have a capacity to grow and develop, if suitable opportunities are offered. They give positive response to monetary and monetary incentives, training opportunities, favourable work environment and motivation. According to Hossain, Abdullah and Farhana (2012), good management means getting effective results with people. This suggests the importance of human resource and indeed, this was the reason that motivated the researcher to establish the extent to which people skills influence performance.

3.2.2 Research Design

The research design for information collection, evaluation, and evaluation is the blue print (Kothari, 2004). The study adopted both descriptive and correlation research designs. Mugenda (2008) noted that in societies, descriptive research designs are being carried out to determine the magnitude of a multitude of issues such as health, nutrition, education and crime. They argue that factors with greater dispersion indicate disparities in descriptive models within culture and provide meaningful clues about the issues that the investigator should focus on. The research therefore adopted this design as it was easier to obtain information on the phenomenon's current status and clarify what existed in relation to the variables of the study. The descriptive design was also suitable for this study since the researcher was able to identify respondents' views in regard to the study variables. Cooper and Schindler (2006) noted that a descriptive research is a method of information collection to answer questions about the current status of the study topics.

As the research covered participants from four telecommunications companies in Kenya, it was also feasible to obtain a big quantity of information for thorough assessment. Kothari (2004) noted that when one wishes to get data about the current status of an individual or object, a descriptive research design is used. The research concentrated on obtaining data on the current status of telecommunications industry human resource management practices and how they affect organizational performance.

Mugenda (2008) also pointed out that correlation research design is primarily concerned with the evaluation of interactions between variables. Therefore, it is based on the premise that one variable can be predicted using the available information on another variable if there is a statistically important link between two variables. The study was able, through correlation evaluation, to determine the relationships between the independent variables and how they influence the dependent variable. The study therefore adopted these models as interest populations were drawn from different telecommunications firms.

3.3 Target Population

A population is the whole pool from which a statistical sample is taken and there are generally some prevalent observable characteristics of the population (Calmorin, 2010). This research focused on all four telecommunications companies in Kenya, namely Safaricom, Airtel, Telkom Kenya, and Equitel. There are currently four telecommunications companies in Kenya (CAK, 2016). In addition, all the managers in the four companies included the target study participants. Thus, 300 managers from the four telecommunications companies were the target participants; 130 from Safaricom, 110 from Airtel, 50 from Telkom, and 10 from Equitel.

Table 3.1: Target Population

Telecom Firms	Population of Managers
Safaricom	130
Airtel	110
Telkom Kenya	50
Equitel	10
Total	300

Source: Communications Authority of Kenya (2016).

3.4 Sampling Frame

A sampling frame is defined as a set of source parts from which the sample is selected (Mugenda & Mugenda, 2003). The definition also includes the goal of sampling frames, which is to provide a means to select the target population members to be interviewed in the research (Bailey, 2008). The sampling framework for this study was a list of managers from each of the four telecommunications businesses.

Table 3.2: Sampling Frame

Telco Firm	Population of Managers
Safaricom	130
Airtel	110
Telkom Kenya	50
Equitel	10
Total	300

3.5 Sample and Sampling Techniques

3.5.1 Sample Size

Kombo and Tromp (2009), claim that a sample is a subset of a population chosen to reflect or represent a population's features. A sample size from the study population

was chosen in this research. The real depiction of the target population should be a sample size.

Table 3.3: Sample Size

Telcom Firm	Target Population	Percent age %	Sample Size
Safaricom	130	50%	65
Airtel	110	50%	55
Telkom	50	50%	25
Equitel	10	50%	5
Total	300		150

3.5.2 Sampling Technique

In choosing managers from the four telecommunications companies, this research introduced proportional sampling. The method ensured that the higher-population company had more representation. Fisher et al. (2003) formula was utilized in obtain the sample.

The formula of Fisher was as follows:

$$n = \frac{z^2 p(1 - p)}{d^2}$$

Where;

n = sample size

z = the standard normal deviate value for the level of confidence, for instance 95% level of confidence =1.96.

d = margin of error or level of precision at 0.08 for CI at 92%

p = proportion to be estimated, Israel (2009) recommends that if one doesn't know the value of p then you should assume $p=0.5$

Therefore, sample size is arrived at as follows:

$$n = \frac{(1.96^2)(0.5)(1 - 0.5)}{(0.08)^2}$$

$$n = 150$$

The size of the sample was therefore 150 managers distributed across the four telecommunication firms.

3.6 Data Collection Instrument

According to Mugenda and Mugenda (2003), the selection of a tool and instrument depends mainly on the features, topic of research, data, and expected results of the subject. This study collected primary data using structured questionnaires. Kothari (2004), states that collecting data via questionnaires saves time because it is possible to collect huge quantities of information, especially when the interest population is large.

There were several sections in the questionnaire. Section one of the questionnaires asked questions about respondents' population data. The other sections included questions about the factors of the research. The questionnaire's selection was justified as it is simple to read and comprehend. To capture the respondents' views on the research factors, a five likert scale was used.

3.7 Data Collection Procedure

Questionnaires have been allocated randomly to the target population. The research attempted to tackle the objective of the research and allay any concerns in order to acquire data from the participants by assuring them that the data would be used exclusively for scholarly reasons only. The study used the assistance of two research assistants to assist the target participants administer the questionnaires. The drop and pick later technique was used (Allred & Ross-Davis, 2011), supported the use of the

method on the basis that it allows the respondent time to think about the questions and this enhances accuracy and truthfulness of the responses.

3.8 Pilot Study

Pilot testing aims at determining the validity and reliability of the research instruments and thus improving face validity (Cooper & Schindler, 2006). Pilot testing is needed to validate a survey. A pilot test was performed using 15 questionnaires using stratified random sampling to select the pilot test participants. A pilot test is performed to identify design and instrumentation weaknesses and does not need to be statistically selected (Cooper & Schindler, 2006).

3.8.1 Reliability of the Research Instrument

Reliability measurement offers consistency in variables measurement. Reliability of internal consistency is the psychometric measure most frequently used to evaluate survey instruments and scales. Cronbach alpha is the fundamental formula for inner consistency-based reliability determination (Cronbach, 1951). Reliability is enhanced by including many similar items on a measure, testing a diverse sample of individuals and using standardized testing procedures. In this study, using internal consistency techniques, reliability of the research instrument was achieved using Cronbach's Alpha.

The alpha value varies from 0 to 1 with increased reliability as the value increases. As a cut-off of study reliability, the suggested value of 0.7 was used. Any sub-variable with a reliability value above 0.7 was accepted while any sub-variable with a reliability value below 0.7 was discarded. Fifteen (15) questionnaires have been tested in this research by issuing them to participants not included in the final sample of the research. Then the fifteen questionnaires were coded and SPSS replies were entered which were used to produce the coefficient of reliability.

3.8.2 Validity of the Research Instrument

Validity is the extent to which the test product sample represents the material intended for measurement (Thanasegaran, 2009). This study assured the validity of research tools by using jargon-free basic language which would make it simple for participants to understand. The investigator engaged research supervisors to make sure the questions were fit for measuring what they were meant to measure. The research has embraced content validity referring to the extent to which the subject under study is adequately covered by a measuring instrument. The research also integrated construct validity. The questionnaire was split into several parts to guarantee that each section is valid.

3.9 Data Analysis and Presentation

3.9.1 Data Analysis

Data analysis is a method of data inspection, cleaning, transformation and modeling with the objective of highlighting helpful information, proposing findings and supporting decision-making (Mugenda & Mugenda, 2003). Data gathered using the questionnaire were coded, checked for completeness and precision, and then analyzed using quantitative methods to obtain descriptive statistics/outputs. The research used the Social Scientists Statistical Package (SPSS version 20) for data processing. The software was used to generate frequencies, descriptive and inferential statistics that were used to derive population generalizations and findings. Quantitative data analysis enables the research to make inferences by defining specific information stream features objectively and systematically (Albers, 2017).

Using simple and multiple linear regression models, the link between autonomous variables and dependent variable was evaluated. The model was comparable to that used in many HRM practices research influencing organizational performance (Guyo, 2015; Kepha, 2015 & Agoi, 2017). The following regression model was used in this research to evaluate the statistical meaning of the hypotheses of the research:

Regression Model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots \dots \dots \text{Half Model}$$

Where:

Y = Organizational Performance

X₁ = Recruitment and Selection

X₂ = Training and Development

X₃ = Performance Management

X₄ = Reward System

β₀, β₁, β₂, β₃, β₄, = Regression coefficients of changes included in Y by each X value

ε = Error term

The moderating variable in this study was HRM policy. Ongore and Kusa (2013) approach was adopted in testing for moderation.

$$Y = \beta_0 + \beta_1 X_1.M + \beta_2 X_2.M + \beta_3 X_3.M + \beta_4 X_4.M + \epsilon \dots \dots \dots \text{Full Model}$$

Where:

M = moderator (HRM policy)

X₁.M = Interaction term 1 (Recruitment and Selection*HRM Policy)

X₂.M = Interaction term 2 (Training and Development*HRM policy)

X₃.M = Interaction term 3 (Performance Management*HRM policy)

X₄.M = Interaction term 4 (Reward System*HRM policy)

ε = Error term

3.9.2 Diagnostic Tests

Before estimating regression models, diagnostic tests were evaluated. The tests included: tests of normality, multicollinearity, heteroscedasticity, and autocorrelation. Usually, the existence of these issues results in incorrect statistical results.

