FACTORS AFFECTING IMPLEMENTATION OF HUMAN RESOURCE STRATEGIES IN THE PRIVATE SECTOR IN KENYA: A CASE STUDY OF SYSTECH LIMITED

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF BACHELORS OF MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA

OCTOBER 2017
DECLARATION

Declaration by the Student
This proposal is my original work and has not been presented for a degree in any other University.

Signature Date:
TABITHA KAGUAI ODL-BML/2/00029/1/2014

Declaration by the Supervisor
This proposal has been submitted for examination with my approval as University Supervisor

Signature Date
DAVID KANYANJUA
University Supervisor
DEDICATION

I sincerely dedicate this project to my daughter Michelle Wairimu for her patience, encouragement and support. I love you. May God’s love for you endure forever.
ACKNOWLEDGMENT

I humbly acknowledge God the Father for the gift of grace and ability he has granted me to fully concentrate in my studies, for his divine wisdom that he gave me to carry on throughout this study. I appreciate that the success of this study has been largely due to the concentration efforts and cooperation of many people whom I owe a lot of gratitude. I am duly and deeply indebted to my supervisor Mr. Kanyanjua for his positive criticism and dedicating his time and attention to enable me come up with this awesome work. I also thank Management University of Africa for the support and service they have contributed towards my studies in the institution.

I thank my employer for giving me time to carry out my research. I also thank Systech Ltd. for all the support and information they have freely given me to enable me successfully complete this project. Last but not least, I thank my fellow human resource managers who have been supportive of this work.
ABSTRACT

The purpose of this research project was to bring out factors affecting organizational implementation of human resource strategies in the private sector in Kenya, a case study of Systech Limited. The research was guided by five objectives, namely; to find out the effect of finance on implementation of human resource strategies in the private sector, to determine the effect of training on implementation of human resource strategies the private sector, to determine the effect of leadership on implementation of human resource strategies in the private sector, to establish the effect of organization culture on implementation of human resource strategies in the private sector and to establish the effect of organization structure on implementation of human resource strategies in the private sector. The study used a descriptive research design where sample size of 76 employees were selected from the target population of 152 employees using stratified random sampling. Questionnaires containing both closed-ended and open-ended questions were administered to the respondents. Data collected was analyzed quantitatively and qualitatively to provide an appropriate analysis; results were presented using frequency tables and percentages. The research will contribute to the field of human resource management; researchers can explore the findings of this study for further research and the findings of this study will help Systech Ltd to understand the effects of human resource management on the organization’s performance. The findings of this study are that finance affects the implementation of human resources strategies at the organization but in most cases it is not adequate. Majority of the respondents were in agreement that training affects implementation of human resources strategies and the frequency of training is a key driver of implementation. Most of the respondents were in agreement that the style of leadership affects implementation of human resources strategies as well as organizational culture which was found to be a factor that influences implementation of human resources strategies. Organizational structure was agreed upon by most of the respondents as a factor that influences implementation of human resources strategies however a substantial number of the respondents felt that delegation does not affect implementation of human resources strategies because it is not well understood. This study recommends that as a key to success in strategy implementation, successful training of staff and skills enhancement within the organization, budget allocation for this important function be prioritized just like any other function of the organization. The training of employees in an organization on implementation of human resources strategies should be intensified. Further the study recommends that transformational leadership be adopted by private sectors like Systech to erode resistance to human resources strategic direction. Finally the study recommends proper communication at onset of setting targets and that organizations adopt a flat structure that will facilitate team work and thus promote implementation of human resource strategies in the company.
TABLE OF CONTENT

DECLARATION.......................................................................................................................... ii
DEDICATION............................................................................................................................... iii
ACKNOWLEDGMENT.................................................................................................................. iv
ABSTRACT ................................................................................................................................. v
LIST OF TABLES......................................................................................................................... x
LIST OF FIGURES....................................................................................................................... xi
LIST OF ABBREVIATIONS.......................................................................................................... xii
OPERATIONAL DEFINITION OF TERMS.................................................................................... xiii
CHAPTER ONE............................................................................................................................... 1
INTRODUCTION ........................................................................................................................... 1
  1.0 Introduction ......................................................................................................................... 1
  1.1 Background of the Study .................................................................................................... 1
    1.1.1 Profile of Systech Limited........................................................................................... 4
  1.2 Statement of the Problem .................................................................................................. 5
  1.3 Objectives of the Study ..................................................................................................... 6
    1.3.1 General Objective ....................................................................................................... 6
    1.3.2 Specific Objectives ..................................................................................................... 6
  1.4 Research Questions ......................................................................................................... 7
  1.5 Significance of the Study .................................................................................................. 7
  1.6 Scope of the Study ............................................................................................................ 8
  1.7 Chapter Summary ............................................................................................................ 8

CHAPTER TWO............................................................................................................................. 9
LITERATURE REVIEW.................................................................................................................. 9
  2.0 Introduction ....................................................................................................................... 9
  2.1 Theoretical Literature Review ......................................................................................... 9
2.1.1 Resource-Based Theory ................................................................. 9
2.1.1 Participative Decision Making Theory ........................................... 10
2.2 Empirical Literature Review ............................................................ 10
2.2.1 Finance and Implementation of Human Resources Strategies ........... 10
2.2.2 Training and Implementation of Human Resources Strategies .......... 12
2.2.3 Leadership Style and Implementation of Human Resources Strategies .. 13
2.2.4 Organization Culture and Implementation of Human Resources Strategies .... 15
2.2.5 Organization Structure and Implementation of Human Resources Strategies .... 16
2.3 Summary and Research Gaps ............................................................. 17
2.4 Conceptual Framework ................................................................. 18
2.5 Operationalization of Research Variables .......................................... 18
2.6 Chapter Summary .............................................................................. 20

CHAPTER THREE ................................................................................... 21

RESEARCH METHODOLOGY ................................................................. 21

3.0 Introduction ...................................................................................... 21
3.1 Research Design .............................................................................. 21
3.2 Target Population ............................................................................ 21
3.3 Sample and sampling technique ....................................................... 22
3.4 Instruments ...................................................................................... 22
3.5 Pilot Study ....................................................................................... 23
    3.5.1 Validity ..................................................................................... 23
    3.5.2 Reliability Test .......................................................................... 23
3.6 Data Collection Procedure ............................................................... 23
3.7 Data Analysis and Presentation ......................................................... 24
3.8 Ethical Considerations ..................................................................... 24
    3.8.1 Informed Consent ..................................................................... 24
3.8.2 Voluntary Participation ................................................................. 24
3.8.3 Confidentiality and Anonymity ...................................................... 25
3.9 Chapter Summary ......................................................................... 25

CHAPTER FOUR .................................................................................. 26

RESEARCH FINDINGS AND DISCUSSION .......................................... 26

4.0 Introduction ................................................................................... 26
4.1 Presentation of Research Findings .................................................. 26
  4.1.1 Response Rate ........................................................................... 26
  4.1.2 Gender Response ...................................................................... 26
  4.1.3 Age Analysis ............................................................................ 27
  4.1.4 Highest Level of Education ......................................................... 27
  4.1.5 Length of Service ...................................................................... 27
  4.1.6 Respondent Employment Level .................................................. 28
  4.1.7 HRM Strategies at Systech ......................................................... 28
  4.1.8 Effect of Finance on implementation of HRM strategies .............. 29
  4.1.9 Staff Training and Implementation of HRM Strategies ............... 30
  4.1.10 Leadership and Implementation of HRM Strategies ................. 31
  4.1.11 Leadership Style and Implementation of HRM strategies ........... 32
  4.1.12 Organizational Culture ............................................................ 32
  4.1.13 Organizational Structure ......................................................... 33
  4.2 Limitations of the Study ............................................................... 34
  4.3 Chapter Summary ........................................................................ 35

CHAPTER FIVE ..................................................................................... 36

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS .................. 36

5.0 Introduction ................................................................................... 36
5.1 Summary of the Findings ............................................................... 36
5.2 Recommendations ........................................................................................................................................ 38

5.2.1 Finance .................................................................................................................................................. 38

5.2.2 Staff Training ....................................................................................................................................... 38

5.2.3 Leadership .......................................................................................................................................... 38

5.2.4 Organizational Culture .......................................................................................................................... 39

