EFFECTS OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON THE FIRM PERFOMANCE. A CASE STUDY OF KENYA REVENUE AUTHORITY

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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 A DEGREE OF BACHELOR OF COMMERCE OF THE MANAGEMENT UNIVERITY OF AFRICA.

SEPTEMBER 2021

DECLARATION

Declaration by Student

I declare that this research project is my original work and has not been presented in any other University.

Signature…………………………… Date ………………………

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BCOMK/2/00026/2/17

Declaration by Supervisor

This research project has been submitted for examination with my approval as University Supervisor

Signature…………………………… Date ………………………

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DEDICATION

I commit this research project to my family for their encouragement and support, friends and lecturers for their concern and guidance.

ACKNOWLEDGMENT

This study was developed through the help of several people. My foremost appreciation goes to the almighty who has given me the strength and wisdom to develop this project. My supervisor, Dr. John Cheluget for his guidance. My cherished and beloved family who have been my pillar of encouragement. I would like to thank the Kenya Revenue Authority (KRA) for giving me a chance to embark on my research project in their organization. I also acknowledge the contributions of my friends and colleagues your help and selflessness has been wonderful. And to you my lecturers at Management University of Africa, I salute you all. You have adequately equipped and prepared me academically. I can now pursue my dream career with confidence. You gave much, you will receive much.

ABSTRACT

The human resources of an association can be a wellspring of upper hand, given that the arrangements for overseeing individuals are coordinated with key business arrangements and authoritative culture. The primary goal of this research is to investigate the impact of strategic human resource management methods on business performance. The specific aims of the study are; to find the influence of training and development practices on firm performance, to identify the influence of compensation practices on firm performance, to find the impact of employee relations on firm performance, and to identify the influence of recruitment practices on firm performance. The study employed both descriptive survey and naturalistic designs and the target population were employees of Kenya's revenue authority. Stratified, simple random and snow ball sampling techniques were utilized to choose respondents for the study. Questionnaires and interviews were used to collect quantitative and qualitative data. The collected data was analyzed using quantitative and qualitative techniques. The quantitative information was analyzed utilizing descriptive statistics including frequencies and rates to sum up information and it was introduced utilizing recurrence appropriation tables, pie outlines and reference charts. In the meantime, subjective information was coordinated into topics and dissected, utilizing accounts and direct citations of the respondents' perspectives, encounters, and data. According to 73 percent of respondents, using a supplier selection strategy in an organization helps to improve organizational performance. Training and development on performance helps to reduce operation expenses for successful organizational performance, according to 60 percent. According to 61 percent of respondents, compensation based on performance provides a competitive edge to the organization's performance. According to the findings, 58 percent of respondents believed that employee performance should be tied to procurement policy procedures, allowing for fair and open competition. In terms of recruitment practice, the study found that using recruitment practice in an organization can help it perform better. Effective recruitment procedures aid human resource management in organizations to a large extent, according to the conclusion. In the case of e-procurement, the conclusion was that performance training and development aids in the reduction of operating costs for optimal organizational performance. It was also discovered that training and development greatly aids in the reduction of ordering time and follow-up in human resources.

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ACRONYMS AND ABBREVIATIONS

ER	Employee relations
HRM	Human Resource Management
IR	Industrial Relations
RBV	Resource-Based View
SHRM	Strategic Human Resource Management

OPERATIONAL DEFINITION OF TERMS

Human Resource Management: Human resource management (HRM) is the way toward utilizing individuals, preparing them, remunerating them, creating approaches identifying with them, and creating methodologies to hold them. As a field, HRM has gone through numerous progressions in the course of the most recent twenty years, giving it a considerably more significant job in the present associations. Before, HRM implied preparing finance, sending birthday presents to representatives, masterminding organization trips, and ensuring structures were rounded out accurately all in all, a greater amount of a managerial job instead of an essential job significant to the achievement of the association, (Frasch, et. al., 2010).

Strategic Human Resource Management: Strategic human resource management includes a future-arranged cycle of creating and actualizing HR programs that address and take care of business issues and straightforwardly add to major long haul business destinations. HR management has changed drastically in late many years. It was once generally a regulatory capacity zeroed in on everyday duties, for example, representative enlisting and determination and overseeing worker benefits. Changing work economic situations and new business thinking call for HR business procedures that incorporate enlisting and holding the correct individuals, just as giving moral and social authority.