Multicollinearity Test

Multicollinearity is the presence of high correlation between the independent variables. In severe cases of correlations between the variables, multicollinearity can imply that a unique least squares solution to a regression analysis cannot be computed (Field, 2009). Multi-collinearity inflates the standard errors and confidence intervals leading to unstable estimates of the coefficients for individual predictors. In this study, multicollinearity was tested using the Variance Inflation Factor (VIF). VIF values above 10 are an indication of the existence of multicollinearity, while value below 10 implies that there is no multicollinearity.

Normality Test

Normality of the data was conducted using Smirnov-Kolmogorov and Shapiro-Wilk tests. Since the amount of observations was higher than 100, the Kolmogorov-Smirnov test was regarded. The null hypothesis of normal distribution is accepted when the p value is greater than 0.05. However, a p value less than 0.05 imply that the data is not normally distributed.

Heteroscedasticity Test

Heteroskedasticity occurs when error terms affect the individual independent variables and sometimes even the dependent variable. In this study, heteroscedasticity test was conducted using Breush-pagan test. The null hypothesis in the experiment was that there is a steady (homoscedastic) variation in error terms. The null hypothesis of constant error term variance is accepted when the p value is greater than 0.05.

Autocorrelation Test

The autocorrelation test was performed to determine whether or not the residual is serially linked. The Durbin Watson test reports a test statistics with a value of 0 to 4 where: 2 denotes no autocorrelation; $0 < 2 < 2$ denotes a favorable autocorrelation; while > 2 denotes an adverse autocorrelation. The decision rule is that sample

statistics are comparatively normal in the range from 1.5 to 2.5. Values beyond this range may be worrying (Field, 2009).

3.9.3 Hypothesis Testing

Hypothesis testing was done by using t- tests. The study adopted a significance level of 0.05. This was informed by the fact that most business and social research use 5% level of significance (Mugenda & Mugenda, 2003). The acquired p value was interpreted based on the meaning level or alpha level. If the p-value is less than 0.05 in favor of the alternative hypothesis, the research will dismiss the null hypothesis. If the p-value exceeds the meaning level, the research will not dismiss the null hypothesis.

3.9.4 Data Presentation

Kombo and Tromp (2009) noted that data can be presented using statistical techniques, graphic methods or a combination of both to achieve comprehensive results. In this research, the findings of the analyzed information will be provided for simple interpretation in the form of tables, graphs and charts.

3.10 Operationalization of the Variables

Table 3.4 provides a summary of the operationalization and measurement of the study variables.

Table 3.4: Operationalization Variables

Variable	Type of variable	Indicators	Scale	Tool of Analysis
Organizational performance	Dependent	-Customer satisfaction, -Employee productivity -Profitability	Ordinal	Descriptive, correlation, regression
Recruitment & selection	Independent	-Sources of recruitment -Interview process -Placement process	Ordinal	Descriptive, correlation, regression
Training & Development	Independent	-Development programs -Capacity Building -Techniques of training	Ordinal	Descriptive, correlation, regression
Performance Management	Independent	-Performance planning -Team work -Development oriented	Ordinal	Descriptive, correlation, regression
Reward System	Independent	-Financial Incentives -Recognition -Individual excellence	Ordinal	Descriptive, correlation, regression
HRM Policy	Moderator	-HR Procedures -HR information systems -Employment law	Ordinal	Descriptive, correlation, regression

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The research aimed to identify the effect of human resource management practices on telecommunications industry performance in Kenya. The study's particular objectives were to examine the effect of employee recruitment and selection processes on telecommunications industry performance in Kenya; to determine the effect of staff training and growth on the performance of the telecommunications sector in Kenya; to determine the effect of performance leadership on the performance of the telecommunications sector in Kenya; to assess the effect of the reward scheme on telecommunications sector performance in Kenya; and to determine the moderating effect of HRM policy on the connection between human resource management practices and telecommunications industry results in Kenya. This section provides the outcomes of the evaluation by structured questionnaires of information gathered from the field.

4.2 The reliability of the Research Instrument

The reliability of the information collection instrument was evaluated using the internal consistency measurement of Cronbach Alpha. The results stated that the telecommunications industry's output had a 0.883 coefficient, recruitment and selection had a 0.837 coefficient, training and development had a 0.826 coefficient, performance management had a 0.814 coefficient, Reward System had a 0.862 coefficient, and HRM policy had a 0.910 coefficient. All variables had Alpha values above 0.7 from Cronbach. Therefore, the research found that to capture the variables, the scales used in this research were accurate.

Table 4.1: Reliability Test Results

Variable	No of Items	Respondents	α=Alpha	Comment
Performance of Telecommunication Industry	6	15	0.883	Reliable
Recruitment and Selection	6	15	0.837	Reliable
Training and Development	6	15	0.826	Reliable
Performance Management	6	15	0.814	Reliable
Reward Systems	6	15	0.862	Reliable
HRM Policy	7	15	0.910	Reliable

4.3 Response Rate

A hundred and seven (107) questionnaires were filled out and returned out of the 150 questionnaires administered, while 43 questionnaires were not returned. The 107 questionnaires, as shown in Table 4.2, represented a general effective response rate of 71.33%.

Table 4.2: Response Rate

Response	Frequency	Percent
Returned	107	71.33%
Unreturned	43	28.67%
Total	150	100

4.4 Demographic Information

This chapter analyzes respondents' population features. It also provides the respondents' gender, age, educational level and job experience descriptions.

4.4.1 Respondents' Gender

Results in Table 4.3 show that most participants (51.4%) were male while 48.6% were female. However, in the telecommunications industry, the percentage of male to female management staff is nearly equivalent. This is an expression that the industry acknowledges that gender parity is important.

Table 4.3: Gender of Respondents

	Frequency	Percent (%)
Male	55	51.4%
Female	52	48.6%
Total	107	100

4.4.2 Respondent's Age

Table 4.4 findings show that 35.5% of the participants indicated 36-40 years, 27.1% were above 45 years, 20.6% were aged between 41-45 years, 10.3% were aged between 31-35 years while 6.5% were less than 30 years. This means that most managers are middle-aged and thus have the power and aggressiveness to affect their organizations' efficiency.

Table 4.4: Respondents' Age

	Frequency	Percent (%)
Less than 30 years	7	6.5 %
31-35 years	11	10.3%
36-40 years	38	35.5%
41-45 years	22	20.6%
Above 45 years	29	27.15%
Total	107	100

4.4.3 Position in the Organization

Results in Table 4.5 indicate that 46.7% of participants were supervisory-level managers, 32.7% were middle-level managers, while 20.6% were top-level managers. This implies managers in all the three levels were represented in this study. The decisions made by managers are likely to determine the influence of HRM practices on organizational performance.

Table 4.5: Position in the Organization

	Frequency	Percent(%)
Top level manager	22	20.6%
Middle level manager	35	32.7%
Supervisory level manager	50	46.7%
Total	107	100

4.4.4 Respondent's Education Level

The findings in Table 4.6 reveal that 52.3% of the participants had attained post graduate education, 40.2% had attained university education while 7.5% had attained college education. The outcomes imply that most of the participants have attained sufficient education to be able to handle managerial positions. Employees with higher education qualifications are expected to effect on organization performance better than those with less academic qualifications. Faith (2014) noted a positive link between academic qualification and employee performance.

Table 4.6: Level of Education

	Frequency	Percent (%)
College	8	7.5%
University	43	40.2%
Post graduate	56	52.3%
Total	107	100

4.4.5 Duration of Employment

The participants were asked to state their present organization's length of employment. Results in Table 4.7 indicate that 35.5% of the respondents stated over 15 years, 30.8% stated 11 to 15 years, 28% stated 5 to 10 years while 5.6% stated less than 5 years. This means that over 60% of the participants had been working for more than 10 years in their present organisation. As such, the respondents were expected to have a better understanding of the role of HRM practices on

organizational performance. According to Quiñones, Ford and Teachout (2015), work experience had the greatest correlations with job performance measurements.

Table 4.7: Duration of Employment

	Frequency	Percent (%)
Less than 5 years	6	5.6%
5 to 10 years	30	28%
11 to 15 years	33	30.8%
Over 15 years	38	35.5%
Total	107	100

4.5 Descriptive Analysis

The aim of descriptive statistics is to allow the investigator to use indices or statistics to portray meaningfully a distribution of results or measurements. The sort of statistics or indices used relies on the research type of variables and measurement scale. To present the descriptive results, the research used means, percentages and normal deviations. This study's overall goal was to determine the effect of human resource management practices on telecommunication industry performance in Kenya. For the following factors, the study evaluated descriptive statistics: recruitment and selection, training and growth, performance management, reward system, telecommunications industry HRM policy and performance.

4.5.1 Recruitment and Selection

The study's first objective was to investigate the effect of recruitment and selection on telecommunications industry performance in Kenya. Using a five-point likert scale, the research attempted to understand the amount of agreement between participants on different recruitment and selection statements.