5.2.5 Organizational Structure ...................................................................................................................... 39

5.3 Conclusion ............................................................................................................................................... 39

REFERENCES .................................................................................................................................................. 41

Appendix I: Introduction Letter ..................................................................................................................... 46

Appendix II: Questionnaire ............................................................................................................................ 47
# LIST OF TABLES

<table>
<thead>
<tr>
<th>Table 3. 1:</th>
<th>Target Population</th>
<th>22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 3. 2:</td>
<td>Sample Size</td>
<td>22</td>
</tr>
<tr>
<td>Table 4. 1:</td>
<td>Response Rate</td>
<td>26</td>
</tr>
<tr>
<td>Table 4. 2:</td>
<td>Gender Response</td>
<td>26</td>
</tr>
<tr>
<td>Table 4. 3:</td>
<td>Length of Service</td>
<td>28</td>
</tr>
<tr>
<td>Table 4. 4:</td>
<td>Respondent category</td>
<td>28</td>
</tr>
<tr>
<td>Table 4. 5:</td>
<td>Effect of HR Strategies</td>
<td>29</td>
</tr>
<tr>
<td>Table 4. 6:</td>
<td>Effect of Finance on HRM Strategies</td>
<td>29</td>
</tr>
<tr>
<td>Table 4. 7:</td>
<td>Frequency of training at Systech</td>
<td>30</td>
</tr>
<tr>
<td>Table 4. 8:</td>
<td>Adequacy of Training at Systech</td>
<td>31</td>
</tr>
<tr>
<td>Table 4. 9:</td>
<td>Effect of Leadership Style on implementation of HRM Strategies</td>
<td>32</td>
</tr>
<tr>
<td>Table 4. 10:</td>
<td>Effects of Setting Targets on Implementation of HRM strategies</td>
<td>33</td>
</tr>
<tr>
<td>Table 4. 11:</td>
<td>Effect of Delegation on Implementation of HRM Strategies</td>
<td>34</td>
</tr>
</tbody>
</table>
LIST OF FIGURES

Figure 2.1: Conceptual Framework ................................................................. 18

Figure 4.1: Age Analysis ............................................................................ 27

Figure 4.2: Highest level of education .......................................................... 27

Figure 4.3: Budget allocation to HR strategy ............................................... 29

Figure 4.4: Effect of training on implementation of HRM strategies ............... 30

Figure 4.5: Training budget at Systech Limited in one year .......................... 31

Figure 4.6: Effect of Leadership style on implementation of HRM strategies .. 32

Figure 4.7: Setting of Targets for Staff .......................................................... 33

Figure 4.8: Effect of delegation on Implementation of HRM strategies ........... 34
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>HR</td>
<td>Human resources</td>
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<td>HRM</td>
<td>Human Resources Management</td>
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<td>IBM</td>
<td>International Business Machines</td>
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<tr>
<td>IT/ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>NPM</td>
<td>New Public Management</td>
</tr>
<tr>
<td>SAPs</td>
<td>Structural Adjustment Programs</td>
</tr>
<tr>
<td>USSR</td>
<td>Union of Soviet Socialist Republics</td>
</tr>
<tr>
<td><strong>OPERATIONAL DEFINITION OF TERMS</strong></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
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<tr>
<td><strong>Finance:</strong></td>
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<td>This is the bloodstream for any organization to function effectively, organizations need to allocate enough funds to all the departments or less the plan would not function or subject the organization to unfulfilled goals and objectives.</td>
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<tr>
<td><strong>Leadership:</strong></td>
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<td>Leadership here refers to the leadership styles adopted by the organization either autocratic or transformational for effective implementation of HR strategies.</td>
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<td><strong>Organization Culture:</strong></td>
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<td>Organization culture is the learned way of thinking and acting within a specific organization. It therefore has a strong cognitive element in that organization guide the way of conduct and behavior of employees and set priorities to goals, approaches and processes.</td>
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<td><strong>Organization Structure:</strong></td>
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<td>Structure demonstrates the combination of various departments and the condition of authority to ensure that conflict does not occur. A structure helps in division of work, departmentalization and shows linkage of different records and activities that may be used to solve real world problems.</td>
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<tr>
<td><strong>Training:</strong></td>
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<tr>
<td>The frequency of training is the target of this study. This training should be appropriate in new skills to ensure that any demand in human resources is met fully in implementation of human resource strategy.</td>
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CHAPTER ONE
INTRODUCTION

1.0 Introduction
This chapter examines the background information of the study, the statement of the research objectives, research question; justification of the importance of the study and scope are also discussed this chapter.

1.1 Background of the Study
Organizations are more and more looking at human resources as an exceptional tool that could be able to provide continued competitive advantage. The changes in the organization environment with globalization, shifting characteristics of the workforce, increase focus on the technological advancement, academic capital and the never ending changes that organizations undergo have culminated in increased significance of organizing human resources (Armstrong, 2004).

Human resource strategies detail what an entity plans to do about the different facets of its human resource management strategies and performances; in the words of Boxall (1996), these strategies provide a structure of significant ends and means. Human resource strategies are to guide human resources improvement and implementation programs. They offer a way of talking to all with a stake of the intention of the organization about how its human resource will be organized. They afford the starting point of strategic plans and offer an entity the avenue to weight its advancement and evaluate results against set goals. Human resource strategies offer vision for the future but they are also avenues that describe an action to be undertaken and how the entity’s vision will be achieved (Armstrong, 2004).

Getting human resource strategies to work is not easy even where they have been build up through a methodical review and laid down in a lucid framework argues Boxall (1996).
Since strategies are presented in abstract, they should be converted into programs with clear affirmed goals and points of actions. Human resource management value has been diminished in a host of organizations, sometime not more than a few widespread thoughts about human resource plans, at other times to explain a temporary plan. It is necessary to emphasize that human resource strategies are not informal programs and plans concerning human resource questions that the human resource sections think are essential bit by bit initiatives do not constitute strategy (Boxall, 1996; Michael, 2006).

Factors affecting implementation of human resource strategies in the private sector can have barriers due to breakdown in understanding the strategic requirements of an enterprise, insufficient evaluation of the environment and other factors that the ingredients of the strategies, and the growth of not well thought out and inappropriate plans, mainly due to the fact that they are inadequately digested as the best practice that does not fit the organization’s requirement. The difficulties are made complex in instances where there is insufficient concentration on realistic completion issues, a critical and important task of first level manager in implementing strategies, and the desire to have recognized sustaining process related to the scheme (Black, 2003; Govil et.al, 2002; Thomas, 2003).

Strategy is a combined, all-inclusive and incorporated plan that relates the strategic advantage of the firm to the difficulties of the environment. It is designed to make sure that the essential objectives of the enterprise are met through appropriate execution by an organization. Moreover, a strategy focuses on conversion of the formulated strategies so that each strategy can deliver results that enhance organizational performance (Thomas, 2003).

Michael (2006) is of the view that strategy implementation is relatively more important compared to strategy formulation due to its connection with organizational performance.
up until mid-1980s many private sector organization in most developing countries and especially in Africa were seen as a demonstration of ineptitude and ineffectiveness. Funding was comparatively guaranteed by successful government. Organizational life has a more conventional and predominant way of doing things vis-a-vis novelty and ability to absorb risk. Management of strategies and change were foreign concepts; ordinarily there was no need, in the interest of an enterprise’s performance, to ensure an entity achieved a good match with its external environment.

However in Kenya and most of the African states, comparatively unrestricted provision of funds from governments fizzled out in the late 1980s after the introduction of the structural Adjustment programs (SAPs) imposed on the government by the donor community due to changing social economic and political forces after the collapse of the USSR. The need for the change was also occasioned by the unrelenting demand for a shift in doing things and the need to account for money (the value for money thinking) in the public sector and the acceptance of private sector tenets on management of public funds.

According to Harvey strategic management is a combination of several management decisions and actions which to a large extent determine the performance of an enterprise in the long term. In retrospect therefore, strategic human resource management could be defined as the incorporation of HRM with the strategic objectives and the larger strategy of the organization in order to improve and achieved better results in an enterprise and to further achieve organizational targets. It means accepting HR purpose as a critical companion during formulating and implementing strategies of an organization and by way of planned human resource activities for example recruitment of staff, selection and training of the recruited staff and rewarding of staff through performance. Strategic human resources management therefore seeks to make sure that the traditions and way of
doing things of an organization, its organizational structure and the quality of work and results expected from the staff establishment all in harmony contribute to the attainment of the organizational objectives. Human resource strategies implementation plays an important function in the thriving implementation of a company’s strategic plan. An exceptional strategy will not succeed in achieving business goals in the absence of knowledgeable and motivated workforce (Armstrong, 2006).