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Introduction

The chapter presents the background of the study where it also explores the company or organization where the study will be done. Statement problem, objectives, research questions, the significance, scope and the limitation of the study. The entire study is anchored on this chapter.

1.1 Background of Study

Rapid environmental change, globalization, rivalry to give imaginative items and administrations, changing client and financial backer requests have become the standard background for associations. To contend viably, firms should continually improve their exhibition by decreasing expenses, upgrading quality, and separating their items and administrations. Ongoing examinations have inspected vital human asset the executives (SHRM) as a method for upgrading hierarchical upper hand. Researchers and experts have generally received this way to deal with association procedure arranging. The basic presumption of SHRM is that firm presentation is affected by a bunch of Human assets the board HRM rehearses. This presumption has been upheld by recent empirical evidence (Arthur, 2014).

According to Strategic Human Resource Management (SHRM) concerns the roles performed by human resource management systems in firm performance, specifically concentrating on the use of human resources as a way of achieving competitive advantage (Paul & Anantharaman, 2013). Darwish (2013) however defines SHRM as the combination of all strategic objectives of a firm, and the human resource strategy and execution. Schuler, Randall, Jackson and Susan (2017) assert that organizations are acknowledging that effective human resource policies and practices might enhance performance in various departments like production, quality and financial performance. They further argue that SHRM practices are employed by global firms to enhance their productivity and overall firm performance.

According to Schuler et al. (2017) economic environment is changing and this is as a result of globalization, shift in clients and investor demands, and constantly-rising products-market competition. They suggested that, to ensure competitive advantage in the changing environment firms must always enhance their human capital as well as their performance. Strategic HRM has been used by business enterprises to acquire, develop and retain this valuable resource (Armstrong, 2010). Over the years human resource management (HRM) has gained dominance across various disciplines. This has essentially been as a consequence of its contribution to bottom line issues within organizations (Darwish, 2013). Sani (2012) argued that human resources represent a resource which offer a source of competitive edge since it is always hard for opponents to copy as well as difficult to substitute in the same firm.

SHRM importance in organizations today is no longer debatable (Rees, 2016). This insight in an organization is a crucial aspect in the general performance of firms to enable them to continually enhance their performance by reducing expenses, enhancing quality, production and marketing speed. According to Schuler and Jackson (2009), Strategic HRM practices such as recruitment, training and development, appraisal, employee relations, and compensation are concerned with how employees are recruited and governed in firms in order to ensure the firm attains sustainable competitive advantage, high quality of work life balance and profitability. Similarly, (Katou and Budhwar, 2017, Ppffer, 2013, Cascio, 2012 and Sani, 2011) link human capital with firm performance through these HRM practices.

Altarawneh and Aldehayyat (2011) believe that the success of the service sector such as revenue collection relies highly on technical and social competence of the employees, staff level of integrity, attitude, accountability as well as commitment. Thus, strategies and mechanisms adopted and applied so as to attract outstanding employees, retain, develop and utilize all their talents and abilities in order to achieve overall top performance remains critical to the success of Kenya revenue authority. Arthur (2014), Brewster (2013), and Pfeffer (2014) argue that the common use of the bundle of best practice of HR practices like employee training and development, staff performance appraisal, recruitment and reward systems could precisely enhance firm performance.

1.2 Statement of the Problem

The increasingly dynamic and volatile business environment has compelled firms to adopt strategies where human resource takes centre stage and forced them to aggressively compete with other firms to acquire the best employees as well as offering competitive packages to retain the resource. These industry challenges demand that organizations constantly evaluate its inside cycles and capacities in the event that it is to stay serious. It is realized that human resource management can affect business performance with numerous studies by the likes of MacDuffie (2015) and Guthrie (2011) showing a positive connection between human asset resource management practices and business performance.

Schuler et al. (2017) suggested that, to compete effectively in dynamic and competitive environment firms always require improve their human resource and ultimately their performance. Kenyan corporate firms are acknowledging that effective human resource policies and practices might improve performance in various sectors like production, quality, and financial performance (Waiganjo et al., 2012).