Results in Table 4.8 stated that the majority of 86.9 percent (80.4%+6.5%) of participants agreed with the assertion that: recruiting competent candidates ensures efficiency within the firm, 75.7% agreed that having sufficient number of employees ensures there is effectiveness and better job performance, 60.8% agreed that Internal selection and recruitment enhances employee motivation hence better productivity,

62.7% agreed that Internal selection fosters team work and employee co-operation within the firm. Further, 69.2% of the respondents agreed that retaining of employees enhances customer satisfaction as a result of knowledge on the operations of the firm. However, 60.8 percent of participants disagreed with the assertion that the use of internal employee sourcing fosters the company's cost efficiency.

The general mean of the answers was 3.52 using a five-point likert scale mean, which suggests that the majority of participants agreed with the recruitment and selection statements. In addition, the standard deviation of 0.85 shows variations in the responses. The results are compatible with Ramki (2015) job, which found that employee retention has a significant effect on recruitment channels. Similarly, Omolo, Oginda and Oso (2012) found that recruitment and choice effect firms ' performance significantly. The results imply that recruitment and selection affect telecommunications industry efficiency in Kenya. If this holds, then telecommunication firms should consider enhancing their recruitment and selection processes. This is likely to translate into overall improvement in the industry's performance.

Table 4.8: Recruitment and Selection

Statement	SD	D	N	A	SA	M	Std. Dev
Recruiting competent candidates ensures efficiency within the firm.	0.00%	0.00%	13.1%	80.4%	6.50%	3.93	0.44
Utilization of external sourcing of employees fosters cost efficiency within the firm.	26.20%	34.60%	22.4%	13.1%	3.70%	2.34	1.12
Having sufficient number of employees ensures there is effectiveness and better job performance.	0.00%	2.80%	21.5%	61.7%	14.00%	3.87	0.67
Internal selection and recruitment enhances employee motivation hence better productivity.	0.00%	8.40%	30.8%	42.1%	18.70%	3.71	0.87
Internal selection fosters team work and employee co-operation within the firm.	0.00%	22.40%	15.0%	47.7%	15.00%	3.55	1.00
Retaining of employees enhances customer satisfaction as a result of knowledge on the operations of the firm	0.00%	18.70%	12.1%	45.8%	23.40%	3.74	1.02
Average mean score						3.52	0.85

4.5.2 Training and Development

The study's second objective was to determine the effect of training and development on telecommunications industry performance in Kenya. Using a five-point likert scale, the research attempted to understand the level of agreement of the participants on different statements concerning training and development.

Results in Table 4.9 indicated that majority of the respondents who were 79.4% (59.8%+19.6%) agreed with the statement that fostering employee learning enhances the efficiency within the firm, 80.3% agreed that increasing employee training and development fosters better customer service which serves in enhancing brand image while 66.3% agreed that implementation of employee training and development fosters efficiency and productivity within the firm. Further, 80.4% of the respondents agreed that training and development of personnel enhances the overall workforce productivity, 88.7% agreed that training and development of personnel promotes better knowledge awareness which is key to product/service innovation while 87.9% agreed that training and development fosters better time management hence overall efficiency and cost reduction.

The general mean of the answers was 4.03 using a five-point likert scale mean, which suggests that most participants agreed with the training and development statements. In addition, the standard deviation of 0.69 shows variations in the responses. The study findings concur with those of Kepha (2015) who concluded that training and development have a beneficial effect on the performance of employees. Similarly, Agoi (2017) noted a beneficial and substantial effect on employee satisfaction from training methods. Study by Ngila (2011) disclosed that commercial banks used strategic human leadership methods in the main tasks of efficiency and assessment preparation and training.

The implication of the results is that telecommunications sector performance in Kenya is influenced by training and development. It is probable that increased training and development will enhance the efficiency of companies. The results also indicate that a significant element of human resource management is training and development.

Table 4.9: Training and Development

Statement	SD	D	N	A	SA	M	Std. Dev
Fostering employee learning enhances the efficiency within the firm.	0.00%	0.00%	20.6%	59.8%	19.6%	3.99	0.64
Increasing employee training and development fosters better customer service which serves in enhancing brand image.	0.00%	0.00%	19.6%	60.7%	19.6%	4.00	0.63
Implementation of employee training and development fosters efficiency and productivity within the firm.	0.00%	0.00%	33.6%	46.7%	19.6%	3.86	0.72
Training and development of personnel enhances the overall workforce productivity.	0.00%	0.00%	19.6%	54.2%	26.2%	4.07	0.68
Training and development of personnel promotes better knowledge awareness which is key to product/service innovation.	0.00%	3.70%	7.5%	57.9%	30.8%	4.16	0.72
Training and development fosters better time management hence overall efficiency and cost reduction.	0.00%	5.60%	6.50%	58.9%	29.0%	4.11	0.76
Average mean score						4.03	0.69

4.5.3 Performance Management

The study's third objective was to determine the effect of performance management on telecommunications industry performance in Kenya. Using a five-point likert scale, the research attempted to understand the amount of agreement between participants on different performance management statements. Results in Table 4.10 showed that most participants 70.1% (51.48%+18.7%) agreed with the statement that

employee rating fosters efficiency within the firm, 79.5% agreed that setting standards for employees enhances the attainment of organization goal, 69.1% agreed that performance management fosters teamwork among personnel which enhances organizational productivity.

Further, 82.2% agreed that performance management fosters communication between employees and management which fosters employee motivation. Further, 80.4% of the respondents agreed that performance management enhances effectiveness within the firm which may result in better customer satisfaction. In addition, 71% agreed that performance management fosters effective organizational planning.

Using a five-point likert mean, the general mean of the answers was 3.77, indicating that most participants agreed with the performance management statements. In addition, the standard deviation of 0.96 shows variations in the responses.

The results of the research agree with those of Kumar and Gupta (2013) who indicated that employee participation in the process of performance management is positively linked to performance management system satisfaction. Brown, Hyatt and Benson (2010) also disclosed that staff who report a low level of confidence in supervisory, bad communication performance leadership, and lower levels of work satisfaction and engagement are also reported by a lack of clarity about expectations and awareness of a less fair performance leadership system. Monari (2017) research results showed that performance management had a favorable and substantial effect on service delivery among Kenyan state-owned corporations.

The implication of the results is that telecommunications industry performance in Kenya is influenced by performance management. Improving performance management is likely to improve the performance of companies. It also implies that an significant element of human resource practices is performance management.

Table 4.10: Performance Management

Statement	SD	D	N	A	SA	M	Std. Dev
Employee rating fosters efficiency within the firm.	7.50%	15.90%	6.50%	51.4%	18.7%	3.58	1.18
Setting standards for employees enhances the attainment of organization goals.	0.00%	7.50%	13.10%	53.3%	26.2%	3.98	0.84
Performance management fosters teamwork among personnel which enhances organizational productivity.	3.70%	16.80%	10.30%	49.5%	19.6%	3.64	1.09
Performance management fosters communication between employees and management which fosters employee motivation.	0.00%	9.30%	8.40%	72.9%	9.3%	3.82	0.72
Performance management enhances effectiveness within the firm which may result in better customer satisfaction.	0.00%	11.20%	8.40%	64.5%	15.9%	3.85	0.82
Performance management fosters effective planning in the organization	0.00%	22.40%	6.50%	43.9%	27.1%	3.76	1.09
Average mean score						3.77	0.96

4.5.4 Reward System

The study's fourth objective was to assess the effect of the reward system on telecommunications industry performance in Kenya. Using a five-point likert scale, the research attempted to understand the amount of agreement between participants on different reward system statements.

Results in Table 4.11 showed that the majority of participants who were 73.8% (60.7% + 13.1%) agreed with the declaration that better reward systems offer an incentive for personnel training and development which enhances efficiency within the firm, 87% agreed that rewards and compensation foster employee motivation which allows for better workforce productivity while 86.2% agreed that rewards and compensation act as an incentive for employee retention which enhances the organization knowledge capacity.

Further, 86% of the respondents agreed that rewards and compensation foster employee performance which enhances the competitive edge of the firm hence market share, 64.5% agreed that the way the reward scheme is managed in the organisation is fair; however, 59.8% disagreed that the organisation values individual excellence over teamwork.

The general mean of the answers was 3.66 using a five-point likert scale mean, which suggests that the majority of participants agreed with the reward system statements. In addition, the standard deviation of 0.76 shows variations in the responses.

The results of the research mirror those of Agoi (2017), who found that the high effect of rewarding leadership on employee satisfaction. Khalumba (2012) discovered that most commercial banks lacked efficient human resource plans, inadequate recruitment and selection procedures, lacked efficient reward management schemes, lacked efficient training and growth programs and career development programs. Duberg and Mollen (2010) discovered that wages were a significant element of the reward system, but incentives such as bonuses and shares were seen to create a pleasant workplace with happy employees. This motivated and enhanced the efficiency of staff.

The implication of the findings is that reward system influences performance of telecommunication industry in Kenya. Better reward system increases employees' productivity, which is likely to translate into increase in the overall firms'

performance. It also implies that reward system as an important component of human resource management.