HRM consist of three parts the human resource function, human resource system, employee behavior. The human resource function is need for a move from the usual human resource function to strategic human resource function. The human resource system and subsystem need to be strategically aligned with the organizational strategy. All the human resource activities should focus on supporting a high performance workforce (Thomas, 2003). Human resource initiatives are needed to make organizations more innovative and creative people based system should focus on empowerment and performance. Employee behavior influences the environment and performance of the organization through their behavior. In order to integrate human resource into a business performance measurement system, points of interaction between human resource and strategy implementation need to be identified (Armstrong, 2006).

1.1.1 Profile of Systech Limited
Systech Ltd is a company registered in Kenya in the year 1998. The mission of the organization is stated as provision of services in information, communication and technology to Africa. Their strategic intention was to become the number one provider of solutions in ICT, custom software and networking solutions that enhance their customers’ competitiveness by servicing their customers efficiently and effectively. The company also focuses on providing clients with information to inform strategic decision making and assisting clientele in management of strategies and plans (Systech, 2017). Systech
Limited Company is represented in the region in ICT through provision of solutions in pension sector. The company offers custom made pension software solutions, solutions in data management through providing data centers, enterprise servers, virtual office services, management of workload, recovery of data after disasters strike, offering protection of data and security thereof. The organization also offers storage and consolidation of data and management of data identity and security. The company provides solutions in data management and configuring of management solutions for databases. The organization is well versed in management of end-user data and consultancy for all data related activities. All these activities and solutions are provided to make sure the client organizations achieve maximum data interoperability and dependability of the clientele data systems. This way the company manages to offer end to end solutions for its clientele. Systech offers some of the world’s top notch solutions in technology spheres that come with product and service choice that enable client organizations the much need elasticity and ability to scale up operations. These solutions ensure harmony concerning data organization and management and provision of administration skills, technological knowhow and unmatched devotion to Systech clientele. The solutions further, enable the clients to locate where they can provide services in a synergistic manner. The company is also a lead in development of system and in particular their main product is the fund master pension administration system which is a ground breaking solution in administration of pension funds in the region and specifically Kenya, Uganda, Tanzania, Zambia and Ghana (Systech, 2017).

1.2 Statement of the Problem
Majority of developing countries have been pursuing reforms which involves adoption of multiplicity of measures through the adoption of human resource strategy. This is intended to improve service delivery as an outcome of new organization initiative, public
organization are required to employ seamless formulation of strategy as well undertake strategic shift and change (Armstrong, 2006; McHugh, 1998). The changes occurring within industrialization setting have led many to describe this environment as turbulent. Funding has also been identified as a majority contributor to success or failure of HR strategic plans. Inadequate funds in some organization resulted in shelving valuable HR strategic plans that would have enhanced performance. This has also been coupled with organization culture that is not ready to adapt to changes therefore leading to unsuccessful implantation in light of the mentioned issues. Systech Limited is largely faced by all of the above challenges, which is a key motivator of this study. The problem that this study wanted to address was that regardless of the various HR strategies that the private sector has put in place in Kenya, still there are gaps that exist in the implementation phase of the strategies. There are gaps in implementation of HR strategies in that the ownership of these companies are reluctant in letting HR departments fully implement HR strategies without undue influence from the owners; Systech Limited is not an exception. The study sought to establish factors affecting implementation of human resource strategies in the private sector with specific reference to Systech Limited.

1.3 Objectives of the Study

1.3.1 General Objective
The general objective of this study was to establish factors affecting implementation of HR strategies in the private sector with respect to Systech limited.

1.3.2 Specific Objectives
The specific objectives of the study were;

i. To find out the effect of finance on implementation of human resource strategies at Systech Limited.

ii. To determine the effect of training on implementation of human resource strategies at Systech Limited.
iii. To determine the effect of leadership on implementation of human resource strategies at Systech Limited.

iv. To establish the effect of organization culture on implementation of human resource strategies at Systech Limited.

v. To establish the effect of organization structure on implementation of human resource strategies at Systech Limited.

1.4 Research Questions
The study was guided by the following research questions;

i. How does finance affect implementation of human resource strategies at Systech Limited?

ii. How does training affect implementation of human resource strategies at Systech Limited?

iii. What is the effect of leadership on implementation of human resource strategies at Systech Limited?

iv. To what extent does organization culture affect implementation of human resource at Systech Limited?

v. How does organization structure affect implementation of human resource at Systech Limited?

1.5 Significance of the Study
The study is of significance to the overall management and human resource management of Systech Ltd. because they will be able to appreciate factors affecting implementation of human resource strategies and will be able to take appropriate action to facilitate solutions. The organization’s human resource management team will be at a great advantage since the study finding will make them to be informed of the prevailing human resource problems and how and how they could offer an effective and a long-term solution to human resource challenges. Systech Ltd. will reduce cost incurred in implementation, thus increasing their profit margin and becoming more competitive in
the market. The findings of this study are expected to add value to literature in the field of human resource strategy implementation. Future researchers can use this research as a basis for further research in areas of implementing human resource strategies.

1.6 Scope of the Study
The research was undertaken to investigate factors affecting implementation of human resource strategies in the private sector with respect to Systech Ltd. This research study was restricted to Systech Limited and the target population was senior management, middle level and the support all totaling 152 persons in number. The research was conducted between January and September 2017.

1.7 Chapter Summary
The chapter has highlighted and reviewed background information of the research study on factors affecting implementation of human resource strategies in the private sector in Kenya: a case study of Systech Limited. It has also stated the statement of the problem, the general and specific objectives of study, the research questions, significance and the scope of the study.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

Literature review is a systematic process of identifying, locating and analyzing of documents containing information relating to the proposed research problem being investigated. The purpose was to explore existing and available information covered by different researchers on the factors affecting implementation of human resource strategies in the private sector organizations.

2.1 Theoretical Literature Review

This research study was built on the following human resource theories that pertain to implementation of human resource management strategies. These include resource based theory that addresses internal resources and participative decision making theory that deals with ---. These theories are discussed in the following subsection

2.1.1 Resource-Based Theory

Resource-based theory originates from the principle that the source of firms competitive advantage can be found in the inner resources of a firm, in contrast to their location in the external environment. Instead of just analyzing opportunities available in the environment and the threat thereof in running an enterprise, competitive advantage largely relies on the special resources and distinctive capabilities that a firm has at its disposal (Barney, 1995). This is in agreement with much of strategic management literature (Porter & Kramer, 2006). In assessing the factors affecting implementation of human resource strategies, this theory was used. Such internal resources are finance and human capital. This is because the resource-based view of the firm anticipates that the specific resources that firms owns
and controls have the ability to generate competitive advantage and in the long term superior form performance.

2.1.1 Participative Decision Making Theory

This theory was formulated by Rensis Likert in 1967 (Likert, 1967). Likert at first juggled with the idea of how leaders in an organization formulate their decisions. Likert’s thoughts were largely anchored on the fact that supervisors that turned in stronger productivity from workers were more focused more on the human facets of junior problems while at the same time creating formidable teams that put emphasis on great achievements. To say it differently, the supervisors focused more on the employees and believed that for any success in management employees required to be treated well and as human beings and not just a bunch of workers. Likert further alluded to the fact that high productive leaders were more likely to incorporate their juniors in the decision making processes. Arising from this thinking on productive and unproductive managers and management processes, Likert created four discrete styles of management; exploitative authoritative management, benevolent authoritative management, consultative management and participative management. This theory was used in understanding how different approaches to leadership may hamper or lead to successful implementation of HR strategies.