Prior studies, for instance Delany and Huselid (2016) illustrated that the applicability of SHRM practices exhibits a positive relationship to both financial and operational performance. Therefore, from the various studies there has been an agreement that it is an intertwined system of SHRM practices that enhances performance (Sani, 2012 & Singh, 2014). As a result, different studies have used a different set of HR practices. Additionally, some of the studies revealed that SHRM and performance have a positive relationship but contingent to different factors like hierarchical environment and inspiration (Sani, 2012).

Adhiambo (2011) conducted a study on strategic human resource management practices furthermore, execution of sugar producing firms in Western Kenya, discoveries uncovered that there was a positive connection be tween's the essential human asset the executives' practices and firm execution. Khalumba (2012), in his examination because of human asset the executives rehearse on monetary execution of commercial banks in Kenya, it was established that most commercial banks lacked effective human resource plans and employed ineffective recruitment and selection procedures

However, majority of these studies have focused on manufacturing firms (Dimba, 2009, Oladipo & Abdulkadir, 2011), public sector (Tessema & Soeters, 2016) and corporate firms as a whole (Waiganjo et al., 2012) as opposed to service firms. As a result, this has shed limited light on the role training, recruitment, compensation and employee relations practices have on firm performance in the service sector. Altarawneh and Aldehayyat (2011) believe that the success of service sector such as Revenue collection depends highly on the technical competency, social skills of its staff, employee level of integrity, attitude, as well as commitment.

While assessing the SHRM-performance relationship, different studies have employed various indicators to assess performance. Majority of these prior studies have been based on financial measures. However, non- financial constructs such as interpersonal relationship, market share and internal firm image have largely been ignored (Dimba, 2009). Furthermore, a high number of researches concerning the relationship between organizational performance and SHRM were conducted mainly in Europe and only a small number have focused on this relationship in developing countries like Kenya hence need for this study.

1.3 Objectives of Study

The overall objective of this study is to find out the effects of strategic human resource management practices on firm performance; a case study of Kenya revenue authority.

1.3.1 Specific Objectives

i. To find out how training and development affect firm performance at Kenya Revenue Authority.
ii. To establish the extent at which recruitment practices affects firm performance at Kenya Revenue Authority.
iii. To determine how compensation practices affects firm performance at Kenya Revenue Authority.
iv. To assess the effects of employee relations on firm performance at Kenya Revenue Authority.

1.4 Research Questions

i. How does training and development affect firm performance at Kenya Revenue Authority?
ii. To what extent does recruitment practices affect firm performance at Kenya Revenue Authority?
iii. How does compensation practice affect firm performance at Kenya Revenue Authority?

iv. To what extent do employee relations affect firm performance at Kenya Revenue Authority?

1.5 Significance of the study

1.5.1 Kenya revenue authority

The study will be critical to the organization since it will give the applicable data on the effects of strategic human resource management policies at Kenya revenue authority. The set-up components from the study can be utilized by the organization to detail strategies that help in improved firm performance.

1.5.2 Others Researchers

This study will help the future scientists in the connected field can audit to know the all-around existing circumstance and holes accessible on which they can pitch their examinations by concocting builds from the study.

1.6 Scope of the study

The research study explored the effects of strategic human resource management policies on firms' performance. A case study Kenya revenue authority. The study targeted staff in management positions and those not in management positions employed at Kenya revenue authority. Therefore, the total population targeted was 120 employees of the company.

1.7 Chapter Summary

The chapter has highlighted the background of the study on the global and local perception on the effects of strategic human resource management policies on firms' performance. The statement problem that establishes the reason for the study, the research goals offer the premises on which the entire research project is finished. The degree distinguishes the inclusion territories of the investigation and meaning of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter comprises literature review of theories and past studies carried out in the field, critical literature review, summary of findings and gaps to be filled and conceptual frame work.

2.1Theoretical Literature review

While trying to clarify the connection between SHRM policies and firm performance, the researcher focused on the following theories: Resource based value theory and Frederick Herzberg's two-factor theory

2.1.1 Resource Based Theory

As of late, HR has been perceived as a significant wellspring of supported upper hand. A large part of the HR and hypothetical and observational work has been grounded in the asset-based view (RBV) of the firm (Barney, 1986, 1991, 1995). This hypothesis keeps everything under control to build up a practical upper hand, association should make asset in a way that is uncommon, non-imitable, and non-substitutable.