Table 4.11: Reward System

Statement	SD	D	N	A	SA	M	Std. Dev
Better rewards systems offer an incentive for personnel training and development which enhances efficiency within the firm.	0.0%	0.0%	26.2%	60.7%	13.1%	3.87	0.62
Rewards and compensation foster employee motivation which allows for better workforce productivity.	0.0%	0.0%	13.1%	66.4%	20.6%	4.07	0.58
Rewards and compensation act as an incentive for employee retention which enhances the organization knowledge capacity.	0.0%	0.0%	13.1%	73.8%	13.1%	4.00	0.51
Rewards and compensation foster employee performance which enhances the competitive edge of the firm hence market share.	0.0%	0.0%	14.0%	59.8%	26.2%	4.12	0.63
The organization values individual excellence over team work	26.2%	33.0%	24.3%	12.1%	3.7%	2.34	1.11
The way the reward system is managed in the organisation is fair	4.70%	18.7%	12.1%	45.8%	18.7%	3.55	1.14
Average mean score						3.66	0.76

4.5.5 HRM Policy

The study's objective was to determine the moderating effect of HRM policy on the connection between human resource management practices and telecommunications industry performance in Kenya. Using a five-point likert scale, the research attempted to understand the amount of agreement between participants on different HRM policy statements.

Results in Table 4.12 indicated that most of the participants 88.8% (37.4%+51.4%) agreed with the assertion that: our organization has well elaborated HR procedures, 87.9% agreed that our organization has a well-developed HR information system, 80.3% agreed that the telecommunication industry has an elaborate employment law while 84.1% agreed that our organization has a policy on employee training. Further, 85% of the respondents agreed that our organization has a policy on employee reward, 90.6% agreed that our organization has a policy on employee recruitment and selection while 81.4% agreed that our organization has a policy on management performance.

The general mean of the answers was 4.14 using a five-point likert scale mean, which suggests that the majority of participants agreed with the statements on HRM policy. In addition, the standard deviation of 0.81 shows variations in the responses.

This finding research agrees with the statement by Kouhy, Vedd, Yoshikawa and Innes (2009) that human resource policies affect organizational efficiency, namely: recruitment, training, work for life, teamwork, and organizational culture. Furthermore, the findings of the research agree with the conclusion of Katou and Budhwar (2010) that HRM strategies affect the efficiency of the organization.

These findings imply that HRM policies are critical in influencing the performance of telecommunication firms. The policies could have an effect on the telecommunications industry's connection between HRM practices and results. Telecommunications firms' management should therefore consider reviewing their HRM policies.

Table 4.12: HRM Policy

Statement	SD	D	N	A	SA	M	Std. Dev
Our organization has well elaborated HR procedures	0.0%	7.5%	3.7%	37.4%	51.4%	4.33	0.87
Our organization has a well-developed HR information system	0.0%	3.7%	8.4%	34.6%	53.3%	4.37	0.80
The telecommunication industry has an elaborate employment law	2.8%	7.5%	9.3%	28.0%	52.3%	4.20	1.07
Our organization has a policy on employee training	0.0%	0.0%	15.9%	53.3%	30.8%	4.15	0.67
Our organization has a policy on employee reward	0.9%	3.7%	10.3%	54.2%	30.8%	4.10	0.80
Our organization has a policy on employee recruitment and selection	0.0%	0.9%	8.4%	84.1%	6.50%	3.96	0.43
Our organization has a policy on management performance	3.7%	10.3%	4.7%	42.1%	39.30%	4.03	1.09
Average mean score						4.14	0.81

4.5.6 Performance of Telecommunication Industry

The study dependent variable is telecommunications industry performance in Kenya. Using a five-point likert scale, the research attempted to understand the level of agreement between participants on different statements related to telecommunications industry performance.

Results presented in Table 4.13 indicated that majority of the respondents who were 54.2% (44.9%+9.30%) agreed with the statement that the profitability of the organization is affected by its human resource management practices, 72.9% agreed that effective human resource management practices increases the market share of a firm while 55.1% agreed that effective human resource management practices results to higher employee productivity.

Further, 84.1% of the respondents agreed that effective human resource management practices leads to better cost-efficiency, 49.5% agreed that effective human resource management practices enhances the firm's brand image while 85.1% agreed that effective human resource management practices leads to improved customer satisfaction.

Using a five-point scale likert mean, the overall mean of the responses was 3.78 which indicates that majority of the respondents agreed with the statements about performance of telecommunication industry. Additionally, the standard deviation of 0.84 indicates that the responses were varied.

These findings imply that HRM practices are important in influencing the performance of telecommunication industry. Therefore, telecommunications companies should pay attention to the different HRM methods including recruitment and choice, training and growth, performance management and scheme of reward. Improvement of these practices is likely to enhance the telecommunication firms' performance.

Table 4.13: The Performance of Telecommunication Industry in Kenya

Statement	SD	D	N	A	SA	M	Std. Dev
The profitability of the organization is affected by its human resource management practices	0.0%	19.6%	26.2%	44.9%	9.3%	3.44	0.91
Effective human resource management practices increases the market share of a firm	0.0%	2.8%	24.3%	43.9%	29.0%	3.99	0.81
Effective human resource management practices results to higher employee productivity	0.0%	2.8%	42.1%	33.6%	21.5%	3.74	0.83
Effective human resource management practices leads to better cost-efficiency	0.0%	8.4%	7.5%	57.0%	27.1%	4.03	0.83
Effective human resource management practices enhances the firm's brand image	0.9%	6.5%	43.0%	36.4%	13.1%	3.54	0.84
Effective human resource management practices leads to improved customer satisfaction	1.9%	6.5%	6.5%	64.5%	20.6%	3.95	0.84
Average mean score						3.78	0.84

4.6 Diagnostic Tests

In regression analysis a number of diagnostic tests are done to evaluate the model based on certain assumptions. The diagnostic tests done for this study included: normality, and multicollinearity, heteroscedasticity and autocorrelation test. These tests were conducted to ensure accuracy of the results.

4.6.1 Multicollinearity Test

To test for multicollinearity, the research used Variance Inflation Factor (VIF). VIF values above 10 are an indication of the existence of multicollinearity, according to

Field (2009). Results in Table 4.14 show inflation factor variance outcomes, which was $4.9072 < 10$, so there was no multicollinearity.

Table 4.14: Multicollinearity Results

Variables	VIF
Employee Recruitment and Selection	3.830
Employee Training and Development	7.549
Performance Management	3.255
Reward System	5.805
HRM policy	4.097
Average 4.9072	VIF

4.6.2 Normality Test

Using Smirnov-Kolmogorov and Shapiro-Wilk, residual normality was screened. Since the amount of observations was higher than 100, the Kolmogorov-Smirnov test was regarded. Results presented in Table 4.15 shows that, since the p value of $0.062 > 0.05$, the data is normally distributed. Therefore, there is no rejection of the null hypothesis of no normal distribution.

Table 4.15: Kolmogorov-Smirnov and Shapiro-Wilk Tests

	Kolmogorov-Smirnova		
	Statistic	df	Sig.
Organizational Performance	0.127	107	0.062

4.6.3 Heteroscedasticity Test

Breusch-pagan Heteroscedasticity testing was used. The null hypothesis in the experiment is that there is a steady (homoscedastic) variation in error terms. The findings in Table 4.16 show that, considering that the p-value is higher than 0.05 (0.107), the error terms are homoscedastic. Therefore, there was no rejection of the null hypothesis of constant error terms.

Table 4.16: Heteroscedasticity Test

Breusch-Pagan-Godfrey	
F-statistic	19.4905
Prob. F(4,102)	0.107

4.6.4 Autocorrelation Test

Durbin-Watson autocorrelation test was performed to determine whether or not the residual is serially linked. The results in Table 4.17 indicate a Durbin Watson statistical value of 1.878. The null hypothesis of no autocorrelation was therefore accepted implying the residuals were not auto-related.

Table 4.17: Autocorrelation Test

Durbin-Watson Test for autocorrelation	
H ₀ : no first-order autocorrelation	
F(4, 102) = 78.323	
Durbin-Watson= 1.878	

4.7 Inferential Analysis

This section presents the correlation and regression results as per the study objectives.

4.7.1 Correlation Analysis

4.7.1.1 Recruitment and Selection and Organizational Performance

Results in Table 4.18 indicate the correlation results between recruitment, selection and the performance of telecommunication industry in Kenya. The findings disclosed a positive and significant connection between telecommunications firms' recruitment and selection and performance ($r=0.783$, $p=0.000$). This means that both recruitment and selection and performance of telecommunication firms change in the same direction. Further, the correlation coefficient of 0.783 revealed a strong association between recruitment, selection and telecommunication firms' performance. The results are compatible with Ramki (2015) job, which found that employee retention

has a significant effect on recruitment channels. Similarly, Omolo, Oginda and Oso (2012) found that recruitment and choice effect firms' performance significantly.

Table 4.18: Correlation Results; Recruitment and Selection

		Organizational Performance	Recruitment & Selection
Organizational Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Recruitment & Selection	Pearson Correlation	.783**	1.000
	Sig. (2-tailed)	0.000	

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

4.7.1.2 Training and Development and Organizational Performance

Results in Table 4.19 indicate the correlation results between training development and the performance of telecommunication industry in Kenya. The results revealed that there is a positive and significant association between training development and performance of telecommunication firms ($r=0.839$, $p=0.000$). This means that both training development and performance of telecommunication firms change in the same direction. Further, the correlation coefficient of 0.839 revealed a strong association between training development and performance of telecommunication firms in Kenya.