2.2 Empirical Literature Review

2.2.1 Finance and Implementation of Human Resources Strategies

A Human Resource Planning is the process by which management settle on how an organization should move from its present manpower position to its desired manpower arrangement. Establishing a strategy that will work must include response from people at all levels of the organization (Kaplan & Norton, 1996). The joint effort of finance and HR
departments in strategy implementation is important and more so in determining the staffing needs of the company and ensuring that an adequate number of people are hired as needed. A well presented human resources strategic plan must consider the translation of vision and mission of an organization into results (Clark & Krentz, 2004). This ability is important because strategic planning is at the end of the day centered on resource allocation and would not be pertinent if these resources are unlimited.

Ratios as a measure of financial performance have in the past and for a long time been used as standard of assessing a firm’s performance. Balanced score card as well offers the necessary support to the role of finance in putting in place smart financial goals which are specific and measurable in a well organized, coordinated and integrated process and therefore bringing about the firm’s ability to operate efficiently and effectively (Kaplan & Norton, 1996). Financial objectives and measurement metrics are mainly put together based on benchmarking against the best firm in the industry that the organization is operating in. One of most important financial measure is free-cash flows which is a measure of the firm’s financial security and is a show of how efficient the organization is utilizing its financial resources in endeavor to generate cash for future investments (Grant, 1997).

Studies done before (Champy, 1993, Grant, 1997; Clark & Krentz, 2004) indicate that organization achievement relies to a very great extent on the resources that are at its disposal and how these are managed and applied for any HR strategies therefore to succeed in implementation systems. During the formulation and implementation of a HR plan whether long term or short term, organizations need to allocate enough funds to all the departments or less the plan would not function or subject the organization to unfulfilled goals and objectives (Govil et. al, 2002).
2.2.2 Training and Implementation of Human Resources Strategies

According to Niazi (2012), development and training, has its root in strategic positioning and it openly adds value to an enterprises objectives and orientations. The ability of an organization to impart training by use of modern technologies and the ability to adapt to ground-breaking training methods for example programmed instructions, simulated games, role plays, and audio-visual tools are efficient. Therefore these methods are extensively used in the modern training set ups and curriculums. Training and development in this case refers to that process of acquiring or conveying knowledge, imparting skills and abilities essential for carrying out a precise activity or task. Therefore the benefits of training and development both for the employee and the employer are strategic in nature justifying the wider use (Brown, 2005; Hassan, 2016; Peteraf, 1993).

Peteraf (1993) argues that a comprehensive training and development program helps in deliberating on the knowledge, skills and attitudes necessary to realize organizational goals and to generate competitive capabilities; in essence therefore training is entangled with successful implementation of strategies including HR strategies. Other studies (Armstrong, 2004; McCarthy, 1994) indicate that training is any process by which the attitudes and capabilities of employees are enhanced to be able to perform specific tasks and achieve objectives as compared to education, which is wider in scope and more universal in purpose. Accordingly it is necessary to evaluate training so as to assess its worth in realizing expected results and indicate areas for improvement to make it more effective. This feedback will help in assessing the effects of training programme and its value.

According to Lynton and Pareek (2000), training is obligatory and becomes strategic if it
takes into account the long term organizational objectives and goals. Edralin (2004) argues that indeed training is a strategic HR function and its success will determine to a large extent the success of the HR strategies. However Edralin (2004) insists that for training to influence HR strategies, then it must be a well thought out set of activities targeting facilitating acquisition of knowledge, attitudes and skills among its staff in the organization to better their current job performance level and to add to the achievement of the overall objectives of the organization. Training of staff is critical in creating situation in an organization (Black, 2003; Purcell, 2003). Training should be inclusive and deal with ethical matters that continue to confront the logistics practitioners in organizations.

2.2.3 Leadership Style and Implementation of Human Resources Strategies

Haron (1996) defines leadership as the process of showing the way and influencing the task related activities of group participants. Most research results (Aardenne, 2011; Guo, 2004; Ewell, 2003; Saunders, 2002; Sun, 20002) showed that the leadership style has a notable relationship with organizational performance, and diverse styles of leadership may also have a positive or negative correlation with performance of an organization, depending with the variables under study by scholars in research according to Wang et al. (2010). Sun (2002) compared leadership styles with performance of leaders in schools and enterprises. The findings were that leadership style has a significantly positive correlation with the organizational performance in both entities. Hung (2006), contends that transformational leadership style has a positive correlation with organizational performance, this was higher than swap leadership style.

Successful leaders do away with personal style and attempt their best to invite all and
sundry to take part in the leadership process. This leadership style with the human resource management strategy will yield appropriate and acceptable strategies in time (Hassan, 2016; Guo, 2004; Wang et al, 2010). Therefore, the HRM strategy of supporting to move on and training them can push leaders to show carefully their leadership style (Hewson, 1997). In this case, therefore leaders take human resources management strategy as the central part and theme of the leadership style and use the interaction of communication and integration thereof to effectively implement the strategy as laid out in the human strategy process. This strategy may succeed or fail depending with the leadership style that leader employs to given situations and the ability of a leader to shift over from traditional terminology of management towards leadership for the improvement in effectiveness and efficiency in organizational performance is important (Ali, 2012).

Leadership behaviour is significant in organisational transformation situations and seeks to control the attitudes of employees and their behaviour and offer the necessary direction through management of people (Purcell & Hutchinson, 2007). In her study Aardenne (2011) stated that there is strong evidence that leadership style affects effective HRM implementation. She argues that active leadership has a significant positive effect on effective HRM implementation and passive leadership has a significant negative effect on effective HRM implementation. Further Aardenne (2011) findings indicate that managers, with a lively leadership style, feel that they have more capacity to carry out the practices of human resources. An assessment of the management leadership styles at Systech systems was done in trying to understanding its effect on implementation of HR strategies.
2.2.4 Organization Culture and Implementation of Human Resources Strategies

Organizational culture refers to the universal culture inside an organization, and is often as well referred to as corporate culture (Baron (2002), this description in itself is wanting since a charity organization could also have its own organizational culture even though it is not a corporation. Literature explores the consequence of organisational culture on the diverse human resources development programmes of an entity. Hofstede (1980) maintain that organisational culture assists in offering opportunity and broad structure for the development of human resources’ technical and behavioural skills in an entity. Gordon and Cummins (1989) define organisational culture as the drive and motivation that recognizes the efforts and contributions of the members of the organization thereby providing an all-round understanding of what and how i.e. how goals are linked and related and how employees could accomplish these goals.

Wei et al (2008) argue that cluster cultures do produce positive effects on adoption of HRM, however the effect of hierarchical culture is nor considerable. Cluster culture is found to have a direct influence on firm performance. According to Omotayo eta al (2013), organizational development has definite attributes that improve sustainability on the basis of effectiveness. The enhancement in productivity indicate that the way to employee commitment as norms, values and objectives assist in making the culture of an organization better. The system of organization was based upon effective establishment of culture that keep learning environment strong. Performance of employees is made better by establishing of strong culture of an organization. Employee performance is taken as the backbone of the organization as it leads to expansion and development of the entity. In this case, loyalty of employee depends on the knowledge and awareness of culture that advances behaviour of an organization (Brooks, 2006; Hassan, 2016).
The concept of culture is predominantly significant when attempting to manage organizational wide change. Human resource management professionals have come to comprehend that regardless of well laid out plans, organisational change must comprise not only changing structures and processes but also changing corporate culture. Organisational change in most of the cases fails. This failure can be attributed to lack of knowledge and understanding of the role played by organizational culture in enterprises. In this regard, many strategic planners do place emphasis on identifying strategic values as they recognize vision and mission (Kotler, 2007). The above observations are the reasons behind inclusion of organizational culture as a variable of study.

2.2.5 Organization Structure and Implementation of Human Resources Strategies

Organization structure can be defined as the way an organization positions people and jobs so as to ensure that work is performed and that the goals of the organization are met. In instances where the group of workers is small and face-to-face communication is recurrent, formal structures may be superfluous, but in a large organisational decisions need to be made about delegation of the various tasks within the entity. These structures mostly develop or are deliberately designed to facilitate accomplishment of work in a firm. In a normal situation, the structure of a firm grows as the organization grows over time (Boron, 2002). According to Ibrahim and Shah (2013), the role of strategic HRM is to extract the maximum value out of human resources and the key factor that allows firm to succeed in doing just that is the proper motivation of employees through absolutely designed organizational structure and a focused approach.