This hypothesis recommends that HR practices can straightforwardly impact firm execution. It focuses on that the premise of upper hand is on the significant assets and capabilities the firm has. To support an upper hand, an association utilizes its own assets and abilities, unequipped for being quickly grown somewhere else and solidly joined to the association that sends or utilizes them. In the present serious climate, to support an upper hand, firms need to offer some benefit to clients. This worth can either be cost preferred position, benefits or separated systems. Asset put together worth hypothesis centers with respect to the connection between an associations inside asset solidness and the capacity to remain serious through its methodology detailing (Delery and Doty, 2010).

According to Hamel and Prahad (2018), the firm is an authoritative organ and an assortment of item assets. Upper hand is acquired if a firm can create HR that empowers it to learn quicker and apply its learning more adequately than its opponents. Supported upper hand comes from the securing and viable utilization of packs of particular assets that contenders can't mimic. The worth and the HR approaches of an association comprise a significant non-imitable asset (Purcell, 2003) which is accomplished by guaranteeing that the firm has high talented individuals than its rivals.

The point of an asset-based methodology is to improve asset ability by accomplishing vital fit among assets and openings and acquiring added an incentive from viable advancement of assets. In accordance with human resources hypothesis, this hypothesis underlines that interest in individuals increases the value of the firm. It can create vital capacity and produce human asset advantage (Boxall and Purcell, 2013). As per the asset-based view, the firm could create supported upper hand through making an incentive in a way that is uncommon and hard for contenders to emulate. Customary wellsprings of upper hand like normal assets, innovation and financial matters of scale have gotten progressively simple to copy (Barney, 2011). HR is an imperceptible resource that makes esteem when it is installed in the operational framework in a way that upgrades firm capacity to manage a tempestuous climate.

2.1.2 Frederick Herzberg's two-factor theory

Frederick Herzberg's theory's center issue is that the most ideal approach to inspire an individual is to build up the work so it offers the difficulties and the criticism that assists with fulfilling the worker's purported more elevated level requirements for things like achievement and affirmation. As per this theory compensation isn't the most spurring device. (Dessler 2013)

Herzberg states how inspiration doesn't come from advantages, advancements or give in spite of the consideration media has given them. His assessment of these extraneous motivators is that they may urge individuals to "set some things in motion" yet in all probability only however long it takes to get the following advancement or pay raise. Reality as indicated by Herzberg is the manner by which organizations have restricted force in inspiring representatives obviously uncalled for installments will hurt confidence. The two-factor hypothesis moreover has faith in the articulation that it doesn't make any difference how large checks or other monetary advantages supervisors accommodate faculty, individuals will not naturally work more earnestly or more brilliant on the grounds that the majority of the work power are spurred by characteristic elements. (Herzberg et al. 2012)

This two-factor theory is isolated into two sections: cleanliness and inspiration factors. The essential purpose behind this sort of partitioning is that Herzberg accepted that the ones causing fulfillment are not the same as those causing disappointment and by this accept, they couldn't measure up and treated to one and another.

Dessler clarifies how Herzberg's theory by fulfilling the alleged "lower-level requirements", like better compensation or work space, simply holds the worker back from getting disappointed in one’s work. Actually, the cleanliness factors that are intended to fulfill lower-level needs are not quite the same as the help factors that want to fulfill more elevated level need like individual satisfaction. Yet, on the off chance that these lower-level requirements are elite from the actual work for instance compensation is deficient, obviously staff become disappointed. Despite the fact that, including a greater amount of the cleanliness highlights to the actual work, which Herzberg calls as outward inspiration, is a lower method of attempting to spur an individual in light of the simple fulfillment of lower-level necessities. Before long the worker wants for additional. (Dessler et al. 2013, pp.419-420)

Dessler alludes to Herzberg's idiom as, how directors keen on establishing more self-roused climate should underline work content or the spark components. The best approach to offer advancement is, as indicated by Dessler and Herzberg, to extend employment opportunity assignments that are seriously difficult which also gives greater obligation regarding the one doing it. Other significant elements that supervisors ought to give are acknowledgment and criticism which make the doing of a specific occupation normally really propelling. End is the way inborn inspiration is the one that creates from the joy an individual gets from really accomplishing the work and is coming from inside the individual and not simply manager's orders or in view of an executed monetary arrangement which are outside sparks. Dessler states how the theory of Herzberg's makes the one valid statement that simply depending solely on monetary advantages is an unsafe business. (Dessler et al. 2013, p. 419-420).