The results of the research are in line with those of Kepha (2015) who concluded that training and growth have a beneficial effect on the performance of employees. Similarly, Agoi (2017) noted a beneficial and substantial effect on employee satisfaction from training methods. Study by Ngila (2011) disclosed the use of strategic human leadership methods by commercial banks in important training and coaching tasks.

Table 4.19: Correlation Results; Training and Development

		Organizational Performance	Training & Development
Organizational Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Training & Development	Pearson Correlation	.839**	1.000
	Sig. (2-tailed)	0.000	

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

4.7.1.3 Performance Management and Organizational Performance

Results in table 4.20 indicate the correlation results between performance management and the performance of telecommunication industry in Kenya. The results revealed that there is a positive and significant association between performance management and performance of telecommunication firms ($r=0.730$, $p=0.000$). This means that both performance management and performance of telecommunication firms change in the same direction. Further, the correlation coefficient of 0.730 revealed a strong association between performance management and performance of telecommunication firms in Kenya.

The results of the research agree with those of Kumar and Gupta (2013) who indicated that employee participation in the process of performance management is positively linked to performance management system satisfaction. Brown, Hyatt and Benson (2010) also disclosed that staff reporting a low amount of confidence in supervisory performance leadership quality, poor communication and absence of clarity regarding expectations and perception of a less equitable method of performance management also report reduced rates of job satisfaction and engagement. Monari (2017) research results disclosed a beneficial and substantial effect of performance management on service delivery among Kenyan state-owned corporations.

Table 4.20: Correlation Results; Performance Management

		Organizational Performance	Performance Management
Organizational Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Performance Management	Pearson Correlation	.730**	1.000
	Sig. (2-tailed)	0.000	

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

4.7.1.4 Reward System and Organizational Performance

Results in Table 4.21 indicate the correlation results between reward system and the performance of telecommunication industry in Kenya. The results revealed that there is a positive and significant association between reward system and performance of telecommunication firms ($r=0.824$, $p=0.000$). This means that both reward system and performance of telecommunication firms change in the same direction. Further, the correlation coefficient of 0.824 revealed a strong association between reward system and performance of telecommunication firms in Kenya.

The results of the research mirror those of Agoi (2017), who found that the high effect of rewarding leadership on employee satisfaction. Khalumba (2012) discovered that most commercial banks lacked efficient human resource plans, inefficient recruitment and selection procedures, effective reward management schemes were lacking, efficient training and career development programs were lacking. Duberg and Mollen (2010) discovered that wages were a significant element of the reward system, but incentives such as bonuses and shares were seen to create a pleasant workplace with happy employees. This motivated and enhanced the efficiency of staff.

Table 4.21: Correlation Results; Reward System

		Organizational Performance	Reward System
Organizational Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Reward System	Pearson Correlation	.824**	1.000
	Sig. (2-tailed)	0.000	

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

4.7.2 Regression Analysis

Analysis of regression is a statistical instrument for the analysis of variables relationships. It enables for modeling, examining and exploring spatial relationships, and can help clarify the factors behind observed spatial patterns. Analysis of regression is also used to predict. The chapter provides the outcomes of regression according to the objectives of the research.

4.7.2.1 Effect of Recruitment and Selection on Organizational Performance

The research aimed at establishing the connection between recruitment and selection and telecommunications industry performance in Kenya. A univariate regression model was used. The model summary findings are presented in Table 4.22. The results stated that 61.4 percent of the total differences in telecommunications industry performance in Kenya are explained by the recruitment and selection method. This was indicated by an R square of 0.614.

Table 4.22: Model Summary; Recruitment & Selection and Performance

Indicator	Coefficient
R	0.783
R Square	0.614
Adjusted R Square	0.610
Std. Error of the Estimate	0.2688120

Table 4.23 presents the outcomes of the variance analysis (ANOVA). The findings suggested a statistically significant general model. This was backed by the 166,854 F

calculated, which was higher than the 3.94 F critical value. Further supporting the outcomes was a recorded p value of 0.000 which was lower than the standard probability of 0.05. The findings suggest that the model of the recruitment and selection method is statistically important

Table 4.23: Analysis of Variance; Recruitment & Selection and Performance

Indicator	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12.057	1	12.057	166.854	.000 ^b
Residual	7.587	105	.072		
Total	19.644	106			

The outcomes of the coefficients are shown in Table 4.24. The results showed that there is a direct and substantial connection between telecommunications firms' recruitment and selection process and performance in Kenya, backed by a p value of 0.000 and a beta coefficient of 0.929. This means that a one-unit improvement in the recruitment and selection process of employees would boost telecommunications firms' efficiency by 0.929 units.

The results are compatible with Ramki (2015) findings, which found that employee retention has a significant effect on recruitment channels. Similarly, Omolo, Oginda and Oso (2012) found that recruitment and choice effect firms' performance significantly.

Table 4.24: Regression of Coefficients; Recruitment & Selection and Performance

	B	Std. Error	t	Sig.
(Constant)	.510	.255	2.002	.048
Recruitment and Selection Process	.929	.072	12.917	.000

The specific model;

$$Y = \beta_0 + \beta_1 X_1 + e$$

Performance of Telecommunication Industry = 0.510 + 0.929 Recruitment and Selection Process

4.7.2.2 Effect of Training and Development on Organizational Performance

The research attempted to determine the effect that training and development on telecommunications industry performance in Kenya. The model summary findings are presented in Table 4.25. The results stated that 70.5 percent of total changes in telecommunications industry performance in Kenya are explained by staff training and growth. This was indicated by an R square of 0.705.

Table 4.25: Model Summary; Training & Development and Performance

Indicator	Coefficient
R	0.839
R Square	0.705
Adjusted R Square	0.702
Std. Error of the Estimate	0.2350798

Table 4.26 presents the outcomes of the ANOVA. The findings suggested a statistically significant general model. This was backed by the 250.470 F calculated, which is higher than the 3.94 critical value. Further supporting the outcomes was a recorded p value of 0.000 which was lower than the standard probability of 0.05. The findings indicate that statistically significant is the model that links training and development to performance.

Table 4.26: Analysis of Variance; Training & Development and Performance

Indicator	Sum of Squares	Df	Mean Square	F	Sig.
Regression	13.842	1	13.842	250.470	.000 ^b
Residual	5.803	105	.055		
Total	19.644	106			

The outcomes of the coefficients are shown in Table 4.27. The results showed that there is a direct and substantial connection between telecommunications firms' training and development and performance in Kenya, backed by a 0.000 p value and a 0.750 beta coefficient. This means that a one-unit improvement in training and development would boost telecommunications firms' efficiency by 0.750 units.

The results of the research are in line with those of Kepha (2015) who concluded that training and growth have a beneficial effect on the performance of employees. Similarly, Agoi (2017) noted a beneficial and substantial effect on employee satisfaction from training methods. Study Ngila (2011) disclosed that commercial banks used strategic human leadership methods in the main tasks of efficiency and assessment preparation and growth.

Table 4.27: Regression of Coefficients; Training & Development and Performance

	B	Std. Error	t	Sig.
(Constant)	.758	.192	3.939	.000
Training and Development	.750	.047	15.826	.000

The specific model;

$$Y = \beta_0 + \beta_1 X_2 + e$$

Performance of Telecommunication Industry = 0.758 + 0.750 Training and Development

4.7.2.3 Effect of Performance Management on Organizational Performance

The research attempted to determine the effect of performance management on telecommunications industry performance in Kenya. The model summary findings are presented in Table 4.28. The results showed that performance management accounts for 53.3 percent of total changes in telecommunications industry performance in Kenya. This is indicated by R Square of 0.533.

Table 4.28: Model Summary; Performance Management and Performance

Indicator	Coefficient
R	0.730
R Square	0.533
Adjusted R Square	0.529
Std. Error of the Estimate	0.2955337

Table 4.29 presents the outcomes of Analysis of Variance (ANOVA). The findings suggested a statistically significant general model. This was backed by the reported 119.916 F statistics that were higher than the 3.94 critical value. Further supporting the outcomes was a recorded p value of 0.000 which was lower than the standard probability of 0.05. The findings indicate that statistically significant is the model that links performance management to performance.

Table 4.29: Analysis of Variance; Performance Management and Performance

Indicator	Sum of Squares	Df	Mean Square	F	Sig.
Regression	10.473	1	10.473	119.916	.000 ^b
Residual	9.171	105	.087		
Total	19.644	106			

The outcomes of the coefficients are shown in Table 4.30. The results showed that there is a direct and significant connection between performance management and telecommunications companies' performance in Kenya, backed by a 0.000 p value and a 0.611 beta coefficient. This means that a performance management enhancement per unit would boost telecommunications firms' performance by 0.611 units.

The results of the research agree with those of Kumar and Gupta (2013) who indicated that employee participation in the process of performance management is positively linked to performance management system satisfaction. Brown, Hyatt and Benson (2010) also disclosed that staff reporting a low level of confidence in supervisory, bad communication, and absence of clarity about expectations and perception of a less equitable performance management process also report reduced rates of job satisfaction and engagement. Monari (2017) research results disclosed a

beneficial and substantial effect of performance management on service delivery among Kenyan state-owned corporations.