According to Hangman (2001), the effect on management performance is that managers may feel they are losing control of the company when they delegate decision making to others. Hangman (2001) indicates that management challenge is to uphold control over
the progress of an organization while at the same time leading rousing, directing and making decisions on all types of matters. The challenge of a modern manager is to deal with the pressure between operating the present systems structures and procedures and the need to change in order to stay alive. Lin and Huang (2008) study showed that the knowledge management mediates the relationship between an organization’s culture and its structure, against effectiveness of the firm. This study explored how organizational structure would affect implementation of HR strategies and the interplay between structure, culture and effective strategy implementation at Systech Limited.

2.3 Summary and Research Gaps

During the formulation and implementation of a HR strategy whether long term or short term, organizations need to allocate enough funds to all the departments or else the plan will not function or subject the organization to unfulfilled goals and objectives. Scholars (Clark & Krentz, 2004; Grant, 1997; Govil et. al, 2002; Hassan, 2016; Kaplan & Norton, 1996) have indicated that finance affects implementation of HRM strategies but failed to indicate to what extent, thus this study intention was to fill this gap. In a contemporary economy like Kenya’s the nature of work is continuously changing. New technologies denote that new work skills are all the time required. To succeed in business or in a career, people will require to be very flexible about where they work and how they work, and to continuously change the range of skills they use at work. It is imperative to have trained staff and many organizations advocate for multi-skilling to ensure sufficient supply of manpower at any time.

There should be provision of appropriate training in new skills to ensure that any demand in human resources is met fully. This will ensure success in formation and
implementation of human resource strategy, top management team are expected to view as value adding the inclusion in the human resources department in decision making processes. An organizational structure assists in allocation and division of work, departmentalization and indicates the connection of various records and activities. Authors and scholars (Boron, 2002; Hangman, 2001; Ibrahim & Shah, 2013) have only indicated that it affects implementation of HRM strategies but failed to indicate to what extent therefore this research study was undertaken to fill this gap.

2.4 Conceptual Framework

**Figure 2.1: Conceptual Framework**

2.5 Operationalization of Research Variables

2.5.1 Implementation of HR strategies

Macky and Boxall (2008) scrutinized the relationship between human resources practices and workers attitudes. They found that HR practices characteristically have an additive, positive relationship with the attitudes of employees at work for example job satisfaction,
trust in management and psychological identification with their firms. Organizations' HR practices assist in boosting employee job satisfaction and facilitate better employee decision making and productivity as well. Human resources practices are also connected to improved performance procedures for example employee turnover and job satisfaction. Employee turnover was used to measure implementation of human resource strategies.

2.5.2 Finance

Finance is the bloodstream for any organization to function effectively. During the formulation and implementation of a HR strategy whether long term or short term, organizations need to allocate enough funds to all the departments or else the plan would not function or subject the organization to unfulfilled goals and objectives. Budget allocation to finance HR strategy implementation was used to measure this variable.

2.5.3 Training

In a contemporary economy like our own the nature of work is continuously changing. New technologies signify that new work skills are all the time required. To succeed in business or in a career, people will need to be very bendable about where they work and how they work, and to continuously change the choice of skills they use at work. It is important to have trained staff, and many organizations advocate for multi-skilling to make sure adequate supply of manpower at any time. There should be provision of appropriate training in new skills to ensure that any demand in human resources is met completely. This will ensure success in formation and implementation of human resource strategy. The frequency of training was used to measure this variable.

2.5.4 Leadership

Top management should see it as imperative to have human resource department’s participation in the decision making processes of the firm. Therefore the human resource department should coordinate all the levels of management and develop necessary
competencies in dealing with strategic issues, business awareness and the ability of the firm to quantify its own contributions hence effective implementation of HR strategies. The leadership styles were used to measure this variable.

2.5.5 Organization Culture

When a team is part of the organization culture, there are organization factors that can influence its work practices. Organization culture is the learned way of thinking and acting within a specific organization. It therefore has a strong cognitive element in that, organizations guide the way of conduct and behavior of employees and set priorities to goals, approaches and processes. The percentage achievement against set targets was used to measure organizational culture as an indicator of staff outcome orientation.

2.5.6 Organization Structure

The structure shows the assemblage of a range of organizations, departments, and the provision of authority could be designed to ensure conflict does not arise. A structure would in this case assist in sharing and division of work, departmentalization, indicate the connections of various records and activities. The number of times a manager has delegated duties to his juniors was used to measure organizational structure. Also the number of departments the Systech was used an indicator of the structure.

2.6 Chapter Summary

This chapter has reviewed the existing literature on factors affecting implementation of human resource strategies in the private sector in Kenya: a case study of Systech Limited; specifically, it has reviewed the theoretical review, critique of existing literature, summary of literature and research gaps, conceptual framework and operationalization of variables.
CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the research methodology that was used in carrying out the study. It comprises of research design, population, sample size and sampling procedure, data collection methods and data analysis and presentation.

3.1 Research Design

A research design refers to the whole strategy that a researcher applies to integrate the various components of the study in a logical and consistent manner, thereby, ensuring that the research problem is effectively addressed; it comprises the blueprint for the collection, measurement and analysis of data (Kothari, 2004). The researcher adopted descriptive research design. This design is chosen because it is intended to answer questions like who, how, what, which, how much and when (Kothari, 2004). Descriptive study was selected to guarantee complete description of the situation, making sure that there was minimum prejudice in the collection of data and to lessen errors in interpreting the data collected.

3.2 Target Population

According to Ngechu (2004), a population is a well defined or set of people, services, elements and events, group of things or households that are being investigated. The study target population was 152 employees at Systech Ltd ranging from senior management, senior and middle management to support staff of the organization.
### Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level management</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>Middle level management</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>Support staff</td>
<td>121</td>
<td>79</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>152</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### 3.3 Sample and sampling technique

Sampling is a procedure through which a number of elements of the population are picked as representatives of the total population probabilistically to acquire a representative degree of reliability in the selected area (Mugenda, 2003). This research study employed stratified random sampling since the population (in this case the employees of Systech Ltd) was diverse. Sample size was picked by use of stratified sampling method. The total respondents were 76 employees of Systech Limited, which is 50% of the population, according to Mugenda (2003), a sample of 10% of the population is considered adequate for a descriptive study.

### Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management</td>
<td>13</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Middle level management</td>
<td>18</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>Support staff</td>
<td>121</td>
<td>60</td>
<td>79</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>152</strong></td>
<td><strong>76</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### 3.4 Instruments

In the research a questionnaire was used to collect data from the employees of Systech Ltd who responded to the questionnaire. This method allowed each interviewed employee to be given the same set of questions in the same way. A list of both close-ended and open-ended questions were generated as the instrument for data collection. This questionnaire was administered to the respondents in the sample to collect primary data for analysis. According to Mugenda and Mugenda (2003), the use of questionnaire ensures collection of data from many respondents within a short time and respondents
are free to give relevant information because they are assured of their anonymity.

3.5 Pilot Study

A pilot study was undertaken to pre-test the tools for data collection. A pilot study is a small-scale preliminary study conducted before the main research in order to measure the validity and reliability of the data collection instrument (Burns & Grove, 2007). This pilot study included testing the questionnaire on a selected (10%) of the sample, which is acceptable (Mugenda, 2003). The results of the pilot study led to editing some questions in the questionnaire. Those who took part in the pilot study were not contacted in the full study to avoid bias.

3.5.1 Validity

According Kombo & Tromp (2010), validity is the ability of an instrument to measure what it is expected to measure. The questionnaire was given to experts in human resource discipline and the supervisor to give their opinion as a test of validity.

3.5.2 Reliability Test

According Kombo & Tromp (2010), reliability is the ability of the instrument to give consistent results. Cronbach’s alpha measure of internal consistency was employed in analyzing the reliability of the research instrument.

3.6 Data Collection Procedure

Data collection is the procedure of acquiring subjects and putting together information needed for a study; methods of collection differ depending on the study design, (Kothari, 2004). Primary data was collected for this study. Primary data was collected by administering a questionnaire. This questionnaire had both close-ended and open-ended questions. The use of questionnaire ensured collection of data from many respondents.
within a short time and respondents were free to give relevant information because they were assured of their anonymity (Mugenda & Mugenda, 2003).