2.2 Empirical Literature Review

2.2.1 Training & Development and Firm Performance

According to Raja, Furqan and Khan (2011) training and development are vital aspects in entrepreneurship globally. The main reason being, training enhances the competency and the efficiency of both staff and the organization. Ivancevich (2010) training tries to equip staff with knowledge, expertise and understanding the firm and its objectives. Heathfield (2012) argues that conducting the accurate employee training, development as well as education in a timely manner, guarantees more returns and in turn results into improved productivity, personnel knowledge and trustworthiness. The main aim of training is to aid the firm attains its temporary and permanent goals by value addition to its human resources (Gunu, Oni, Tsado & Ajai, 2013). Development broadly focuses on learning and personal development of employees. Its main focus is on learning and personal development. According to Cherrington (2015) the various development opportunities include mentoring, providing guidance and support, profession counseling, management and managerial development and job training.

Training and development have been recognized as the most crucial element of both employee and firm performance. According to Singh (2014) and Bartel (2014) training and development programs well implemented significantly improves firm performance. Similarly, Raja et al. (2011) carried out research in India and they established an association between coaching design and overall firm productivity. In addition, a study conducted in Pakistan, concluded that a relation between coaching and firm productivity did exist (Abeeha & Bariha, 2012). According to Heras (2016) employee training is considered to be costly but in the long run it rewards more compared to the original investment. These studies concluded that training and development programs properly implemented lead to an increase in firm performance as well as ensured competitive edge in the market.

However, Abang, May, and Maw (2009), pointed out that on-the-job training does not improve firm performance and that only general (off the job) coaching has a significant impact on firm productivity. Alternatively, Byrne (2009) asserts that training and development is observed as more of a means to an end instead of an end goal. The end being improved profitability in terms of both monetary and nonfinancial measures (Herman & Kurt, 2009). Notwithstanding this, Abanget al. (2009) point out that training and development will have great impact when it is combined with other Strategic HRM practices and that it cannot be viewed as a single practice.

However, these practices have to be equally well implemented to ensure the success of training and development. Similarly, Gunu et al. (2013) assert that the need to improve employee and firm performance has moved organizations to introduce training and development strategies. The implementation of training strategies has been jeopardized by certain factors. Njugen (2009) identifies these factors as recruitment and selection problems, poor training and development procedures, scarce facilities, government policies, economic status and labour laws. This illustrates that the environment in which the organization operates is highly dynamic and thus a generalization cannot be made.

Similarly, with different studies taking different views, some studies view training and development as a means to an end rather than an end goal and that only general training leads to improved performance. Whereas, others studies view it as dependent practice rather than an independent practice to ensuring improved firm performance.

2.2.2 Recruitment practices and Firm Performance

Jovanovic (2014) defines recruitment as the exercise of attracting many applicants of exceptional quality in order to choose the most suitable amongst them. Kumari (2012) argues that recruitment basically involves attracting candidates with the necessary qualifications, in the required numbers and on a timely basis. Recruitment strategies by firms should be properly stated as well as adjusted towards specific job positions to be filled.

Gamage (2014) established that there exists a relation between recruitment and firm productivity. Syed and Jama (2012) emphasized that implementing a successful recruitment process in an organization is significantly related with firm performance.

In addition, Huselid (2015) indicated that recruitment method used has an effect on firm outcome because of the provision of wide pool of competent applicants. Rauf (2017) points that sophisticated recruitment processes are significantly linked to firm performance. Other studies such Sang (2015), Wright et al. (2015), Husien (2012),

Katou and Budhwar (2016), and Ichniowski and Shaw (2009) have also established that the implementation of an effective recruitment process significantly influences firm performance. These studies concluded that recruitment practices employed by a firm in the end influence firm performance.