Table 4.30: Regression of Coefficients; Performance Management and Performance

	B	Std. Error	t	Sig.
(Constant)	1.475	.213	6.940	.000
Performance Management	.611	.056	10.951	.000

The specific model;

$$Y = \beta_0 + \beta_1 X_3 + e$$

Performance of Telecommunication Industry = 1.475 + 0.611 Performance Management

4.7.2.4 Effect of Reward System on Organizational Performance

The research attempted to assess the effect of the reward system on telecommunications industry performance in Kenya. The model summary findings are presented in Table 4.31. The results stated that the reward system accounts for 68 percent of total changes in telecommunications industry performance in Kenya. This is indicated by R square of 0.680.

Table 4.31: Model Summary; Reward System and Performance

Indicator	Coefficient
R	0.824
R Square	0.680
Adjusted R Square	0.677
Std. Error of the Estimate	0.2447846

Table 4.32 presents the outcomes of the Analysis of Variance (ANOVA). The findings suggested a statistically significant general model. This was backed by the 222.843 F reported, which was higher than the 3.94 F critical value. Further supporting the outcomes was a recorded p value of 0.000 which was lower than the

standard probability of 0.05. The findings indicate that statistically significant is the model that links the reward system to performance.

Table 4.32: Analysis of Variance; Reward System and Performance

Indicator	Sum of Squares	Df	Mean Square	F	Sig.
Regression	13.353	1	13.353	222.843	.000 ^b
Residual	6.292	105	.060		
Total	19.644	106			

The outcomes of the coefficients are shown in Table 4.33. The results showed a direct and significant connection between the reward scheme and telecommunications companies' performance in Kenya, backed by a p value of 0.000 and a beta coefficient of 0.777. This means that a one-unit enhancement in the reward system would boost telecommunications firms' efficiency by 0.777 units.

The results of the research mirror those of Agoi (2017), who found that the high effect of rewarding leadership on employee satisfaction. Khalumba (2012) discovered that most business banks lacked efficient human resource plans, ineffective recruitment and selection processes, lacked efficient reward management schemes, lacked efficient training and growth programs, and career growth programs. Duberg and Mollen (2010) discovered that wages were a significant element of the reward system, but incentives such as bonuses and shares were seen to create a pleasant workplace with happy employees. This motivated and enhanced the efficiency of staff.

Table 4.33: Regression of Coefficients; Reward System and Performance

	B	Std. Error	t	Sig.
(Constant)	.913	.194	4.718	.000
Reward System	.777	.052	14.928	.000

The specific model;

$$Y = \beta_0 + \beta_1 X_1 + e$$

Performance of Telecommunication Industry= 0.913+0.777 Reward System

4.8 HRM Policy, HRM Practices and Organizational Performance

The study's fifth objective was to determine the moderating effect of HRM policy on the connection between human resource management practices and telecommunications industry performance in Kenya. Using a five-point likert scale, the research attempted to understand the level of agreement among participants on different HRM policy statements.

The study adopted Ongore and Kusa (2013) approach where moderation effect was tested per objective. Results in Table 4.34 showed that HRM policy had a substantial moderating effect on the relationship between training and growth, performance management, reward system and performance. This was backed by the interaction terms p-values that were below 0.05. The moderating effect of HRM policy on the connection between recruitment and selection method and performance, however, was not backed as shown by the interaction term p-value exceeding 0.05.

Table 4.34: Moderation Effect

	Model 1	Model 2	Model 3	Model 4
(Constant)	3.071(0.178)	4.595(0.011)	7.078(0.000)	10.203(0.000)
β1	-0.106(0.870)	-0.539(0.304)	-1.403(0.000)	-2.398(0.000)
β2	-0.384(0.489)	-0.661(0.080)	-1.10(0.000)	-1.787(0.000)
β3	0.181(0.239)	0.242(0.027)	0.413(0.000)	0.635(0.000)

Model 1: $Y = 3.071 - 0.106X_1 - 0.384X_2 + 0.181X_1.M$

Where;

X_1 = Recruitment and Selection Process

M = HRM Policy

$X_1.M$ = Interaction term

Model 2: $Y = 4.595 - 0.539X_1 - 0.661X_2 + 0.242X_1.M$

Where;

X_1 = Training and Development

M = HRM Policy

$X_1.M$ = Interaction term

Model 3: $Y = 7.078 - 1.403X_1 - 1.10X_2 + 0.413X_1.M$

Where;

X_1 = Performance Management

M = HRM Policy

$X_1.M$ = Interaction term

Model 4: $Y = 10.203 - 2.398X_1 - 1.787X_2 + 0.635X_1.M$

Where;

X_1 = Reward System

M = HRM Policy

$X_1.M$ = Interaction term

4.9 Hypotheses Testing

Hypothesis testing was performed using the normal regression of the least square. The acceptance/rejection criteria was that if the calculated t statistics were higher than the critical t statistics (1.96), the H_0 would be rejected but the H_0 would not be rejected if it was less than 1.96.

H₀₁: Recruitment and selection have no significant effect on performance of the telecommunications industry in Kenya

The null hypothesis was that recruitment and selection did not have a significant effect on telecommunications industry performance in Kenya. Table 4.24 showed that the calculated t value of 12.917 was higher than the critical t value of 1.96 at significance level of 5 percent. The null hypothesis was thus dismissed and thus the recruitment and selection method had a significant effect on the telecommunications industry's performance in Kenya.

H₀₂: Training and development have no significant effect on performance of the telecommunications industry in Kenya

The null hypothesis was that training and development did not have a significant effect on telecommunications industry performance in Kenya. Table 4.27 showed that the calculated t value of 15.826 was higher than the critical t value of 1.96 at significance level of 5 percent. The null hypothesis was thus dismissed and thus the training and development had a significant effect on the telecommunications industry's performance in Kenya.

H₀₃: Performance management has no significant effect on performance of the telecommunications industry in Kenya

The null hypothesis was that performance management did not have a significant effect on telecommunications industry performance in Kenya. Table 4.30 showed that the calculated t value of 10.951 was higher than the critical t value of 1.96 at significance level of 5 percent. The null hypothesis was thus dismissed and thus the performance management had a significant effect on the telecommunications industry's performance in Kenya.

H₀₄: Reward system has no significant effect on performance of the telecommunications industry in Kenya

The null hypothesis was that reward system did not have a significant effect on telecommunications industry performance in Kenya. Table 4.33 showed that the calculated t value of 14.928 was higher than the critical t value of 1.96 at significance level of 5 percent. The null hypothesis was thus dismissed and thus the reward system had a significant effect on the telecommunications industry's performance in Kenya.

H₀₅: There is no significant moderating effect of HRM policy on the connection between human resource management practices and telecommunications industry performance in Kenya.

The null hypothesis was that HRM policy did not have a significant moderating effect on the connection between human resource management practices and telecommunications industry performance in Kenya. Results in Table 4.34 showed that HRM policy had a significant moderating effect on the relationship between training & development, performance management, reward system and organizational performance.

This was backed by the interaction terms p-values that were below 0.05. The moderating effect of HRM policy on the connection between recruitment & selection method and firm performance, however, was not endorsed as shown by the interaction term p-value exceeding 0.05. Thus, the null hypothesis was rejected except in the case of recruitment & selection process variable. The hypothesis testing results are summarized in Table 4.35.

Table 4.35: Hypothesis Testing Results

No	Hypothesis	t statistic/P value	Decision
H01	Recruitment and selection have no significant effect on performance of the telecommunications industry in Kenya.	12.917>1.96	Rejected
H02	Training and development have no significant effect on performance of the telecommunications industry in Kenya.	15.826>1.96	Rejected
H03	Performance management has no significant effect on performance of the telecommunications industry in Kenya.	10.951>1.96	Rejected
H04	Reward system has no significant effect on performance of the telecommunications industry in Kenya	14.928>1.96	Rejected
H05	There is no significant moderating effect of HRM policy on the connection between human resource management practices and telecommunications industry performance in Kenya.	0.239>0.05 0.027<0.05 0.000<0.05 0.000<0.05	Not rejected Rejected Rejected Rejected

4.10 Overall Correlation Analysis

The findings of the general correlation assessment in Table 4.36 disclosed a direct and powerful link between recruitment and selection method and telecommunications industry performance in Kenya ($r=0.783$, $p=0.000$). The findings also showed a direct and strong connection between telecommunications industry training and growth and performance in Kenya ($r=0.839$, $p=0.000$). Furthermore, the findings showed a direct and strong connection between telecommunications industry performance management and performance in Kenya ($r=0.730$, $p=0.000$). Furthermore, findings discovered a direct and powerful important connection in Kenya ($r=0.824$, $p=0.000$) between reward system and telecommunications industry performance.