3.7 Data Analysis and Presentation

The data collected was edited for relevance to the study. The resulting data was then coded for categorization so as to facilitate tabulation. The tabulated data was then analysed quantitatively through calculation of percentages and frequencies where possible. Presentation of results was done in form of pie charts and tables.

3.8 Ethical Considerations

The study ensured that the principles of research in protecting the research participants from their rights being violated by the researcher were adhered to. The researcher did not encounter any ethical issues arising during this study. Specifically the following was ensured.

3.8.1 Informed Consent

Informed consent means that the participants are to be fully informed in their course of participation, they should understand that they are taking part in research and the results required from them. They were fully informed about the procedures and risks involved and they were asked to give their consent for participation.

3.8.2 Voluntary Participation

Voluntary participation requires that individuals are not coerced into participating in the research process. The participants in this study were asked for their individual’s decision on whether they would like to participate in the research.
3.8.3 Confidentiality and Anonymity

Confidentiality ensures that the information that the participant give is kept confidential. The researcher ensured that there was no disclosure of information to individuals who did not participate in the research. The researcher removed identifiers to keep the identities of respondents well hidden.

3.9 Chapter Summary

Chapter has explained the methodology approach for study and has summarized the research design, target population, sampling technique, data collection instruments, data analysis and presentation and ethical considerations.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction
This chapter presents the results and findings obtained from respondents and data analysis. This chapter is broken onto four segments. The first section presents the background information of the respondents. The proceeding four sections present each in turn the relationship between each of the four hypothesized independent variables against the dependent variable.

4.1 Presentation of Research Findings

4.1.1 Response Rate
According to table 4.1 below the response rate of the study was good. Eighty two percent representing 62 respondents gave back their questionnaires after filling. This response rate according to Mugenda (2013) is rated excellent.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>62</td>
<td>82</td>
</tr>
<tr>
<td>Non response</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100</td>
</tr>
</tbody>
</table>

4.1.2 Gender Response
Most of the respondents in the organization were male with 82.3% representing 51 respondents while the 17.7% were female (see Table 4.2 below). This was an indicator that Systech Ltd has more male than female in the workforce.

Table 4.2: Gender Response

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>51</td>
<td>82.3</td>
</tr>
<tr>
<td>Female</td>
<td>11</td>
<td>17.7</td>
</tr>
<tr>
<td>Total</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>
4.1.3 Age Analysis

Majority of respondents (61%) were between the ages of 18-25 years, 29% of the respondents were between 26-35 years, 8% were between 36-45 years of age and only 2% of the respondents were between 46-55 years of age as shown in figure 4.1 below. This shows that majority of the respondents are young which implies they could embrace strategic ideas well.

Figure 4.1: Age Analysis

4.1.4 Highest Level of Education

Majority of the respondents (92%) had university education (figure 4.2). This may have contributed to accuracy of the responses.

Figure 4.2: Highest level of education

4.1.5 Length of Service

The response in terms of the duration of working at Systech indicate that majority (46.8%) had worked for a duration of less than 2 years, 41.9% had worked for a duration of between 3 to 5 years while only a small percentage (11%) of respondents have worked for 6 years and beyond as shown Table 4.3 below. The distribution of the length of
service is an indicator of diversification in the work force and also implies that most of them have participated in the implementation of HR strategies at the organization. This study established that the level of loyalty to the organization is low going by the length of service where majority have served for less than 2 years. In agreement with Brooks (2006), loyalty of employees relies on the knowledge and awareness of culture that improves behaviour of the organization.

Table 4.3: Length of Service

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>29</td>
<td>46.8</td>
</tr>
<tr>
<td>3-5 years</td>
<td>26</td>
<td>41.9</td>
</tr>
<tr>
<td>6-8 years</td>
<td>4</td>
<td>6.5</td>
</tr>
<tr>
<td>12 years and above</td>
<td>3</td>
<td>4.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>62</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.1.6 Respondent Employment Level

Table 4.4 below indicates the respondents’ employment level. Majority of respondents (80.6%) were support staff, 14.5% middle level management and 4.8% top level management. The analysis shows that majority are recipients of HRM strategies which could imply accuracy of responses.

Table 4.4: Respondent category

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level management</td>
<td>3</td>
<td>4.8</td>
</tr>
<tr>
<td>Middle level management</td>
<td>9</td>
<td>14.5</td>
</tr>
<tr>
<td>Support staff</td>
<td>50</td>
<td>80.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>62</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.1.7 HRM Strategies at Systech

All the respondents (62) indicated that there are HRM strategies at Systech. Majority of respondents (46.8%) indicated that the HR strategies have an effect on their work at Systech Ltd to a very great extent, 24.2% to a great extent and 21% at an average extent as shown in table 4.5 below. This is an indication of staff involvement in implementation of HRM strategies.
Table 4.5: Effect of HR Strategies

<table>
<thead>
<tr>
<th>Strategies Effect</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>29</td>
<td>46.8</td>
</tr>
<tr>
<td>Great Extent</td>
<td>15</td>
<td>24.2</td>
</tr>
<tr>
<td>Average Extent</td>
<td>13</td>
<td>21.0</td>
</tr>
<tr>
<td>Low extent</td>
<td>3</td>
<td>4.8</td>
</tr>
<tr>
<td>No response</td>
<td>2</td>
<td>3.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>62</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.1.8 Effect of Finance on implementation of HRM strategies

When asked whether finance affect the implementation of human resource strategies at Systech 81% of the respondents accepted that finance affect the implementation of HRM strategies. Table 4.6 shows the extent to which respondents felt finance affect implementation of HRM strategies where over 86% agreed. The results point to importance of finance in implementation of HRM strategies mainly in facilitation of staff training. The study agrees with previous studies done before (Champy, 1993, Grant, 1997; Clark & Krentz, 2004) that indicated that organization achievement depends to a large extent on the resources it has available including financial resources.

Table 4.6: Effect of Finance on HRM Strategies

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>23</td>
<td>39.7</td>
</tr>
<tr>
<td>Great Extent</td>
<td>27</td>
<td>46.6</td>
</tr>
<tr>
<td>Low extent</td>
<td>8</td>
<td>13.8</td>
</tr>
</tbody>
</table>

The respondents’ opinion was sought on whether the budget allocation to finance HR strategy is sufficient to guarantee efficient implementation of HR strategies. The responses indicate 55% agreed the budget is sufficient while 45% indicated that the budget is not sufficient as shown in figure 4.3 below. The responses point to nearly a tie and imply the budget allocated for HRM may not be enough for strategy implementation.

Figure 4.3: Budget allocation to HR strategy
4.1.9 Staff Training and Implementation of HRM Strategies

When asked their opinion on whether the staff training is a factor that affects implementation of HRM strategies in Systech, 85% said yes while 15% said no as shown in Figure 4.4 below. The results are an indicator of the importance of training. The study findings agree with Lynton and Pareek (2000) that training is indispensable in HRM strategic direction.

Figure 4. 4: Effect of training on implementation of HRM strategies

Respondents were asked to indicate the number of times they had participated in training within one year at Systech. The results are shown in table 4.7 below. Majority of the respondents at 51.7% had participated twice in training. None of the respondents said they had not participated in training. This implies that the organization places a lot of emphasis on training and could be a contributor of success in implementation of HRM strategies at the organization. The findings agree with Edralin (2004) who insists that for training to influence HR strategies it must be a well thought out set of activities.

Table 4. 7: Frequency of Training at Systech

<table>
<thead>
<tr>
<th>No. of times</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once</td>
<td>12</td>
<td>20.7</td>
</tr>
<tr>
<td>Two times</td>
<td>30</td>
<td>51.7</td>
</tr>
<tr>
<td>Three times</td>
<td>2</td>
<td>3.4</td>
</tr>
<tr>
<td>Four times &amp; above</td>
<td>14</td>
<td>24.1</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The training budget was of importance to this study and in line with the frequency of training above, 93% of the respondents indicated that the budget in one year is over Kes
400,000 which is good for an organization of this size. The budget implies ability and willingness on part of management to facilitate training of staff regularly.

**Figure 4.5: Training budget at Systech Limited in one year**

As a follow up to the frequency and the budget of training at Systech the researcher established that the training conducted was adequate as agreed upon by 55 respondents representing 95% with only 5% of the respondents who felt otherwise (see table 4.8 below). The small percentage could be the same who had not participated many times in training due to the nature of their work in the organization.