However, a study by Dimba and K'Obonyo (2009) carried out in the manufacturing industry concluded that recruitment and hiring do not have a positive correlation with firm performance. A major issue in recruitment has been the choice of recruitment approach to use. Most organizations in order to implement their recruitment strategies choose to use one or two of the recruitment approaches namely; social and print media, company website, recruitment agencies, employee referrals among others (Sinha & Thaly, 2013). All the strategies will produce particular employees with varying performances. However, some approaches may result in positive outcome in one company and fail in others (Rauf, 2017). Sani (2012) established that once employees are employed tend to learn on the job and in the long run the recruitment process does not play an integral part and thus have no influence to performance. Every recruiting approach offers different outcomes and each company's experience is different. In addition, which recruiting approach should be used was found to be highly dependent on job rank, as well as the firm's brand, also assets the firm has on its recruiting department, the allowance accorded to the recruitment team, among others (Ekwoaba, Ikeije & Ufoma, 2015). Pfeffer (2014) asserts that to ensure cost effectiveness, the recruitment process should attract competent applicants while providing adequate information for unqualified people to self- select themselves.

Mixed results from past studies, with those that conclude that recruitment has a significant influence to firm performance irrespective of the approach used also acknowledging that some approaches may work in one company and fail in another.

However, other studies assert that the recruitment does not influence performance and that employee empowerment occurs once an employee is employed and thus the recruitment process plays a minor role to improved firm performance. Therefore, this study aims at establishing if there exist a positive or negative effect between the recruitment practices applied by the Kenya Revenue Authority and firm performance.

2.2.3 Compensation and Firm Performance

Compensation is a bona fide instrument that has an impact on the decision of staff and job applicants in the organization. Heneman and Judge (2010), Ivancevich (2014) and Hyondong (2016) argue that compensation management aids organizations to attain a competitive advantage over their competitors.

Compensation is the entire firm' existing tools that might be employed to attract, retain, motivate and gratify staff (Bowman, 2016. It institutes monetary benefits in form of wages, salaries and in different forms of non-monetary rewards known as fringe benefits or indirect compensation (Hyondong, 2016). Singh (2014) established that compensation significantly influences firm performance. Chiu, Luk and Tang (2012) in their findings conclude that compensation has a significant relation with organizational profitability. The researchers concluded that an effective reward system leads to increase in sales, reduced staff turnover, and improved firms' performance. Consequently, reduced turnover leads to employee retention implying that the employees have a positive image of the firm.

According to Liska (2018) continuous existent compensation systems are key motivational factors which motivate employees to put their best individual performance and effort and thus led to improved firm productivity and performance.

In contrast, Obasan (2010) points those studies have highlighted that a minority of business firms try to pay better for performance despite frequent claims that pay structure are merit based. In addition, merit-based pay systems critics argue that financial incentive systems enhance company productivity in principle while in practice they result in positive side effects which are costly to staff motivation (Werner & Liska, 2018). However, bonus-based incentives are based on the years' performance and thus, in principle, provide a sense of motivation for employees and in return aids in improved firm performance. Furthermore, aggressive pay-for performance schemes eventually involve differentiating personnel based on their performance. However, regardless of its contribution towards the growth of the organization, researchers as well as practitioners in the corporate sector have stated that there is a sluggish pace in the growth of compensation studies and firm performance (Heneman & Judge, 2010; Kersley & Forth, 2015). These studies conclude that better pay for better performance rarely occurs whereas other studies establish that compensation practices positively influence firm performance. Thus, this study aims at establishing whether compensation systems adopted by the Kenya Revenue Authority have an effect on performance.

2.2.4 Employee relations and firm performance

Employee relations (ER) is a special kind of interpersonal relationships between the employee and the employer. Until the 20th century the term industrial relations (IR) has been used to describe this relationship, a concept advocated by the western scholars. According to Oluchi

(2013) ER is a process that firms utilize to successfully manage all relations with staff, eventually to attain the firms' objectives.

Employee relations works towards incorporating all the matters in the employer– employee relationship in the workplace which include recruitment, uniform opportunities, training and development as well as organizational structure. Chapman and Goodwin (2011) equally add that the HRM department plays a crucial part in this process by training and coaching supervisors and chief executive officers on how to successfully create and foster interactions with employees and in assessing and monitoring those interactions to assess whether goals are achieved. Supervisors and top firm managers are considered the main bridge between company employees and their firm (Ntalianis, 2016). Cohesive departments are only established through good relationships together with strong and sensitive leadership (Chapman & Goodwin, 2011).