Table 4.36: Overall Correlation Analysis

		Performance	Recruitment & Selection	Training & Development	Performance Management	Reward System
Performance	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Recruitment & Selection	Pearson Correlation	.783*	1.000			
	Sig. (2-tailed)	0.000				
Training & Development	Pearson Correlation	.839*	.728**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Performance Management	Pearson Correlation	.730*	.725**	.790**	1.000	
	Sig. (2-tailed)	0.000	0	0.000		
Reward System	Pearson Correlation	.824*	.780**	.799**	.723**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

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

4.11 Multivariate Regression Analysis without Moderation

The model fitness results are presented in Table 4.37. In explaining telecommunications industry performance in Kenya, recruitment and selection processes, training and growth, performance management and reward system were discovered to be satisfying variables. This was backed by R square of 0.754. This implies that practices in human resource management explain 75.4 percent of total changes in the dependent variable that was telecommunications industry performance in Kenya.

Table 4.37: Model Summary

Variables	Coefficients
R	0.869
R Squared	0.754
Adjusted R Squared	0.745
Std. Error of the Estimate	0.2174903

Table 4.38 presents the outcomes of the Analysis of Variance (ANOVA). The findings suggested a statistically significant general model. Furthermore, the findings indicate that the independent variables were excellent dependent variable predictors. This was backed by the 78.323 F reported, which was higher than the 2.46 F critical value. Further supporting the outcomes was a recorded p value of 0.000 which was lower than the standard probability of 0.05. The findings indicate that the model connecting human resource management practices to telecommunications industry performance in Kenya was significant statistically.

Table 4.38: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.819	4	3.705	78.323	.000 ^b
Residual	4.825	102	.047		
Total	19.644	106			

Results of coefficient regression in Table 4.39 showed that telecommunications industry recruitment and selection and performance were directly and substantially associated ($\beta=0.257$, $p=0.018$). The findings also stated that the telecommunications industry performance was directly and substantially linked to training and development ($\beta=0.248$, $p=0.042$). Results also stated that telecommunications industry performance and performance management were positively and substantially linked ($\beta=0.106$, $p=0.012$). Finally, the findings showed that reward system and telecommunications industry's performance were directly and substantially linked ($\beta=0.296$, $p=0.006$).

Table 4.39: Regression of Coefficient

	β	Std. Error	t	sig
(Constant)	.383	.207	1.853	.067
Recruitment and Selection	.257	.107	2.402	.018
Training and Development	.248	.120	2.062	.042
Performance Management	.106	.042	2.545	.012
Reward System	.296	.107	2.780	.006

Thus, the equation for the research was;

$$Y = 0.383 + 0.257X_1 + 0.248X_2 + 0.106X_3 + 0.296X_4$$

Where,

Y = Performance of Telecommunication Industry in Kenya

X₁ = Recruitment and Selection

X₂ = Training and Development

X₃ = Performance Management

X₄ = Reward System

4.12 Multivariate Regression Analysis with Moderation

Results in Table 4.40 show the moderating effect of HRM policy on the relationship between human resource management practices and the performance of telecommunication industry in Kenya. The regression with moderation (Ongore & Kusa, 2013) was conducted and yielded the following model fitness statistics. The R squared of 0.722, which implied that 72.2% of the total variations in performance of telecommunication industry were explained by the independent variables when interacted with the moderating variable. A comparison between the R squared without moderation and R squared with moderation revealed that the R square declined from 75.4% to 72.2%. This was an indication that HRM policy had an

overall negative moderating effect on the relationship between human resource management practices and performance of telecommunication industry in Kenya.

Table 4.40: Moderating Effect of HRM Policy

	β	Std. Error	t	Sig.
(Constant)	2.162	.111	19.519	.000
X ₁ .M	-.019	.027	-.710	.480
X ₂ .M	.056	.030	1.872	.064
X ₃ .M	.008	.020	.382	.703
X ₄ .M	.053	.027	1.962	.053
RSquare	0.722			
Adjusted R Square	0.712			
F statistics	66.390			
P value	0.000			

The equation with moderation was;

$$Y = \beta_0 + M (\beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4) + e$$

$$Y = 2.162 - 0.019(X_1.M) + 0.056(X_2.M) + 0.008(X_3.M) + 0.053(X_4.M)$$

Where,

Y = Performance of Telecommunication Industry in Kenya

X₁.M = Recruitment and Selection * HRM Policy

X₂.M = Training and Development * HRM Policy

X₃.M = Performance Management * HRM Policy

X₄.M = Reward System * HRM Policy

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section provides a summary of this study's significant results. It sets out the appropriate conclusion and makes practical recommendations and suggestions based on the study results for further studies. The study aimed to identify the effect of human resource management practices on telecommunication industry performance in Kenya.

5.2 Summary of the Major Findings

This section summarizes the findings obtained in chapter four in line with the study objectives.

5.2.1 Recruitment and Selection

The first objective of the study was to examine the effect of recruitment and selection on the performance of telecommunication industry in Kenya. Majority of the respondents agreed that recruiting competent candidates ensures efficiency within the firm, having sufficient number of employees ensures there is effectiveness and better job performance, internal selection and recruitment enhances employee motivation and productivity, internal selection fosters team work and employee co-operation within the firm and retaining of employees enhances customer satisfaction as a result of knowledge on the operations of the firm.

Analysis of correlation showed that recruitment and selection processes and telecommunications industry performance are positively and substantially related. Regression analysis also showed that recruitment and selection processes have a beneficial and substantial effect on the telecommunications industry's performance in Kenya. The findings of the hypothesis stated that the recruitment and selection

method and the telecommunications industry performance in Kenya are significantly related.

5.2.2 Training and Development

The second objective of the study was to establish the effect of training and development on the performance of telecommunication industry in Kenya. Majority of the respondents agreed that fostering employee learning enhances the efficiency within the firm, fosters better customer service which serves in enhancing brand image, fosters efficiency and productivity within the firm, enhances the overall workforce productivity, fosters better time management hence overall efficiency and cost reduction and promotes better knowledge awareness which is key to product/service innovation.

Analysis of correlation showed that training and development and telecommunications industry performance are positively and substantially related. Regression analysis also showed that training and development have a beneficial and substantial effect on the telecommunications industry's performance in Kenya. The findings of the hypothesis stated that the training and development and the telecommunications industry performance in Kenya are significantly related.

5.2.3 Performance Management

The third objective of the study was to determine the effect of performance management on the performance of telecommunication industry in Kenya. Majority of the respondents agreed that employee rating fosters efficiency within the firm, setting standards for employees enhances the attainment of organization goal, performance management fosters teamwork among personnel which enhances organizational productivity, performance management fosters communication between employees and management which enhances employee motivation. Further, performance management enhances effectiveness within the firm which may result in better customer satisfaction and fosters effective planning in the organization.

Analysis of correlation showed that performance management and telecommunications industry performance are positively and substantially related. Regression analysis also showed that performance management have a beneficial and substantial effect on the telecommunications industry's performance in Kenya. The findings of the hypothesis stated that the performance management and the telecommunications industry performance in Kenya are significantly related

5.2.4 Reward System

The fourth objective of the study was to evaluate the effect of reward system on the performance of telecommunication industry in Kenya. Majority of the respondents agreed that better reward systems offer an incentive for personnel training and development which enhances efficiency within the firm, rewards and compensation foster employee motivation which allows for better workforce productivity, rewards and compensation act as an incentive for employee retention which enhances the organization knowledge capacity, rewards and compensation foster employee performance which enhances the competitive edge of the firm hence market share.

Analysis of correlation showed that reward system and telecommunications industry performance are positively and substantially related. Regression analysis also showed that reward system has a beneficial and substantial effect on the telecommunications industry's performance in Kenya. The findings of the hypothesis stated that the reward system and the telecommunications industry performance in Kenya are significantly related.

5.2.5 HRM Policy

The fifth objective of the study was to ascertain the moderating effect of HRM policy on the relationship between human resource management practices and the performance of telecommunication industry in Kenya. Majority of the respondents noted the importance of well elaborate HR procedures, well-developed HR information system, an elaborate employment law, a policy on employee training, a

policy on employee reward, a policy on management and a policy on employee recruitment and selection.

Furthermore, findings indicated that with the exception of recruitment and selection method, HRM policy moderates the connection between human resource management practices and telecommunications industry performance. Therefore, the null hypothesis that HRM policy does not have a significant moderating effect on the connection between human resource management practices and telecommunications industry performance in Kenya was rejected.

5.3 Conclusion

From the findings, the study concluded that recruitment and selection had a positive and significant effect on the performance of telecommunication industry in Kenya. The univariate regression results showed that recruitment and selection had a positive and significant effect on performance of telecommunication industry in Kenya. The overall regression results also found a positive and significant relationship between the two variables. Following the regression results, the null hypothesis of no significant effect of recruitment and selection on the performance of telecommunication industry in Kenya was rejected.

The study also concluded that training and development had a positive and significant effect on the performance of telecommunication industry in Kenya. The univariate regression results showed that training and development had a positive and significant effect on performance of telecommunication industry in Kenya. The overall regression results also found a positive and significant effect of training and development on organizational performance. Following the regression results, the null hypothesis of no significant effect of training and development on the performance of telecommunication industry in Kenya was rejected.

Further, the study concluded that performance management had a positive and significant effect on the performance of telecommunication industry in Kenya. The univariate regression results showed that performance management had a positive

and significant effect on performance of telecommunication industry in Kenya. The overall regression results also found a positive and significant relationship between the two variables. Following the regression results, the null hypothesis of no significant effect of performance management on the performance of telecommunication industry in Kenya was rejected.