**Table 4.8: Adequacy of Training at Systech**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>55</td>
<td>94.8</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>5.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**4.1.10 Leadership and Implementation of HRM Strategies**

Figure 4.6 below shows the analysis of the response as to whether leadership affect implementation of HRM strategies at Systech in which the majority 80% agreed that leadership affect implementation of HRM strategies in the organization while only 20% response were of the contrary opinion. The results therefore points to the influence of leadership in implementation of HRM strategies.
4.1.11 Leadership Style and Implementation of HRM strategies

The responses to the effect of leadership style on implementation of HRM strategies indicate that 65% of the respondents agreed to a great extent as well as 25.9% agreeing to a very great extent (Table 4.9 below). Only a small percentage (5.6%) indicated little if any effect of leadership style to implementation of HRM strategies. According to this opinion, leadership affects implementation of HRM Strategies at Systech. The findings did not depart from previous research results (Aardenne, 2011; Guo, 2004; Hassan, 2016; Ewell, 2003; Saunders, 2002; Sun, 20002) that showed that the leadership style that an organization adopts has a significant relation with its performance.

Table 4.9: Effect of Leadership Style on implementation of HRM Strategies

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>14</td>
<td>25.9</td>
</tr>
<tr>
<td>Great Extent</td>
<td>35</td>
<td>64.8</td>
</tr>
<tr>
<td>Average Extent</td>
<td>2</td>
<td>3.7</td>
</tr>
<tr>
<td>Low extent</td>
<td>3</td>
<td>5.6</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.1.12 Organizational Culture

The analysis of the response as to whether organizational culture seen through setting of targets for staff is a factor in implementation of HRM strategies is shown in figure 4.7 below. The majority (82%) accepted that setting of targets for staff influences HRM strategic direction. The minority responses (18%) indicated that organizational culture does not affect implementation of HRM strategies. The majority response supports that
organizational culture affects implementation of HRM strategies. In departure from Wei et al (2008) who argue that cluster cultures have positive effects on the adoption of HRM, this study did not note any significant clustering but agrees with the study that the organizational culture does affect HRM strategies implementation.

**Figure 4.7: Setting of Targets for Staff**

Table 4.10 below shows 51.6% of responses to a great extent opining that organizational culture affect implementation of HRM strategies. Others at 31% indicated to a great extent and 8% moderately. The findings support that organizational culture is a significant aspect of the implementation of human resources strategy. The findings agree with Brooks (2006) that employees’ knowledge and awareness of culture improves behaviour of organization.

**Table 4.10 Effects of Setting Targets on Implementation of HRM strategies**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>32</td>
<td>51.6</td>
</tr>
<tr>
<td>Great extent</td>
<td>19</td>
<td>30.6</td>
</tr>
<tr>
<td>Average extent</td>
<td>3</td>
<td>4.8</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>5</td>
<td>8.1</td>
</tr>
<tr>
<td>Low extent</td>
<td>3</td>
<td>4.8</td>
</tr>
<tr>
<td>Total</td>
<td>62</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.1.13 Organizational Structure

Figure 4.8 below shows that 68% of the respondents agreed to the opinion that organizational structure affect implementation of HRM strategies. However 32% disagreed with this opinion. The result indicates that substantial number of staff may not be very conversant with organizational structure in other places outside Systech. The findings are in agreement with Ibrahim and Shah (2013) who asserts that the role of strategic human resources is to extract the maximum value of human resources and the
key factor that firm to succeed in doing just that is the proper motivation of employees, the structure of organization plays a great role towards this end.

Figure 4. 8: Effect of Delegation on Implementation of HRM strategies

The effect of delegation on implementation of HRM strategies is tabulated in Table 4.11 below. The results shows that 46.4% and 23.2% agreed with the opinion that organizational structure affect the implementation of HRM strategies to a great extent and very great extent respectively. The findings are an indicator of the importance of delegation as a way of sustaining organizational values and for success of HRM strategies.

Table 4. 11: Effect of Delegation on Implementation of HRM Strategies

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>13</td>
<td>23.2</td>
</tr>
<tr>
<td>Great Extent</td>
<td>26</td>
<td>46.4</td>
</tr>
<tr>
<td>Average Extent</td>
<td>6</td>
<td>10.7</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>11</td>
<td>19.6</td>
</tr>
<tr>
<td>Total</td>
<td>56</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.2 Limitations of the Study

There were a number of limitations in the course of undertaking the study. Some respondents were not willing to cooperate in filling the questionnaire; this was overcome by having a prior conversation with the respondents as well as providing for a few extra respondents to cover the non-response. Some respondents took long time to fill and complete the questionnaire, in this respect; the researcher ensured that the date of submitting the questionnaires was important for the study to be completed in time. In some cases the respondents sent back incomplete questionnaires, where this was noted they were asked to complete. During analysis, cleaning of data was also undertaken.
4.3 Chapter Summary

This chapter has presented the findings and results of the study, discussions of the findings. In presenting the findings the chapter has captured all the information collected as per the various variables of the study. Finally the chapter has highlighted the limitations encountered in the course of the study and how they were overcome.
CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction
This chapter presents the summary of the study findings, recommendations made and conclusions. The findings of the study were used to derive the summary and make recommendations which further form the basis for conclusions.

5.1 Summary of the Findings
All the respondents 100% at Systech Ltd indicated that the organization has put in place HRM strategies and that these strategies were been implemented to a great extent as indicated by 71% of the responses. Consequently the respondents agreed that the HRM strategies as implemented at the organization affected their work at the organization to a great extent. These findings are in agreement with Purcell (2003) and Hassan (2016) that the appropriate use of human resources management practices and strategies positively influence the level of employee and employer commitment to the organization.

Finance was one of the key factors that the study went out to investigate its influence on implementation of HRM strategies at Systech. Majority of respondents at 81% opined that Finance affects the implementation of HRM strategies at the organization. A considerable number of respondents, 45% felt that the amount of money allocated implementation of HRM strategies is not sufficient; however the majority of 55% were of the opinion that the budget allocation for HRM strategy implementation was sufficient. These findings point to a need to increase the budget allocation for HRM strategy implementation. The study agrees with previous studies done before (Clark & Krentz, 2004; Grant, 1997; Hassan, 2016) that indicated that organization achievement depends to a large extent on the resources it has available and its disposal including financial resources.

Training was picked as a factor that has an effect on implementation of HRM strategies at Systech. The majority of the respondents 85% were in agreement with this opinion. Further the success of HRM strategy implementation was supported by the number of trainings conducted. Majority of responses (93%) pointed to a training budget that is sufficient for the organization. The staff at Systech also agreed that training would
improve their skills. Internal training and job training should be conducted in the organization. The findings of the study show that the effect of staff training on implementation of HRM strategies was very high according to the majority response. The above findings agree with Lynton and Pareek (2000) that training is indispensable in HRM strategic direction. These findings also agree with study by Brown (2005) that extensive training programs are conducted by employees to improve employee’s performance in order to achieve strategic position over competition.

According to the analysis of the response on whether leadership affect implementation of HRM strategies at Systech in Kenya, majority 80% were in agreement that the style of leadership affect implementation of HRM strategies. The findings point to leadership style having a significant influence; this was agreed upon by 91% of the respondents. The data analysis thereby concludes that leadership affect implementation of HRM strategies. The findings are in agreement with findings from other studies (Aardenne, 2011; Guo, 2004; Hassan, 2016; Ewell, 2003; Saunders, 2002; Sun, 20002) that the leadership style that an organization adopts has a significant relation with its performance.

Organizational culture was found to have an effect on implementation of HRM strategies in which the majority 82% response accepted that organizational culture affect implementation of HRM strategies. The setting of targets for employee was the indicator that was used to measure organizational culture, majority of the respondents were of the opinion that this approach affect implementation of HRM strategies. Most of the respondents (83%) further indicated that setting of targets affects implementation of HRM strategies to a great extent. Arising from these responses it is clear that organizational culture affects implementation of HRM strategies. The findings agree with Brooks (2006) who found that employees’ knowledge and awareness of the organization’s culture improves behaviour and performance of an organization.