In addition, the study concluded that reward system has a positive and significant effect on the performance of telecommunication industry in Kenya. The univariate regression results showed that reward system had a positive and significant effect on performance of telecommunication industry in Kenya. The overall regression results also found a positive and significant relationship between the two variables. Following the regression results, the null hypothesis of no significant effect of reward system on the performance of telecommunication industry in Kenya was rejected.

Finally, the study concluded that HRM policy had an overall negative moderating effect on the relationship between human resource management practices and performance of telecommunication industry in Kenya. This conclusion was supported by a decline in the value of the R squared before and after moderation. Following the results, the null hypothesis of no significant moderating effect of HRM policy on the relationship between human resource management practices and the performance of telecommunication industry in Kenya was rejected.

5.4 Recommendations

The study recommendations are in line with the objectives, findings and conclusions of the study.

5.4.1 Recruitment and Selection

Based on the findings, the study recommended the need for telecommunication firms to strengthen their recruitment and selection. In particular, the management of the firms should ensure that they recruit competent candidates, should have sufficient

number of employees, use of internal selection and recruitment, and ensure employee retention. The strengthening of these aspects will result to improved performance in the telecommunication industry.

5.4.2 Training and Development

Based on the findings, the study recommended the need for telecommunication firms to strengthen their employee training and development aspects. These are: fostering employee learning, fostering better customer service, fostering efficiency and productivity within the firm, enhancing the overall workforce productivity, fostering better time management and promoting better knowledge awareness. The strengthening of these aspects will result to improved performance in the telecommunication industry.

5.4.3 Performance Management

Based on the findings, the study recommended the need for telecommunication firms to strengthen their performance management aspects. These are: enhance employee rating, setting standards for employees, and fostering teamwork among personnel, encouraging communication between employees and management and effective planning in the organization. The strengthening of these aspects will result to improved performance in the telecommunication industry.

5.4.4 Reward System

Based on the findings, the study recommended the need for telecommunication firms to strengthen their reward system aspects. In particular, the firms should develop better reward systems since they offer an incentive for personnel training and development which enhances efficiency within the firm. An attractive reward system also leads to employee motivation which allows for better workforce productivity. Further, attractive reward system act as an incentive for employee retention which enhances the organization knowledge capacity.

5.5 Contribution to Theory, Policy and Practice

This study is expected to make substantial contribution to theory, policy and practice in the field of human resource management. On theory, the study builds to the body of knowledge on the relationship between HRM practices and organizational performance. Further, the study affirms the theoretical framework, and strengthens the various theories used to explain the variables. On policy, the study guides policy makers such as the telecommunication management and the government on what to change or improve in the HRM policy. Particular focus should be on recruitment and selection, training and development, performance management, and reward system that were found to have a significant predictive ability to determine organizational performance. On practice, the study informs telecommunication management on how best to improve HRM practices so as to enhance organizational performance.

5.6 Areas for Further Research

The study sought to determine the effect of human resource management practices on the performance of telecommunication industry in Kenya. Further studies could focus on human resource management practices in other sectors, especially, in public institutions. Future researchers could also consider introducing different variables other than HRM policy in testing for moderation effect. Some of these variables could be environment factors, firm size and organization culture.

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APPENDICES

Appendix I: Introduction Letter

REF: REQUEST TO COLLECT DATA FOR ACADEMIC PURPOSES

I am a PhD student Jomo Kenyatta University of Agriculture and Technology and as part of the requirements for the award of the Degree am supposed to undertake a research on a practical problem on my area of specialization. I'm seeking to examine the "Human Resource Management Practices and Performance of Telecommunication Industry in Kenya". The information being sort will be treated with utmost confidentiality and will only be used for academic purposes. I'm seeking your assistance in filling the attached questionnaire. All the help offered will be highly appreciated.

With Regards

Steven Rukumba

Appendix II: Questionnaire

PART A: GENERAL INFORMATION

PART A: GENERAL INFORMATION

1. Kindly indicate your gender

- a) Female
- b) Male

2. Please indicate your age bracket

- a) Less than 30 years
- b) 31-35 years
- c) 36-40 years
- d) 41-45 years
- e) Above 45 years

3. Please indicate your position in your organization

- a) Top level manager
- b) Middle level manager
- c) Supervisory level manager

4. Level of education

- a) College
- b) University
- c) Post graduate

5. How long have you been employed by the company

- a) Less than 5 years
- b) 5 to 10 years
- c) 11 to 15 years
- d) Over 15 years

PART B: ORGANIZATIONAL PERFORMANCE

This section is concerned with the performance of telecommunication industry in Kenya. Please mark (x) in the box which best describes your agreement or disagreement on each of the following statements.

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	The profitability of the organization is affected by its human resource management practices					
2	Effective human resource management practices increases the market share of a firm.					
3	Effective human resource management practices results to higher employee productivity					
4	Effective human resource management practices leads to better cost-efficiency					
5	Effective human resource management practices enhances the firm's brand image					
6	Effective human resource management practices leads to improved customer satisfaction					

PART C: RECRUITMENT AND SELECTION

This Section is concerned with examining how employee recruitment and selection affects the performance of telecommunication industry in Kenya. Please mark (x) in

the box which best describes your agreement or disagreement on each of the following statements.

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Recruiting competent candidates ensures efficiency within the firm.					
2	Utilization of external sourcing of employees fosters cost efficiency within the firm.					
3	Having sufficient number of employees ensures there is effectiveness and better job performance.					
4	Internal selection and recruitment enhances employee motivation hence better productivity.					
5	Internal selection fosters team work and employee co-operation within the firm.					
6	Retaining of employees enhances customer satisfaction as a result of knowledge on the operations of the firm					

PART D: TRAINING AND DEVELOPMENT

This section is concerned with establishing the effect of training and development on the performance of telecommunication industry in Kenya. Please mark (x) in the box which best describes your agreement or disagreement on each of the following statements.

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Fostering employee learning enhances the efficiency within the firm.					
2	Increasing employee training and development fosters better customer service which serves in enhancing brand image.					
3	Implementation of employee training and development fosters efficiency and productivity within the firm.					
4	Training and development of personnel enhances the overall workforce productivity.					
5	Training and development of personnel promotes better knowledge awareness which is key to product/service innovation.					
6	Training and development fosters better time management hence overall efficiency and cost reduction.					

PART E: PERFORMANCE MANAGEMENT

This section is concerned with determining the effect of performance management on the performance of telecommunication industry in Kenya. Please mark (x) in the box which best describes your agreement or disagreement on each of the following statements.

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Employee rating fosters efficiency within the firm.					
2	Setting standards for employees enhances the attainment of organization goals.					
3	Performance management fosters teamwork among personnel which enhances organizational productivity.					
4	Performance management fosters communication between employees and management which fosters employee motivation.					
5	Performance management enhances effectiveness within the firm which may result in better customer satisfaction.					
6	Performance management fosters effective planning in the organization					

PART F: REWARD SYSTEM

This section is concerned with evaluating the effect of reward system on the performance of telecommunication industry in Kenya. Please mark (x) in the box

which best describes your agreement or disagreement on each of the following statements.

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Better rewards systems offer an incentive for personnel training and development which enhances efficiency within the firm.					
2	Rewards and compensation foster employee motivation which allows for better workforce productivity.					
3	Rewards and compensation act as an incentive for employee retention which enhances the organization knowledge capacity.					
4	Rewards and compensation foster employee performance which enhances the competitive edge of the firm hence market share.					
5	The organization values individual excellence over team work					
6	There is fairness in the manner in which the reward system is managed in the organization					

PART G: HRM POLICY

This section is concerned with ascertaining the moderating effect of HRM policy on the relationship between HRM practices and the performance of telecommunication industry in Kenya. Please mark (x) in the box which best describes your agreement or disagreement on each of the following statements.

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Our organization has well elaborated HR procedures					
2	Our organization has a well-developed HR information system					
3	The telecommunication industry has an elaborate employment law					
4	Our organization has a policy on employee training					
5	Our organization has a policy on employee reward					
6	Our organization has a policy on employee recruitment and selection					
7	Our organization has a policy on management performance					


Appendix III: List of Telecommunication Firms

	Telecommunication Firms
1	Safaricom
2	Airtel
3	Telkom Kenya
4	Equitel

Appendix IV: Research Permit

THIS IS TO CERTIFY THAT:
MR. STEVEN RUKUMBA JUNIOR
of KENYATTA UNIVERSITY OF
AGRICULTURE AND TECHNOLOGY, 0-100
Nairobi, has been permitted to conduct
research in Nairobi County
on the topic: ROLE OF HUMAN
RESOURCE MANAGEMENT PRACTICES
ON PERFORMANCE OF
TELECOMMUNICATION INDUSTRY IN
KENYA
for the period ending:
4th October,2019

Permit No : NACOSTI/P/18/67902/25769
Date Of Issue : 4th October,2018
Fee Received :Ksh 2000



.....
Applicant's
Signature

.....
Director General
National Commission for Science,
Technology & Innovation

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

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

CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
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NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 39623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/67902/25769**

Date: **4th October, 2018**

Steven Rukumba Junior
Jomo Kenyatta University of
Agriculture and Technology
P.O. Box 62000-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Role of Human Resource Management practices on performance of telecommunication industry in Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **4th October, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


**BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education