Organizational structure was one of the factors investigated and its ability to affect implementation of HRM strategies. Organizational structure was tested through frequency of delegation. Most of the respondents 68% response indicated that delegation affects implementation of HRM strategies. However a substantial 32% of the respondents felt that delegation does not affect implementation of HRM strategies. To a great extent (69.6%) the respondents indicated that delegation affect implementation of HRM
strategies. On the contrary a small percentage of respondents (19.6%) did not find that opinion compelling and indicated that delegation only affects implementation of HRM strategy moderately. Largely these findings show that delegation of duties had a very high effect on the organizational structure which in turn affects implementation of HRM strategies. The findings are in agreement with Ibrahim and Shah (2013) who in their study found that the role of strategic HRM is to pull out the utmost value of human resource and the key factor that allows firms to succeed and do well in doing just that is the suitable motivation of employees. Further that the structure of organization plays a great role towards this end.

5.2 Recommendations

5.2.1 Finance
The ability of finance to influence HR strategy was demonstrated through the findings of this study. The success of strategy implementation is therefore hinged on the budget allocation to HR department for strategy implementation. This study therefore recommend that as a key to success of strategy implementation, successful training of staff and skills enhancement within the organization, budget allocation for this important function be prioritized just like any other function of the organization.

5.2.2 Staff Training
From the study it is clear that those who benefited from training were able to understand HRM strategy direction. It is therefore recommended that training of employees in an organization on implementation of HRM strategies be intensified; the higher the number of effective training sessions then the better the results Systech and any other organization of its type can derive from its staff establishment. Development of skills and adding of knowledge to the staff members would greatly benefit from frequency of training.

5.2.3 Leadership
Leadership style to a great extent determines the success of all strategies in an organization. The type of leadership style adopted by the management will greatly depend with the situation at hand. Many staff member of Systech would greatly benefit from transformational leadership because the majority of staff members are young and new to the organization. This study therefore recommends that manager and leaders should in a transformational way include all the staff members in implementation of set strategies.
Such inclusion will erode resistance to strategic direction.

5.2.4 Organizational Culture
The end result for leaders of an organization is that once they are cognizant of the cultures in which they are entrenched, those cultures will manage them. It is therefore important that they integrate plural cultures using open-system theories; the study therefore recognizes that participants in a group culture may also be part of subcultures within a firm. The setting of targets is critical in orienting all staff in organization to achievement. This study recommends that for success of targets communication is important from the onset.

5.2.5 Organizational Structure
The study has established that organizational structure, seen through delegation has significant influence on implementation of HRM strategies. Since many employees did not understand delegation fully, it is recommended that delegation and succession planning components be included in the training curriculum at Systech and by extension to other organizations of this size and caliber. Further, the study recommends that the organization adopt a flat structure that will facilitate teamwork and thus promote implementation of human resource strategies in the company.

5.3 Conclusion
This study set out to investigate the factors that affect implementation of human resource strategies in the private sector in Kenya using a case study of Systech Limited. The study investigated several factors including, finance, training, leadership styles, organizational culture and organizational structure. From the findings, and the recommendations made it is evident that one of the most fundamental and important aspect in enhancing effective implementation of HRM strategies is to increase the employees knowledge and to enhance their participation at all levels towards the implementation of HRM strategies. Through participation, the employees feel valued and empowered this they feel more satisfied and content with their jobs. Through improving staff skills, leadership, organizational culture and organization structure the company could be able to set pace in successful HRM strategy implementation. This study therefore concludes that awareness creation in regard to importance of HRM strategies is important from the onset if all the participants will participate in the process and support HRM strategies. The culture of setting targets can only be embedded in an organization if all participants understand its
intended long-term direction. The study further concludes that, the task done should be rewarded while at the same encouraging teamwork. Regardless of the good report on the frequency of training, this study would agree with the staff members who felt that trainings should be conducted regularly.

The issues that the researcher noted from the findings of the factors affecting implementation of human resource strategies at Systech could be cemented through making comparison with other similar organizations albeit in different sectors of the economy so as to get various perspectives from employees. Other related areas could be other private organization therefore future researchers could explore further even with other variables for measuring success of HRM strategies implementation.
REFERENCES

Aardenne, S. V. (2011). Voice in motion: is relocation an affair between leadership and HRM implementation; Unpublished MSc.: University of Twente


Appendix I: Introduction Letter

Dear Respondent

RE: Questionnaire

I am a student at Management University of Africa pursuing a Bachelors degree in leadership & management (human resources option). As part of my degree program, I am carrying out a study on the Factors Affecting Implementation of Human Resource Strategies in the Private Sector in Kenya: A Case Study of Systech Limited.

I kindly request you to complete the attached questionnaire so as to enable me accomplish the study. Please, note that all the information given shall be purely used for academic purposes and shall be treated as confidential. Thank you for taking your time to complete the questionnaire and for your time and cooperation.

Yours sincerely

Tabitha Kaguai
Appendix II: Questionnaire

Instructions
Answer the questions by ticking in the appropriate box and writing in the space provided.

Section A: Background Information
1. Gender (Please Tick)
   Male [ ]
   Female [ ]
2. What age bracket do you belong to? (please Tick)
   18-25 [ ]
   26-35 [ ]
   36-45 [ ]
   46-55 [ ]
   56 and above [ ]

3 What is your highest level of education?
   Secondary [ ]
   College [ ]
   University [ ]

4 How long have you served in Systech limited? (please Tick)
   Less than 2 years [ ]
   3-5 years [ ]
   6-8 years [ ]
   9-11 years [ ]
   12 years and above [ ]

5 Which respondent category do you belong to?
   Top management [ ]
   Middle management [ ]
   Support management [ ]

SECTION B: HR STRATEGIES
6 Are there HR strategies at Systech Ltd?
   Yes [ ]
   No [ ]
7 Are the HR strategies been implemented?

Yes [ ]
No [ ]

8 Do the strategies have an effect on your work at Systech Ltd?

Very great extent [ ]
Great extent [ ]
Average extent [ ]
Low extent [ ]

SECTION B: FINANCE

9 Does finance affect implementation of HRM strategies at Systech Limited?

Yes [ ]
No [ ]

Please explain

10 To what extent does finance affect implementation of HRM strategies in Systech Limited?

Very high [ ]
High [ ]
Low [ ]

11 In your opinion is the budget allocation to HR strategy sufficient to guarantee efficient implementation of HR strategy?

Yes [ ]
No [ ]

Please explain

12 In your opinion what can organizations do to improve financing in relation to HR strategy & implementation?


SECTION C: TRAINING

13 Does training affect implementation of HRM strategies at Systech Limited?

Yes [ ]
No [ ]

Please explain

14 To what extents does training affect implementation of HRM strategies at Systech
Limited?
- Very great extent
- Great extent
- Average extent
- Low extent

15 What is the frequency of training at Systech Limited in one year?
- Once
- Two times
- Three times
- Four times and above

16 What is the training budget at Systech Limited in one year?
- Less than Kes 100,000
- Kes 200,000
- Kes 400,000
- Over Kes 400,000

17 In your opinion is the training at Systech adequate?
- Yes
- No

18 In your opinion what can the organization do to improve training of its employees?

SECTION E: LEADERSHIP
19 Does leadership style (e.g. autocratic or transformational) affect implementation of HRM strategies at Systech Limited?
- Yes
- No

20 To what extent does leadership style affect implementation of HRM strategies at Systech Limited?
- Very high
- High
- Average
- Low
SECTION F: ORGANIZATIONAL CULTURE

17. Does setting of targets for staff affect implementation of HRM strategies at Systech Limited?
   Yes [ ]
   No [ ]

   Please explain ............................................................................................................

18. To what extent does setting of targets affect implementation of HRM strategies at Systech Limited?
   Very great extent [ ]
   Great extent [ ]
   Average extent [ ]
   Moderate extent [ ]
   Low extent [ ]

19. In your opinion what can organization do to improve its outcome orientation?

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

SECTION G: ORGANIZATIONAL STRUCTURE

20. Does delegation affect implementation of HRM strategies at Systech Limited?
   Yes [ ]
   No [ ]

   Please explain ............................................................................................................

21. To what extent does delegation affect implementation of HRM strategies at Systech Limited?
   Very high [ ]
   High [ ]
   Average [ ]
   Low [ ]

22. In your opinion what can Systech do to improve delegation?

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

   Thank you for your cooperation