Similarly, past studies showed that a healthy employee-employer relationship positively influenced firm performance (Ngari & Agusioma, 2013 & Tzafrir, 2015). If relationships are strong, then the probability of employees being content with their jobs is high and consequently leading to high productivity (Daniel, 2013). Storey (2014) and Ntalianis (2016) believe that small-sized firms tend to experience better employee-employer relationship compared to large organizations. Keeping in touch with hundreds or thousands of personnel is an overwhelming responsibility (Gillenson & Sanders, 2015). However, Scott (2011) argues that it is the organizational structure adopted by an organization that determines the employer employee relations in an organization. Under the mechanistic structure, employees tend to display constrained patterns of interactions with the management. Whereas under an organic structure employees tend to relate better with their employers and this results to improved employee performance and later improved firm productivity.

However, Gomez and Rosen (2011) concluded that trust is the main mechanism of organizational co-ordination and this leads to improved internal flow of communication and thus improved employee and firm performance. Furthermore, the best method to bridge staff's productivity gap is by building a good employer employee relationship (Daniel, 2013).

In addition, it is believed that it is in these lights that as firms are continually striving to find ways to improve competitiveness and profitability, ensuring a positive employee-employer relationship goes a long way. Singh and Kumar (2011) assert that high performing organizations have been identified to have common employee relationship practices. These practices include open communication, trust, effective conflict resolution mechanisms and team work. Hence this study aims at finding out how employee relations practices applied by Kenya Revenue Authority influence firm performance.

2.3 Summary of research gaps

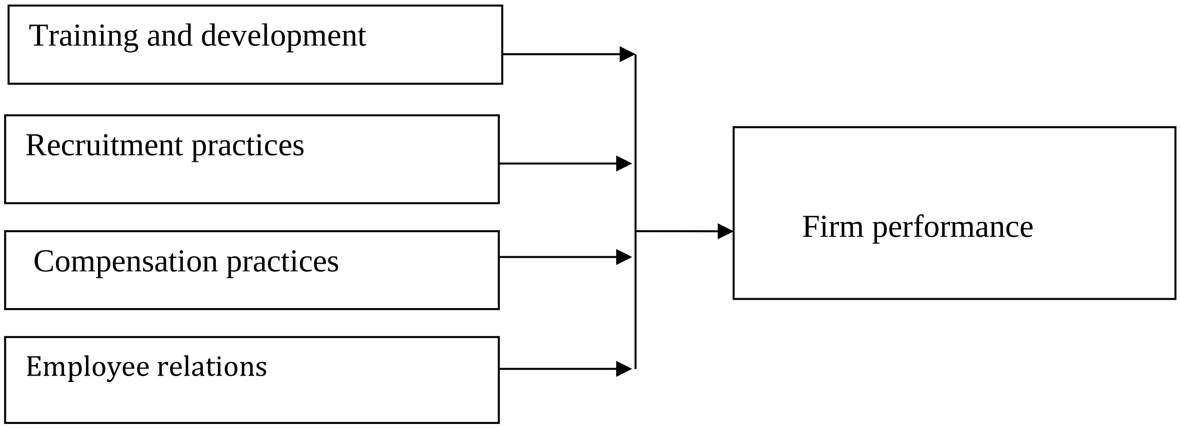
Studies by universalistic researchers have contended an immediate linkage among SHRM and firm performance. Contingency researchers contend that SHRM doesn't lead straightforwardly to firm execution however is affected by possibilities among them serious techniques, which eventually impact execution. Subsequently, the center has predominantly been restricted to the linkage among SHRM and authoritative performance. In such manner, the universalistic viewpoint places the best practice heap of HR rehearses. This is a worry since it appears to be impossible that one bunch of SHRM practices will function admirably regardless of what setting and methodology. Thusly, there is need for extra powerful and quantitative proof to help the SHRM execution connection and examinations from various settings with various systems.Researches have established that the utilization of SHRM practices and its effect to both operational and financial performance are undisputable (Pamela, 2016). Studies concerning the relationship between firm performance and SHRM have been examined mainly in Europe.

However, majority of the studies carried out in Africa focused on manufacturing firms (Dimba, 2009, Oladipo & Abdulkadir, 2011), public sector (Tessema & Soeters, 2016) and corporate firms as a whole (Waiganjo et al., 2012) as opposed to firms in the service industry. In addition, majority of the studies used financial constructs to measure performance. As a result, this has shed limited light on the role SHRM practices: training and development, recruitment, compensation and employee relations have on firm performance in the service sector while incorporating non-financial measures and this case the Kenya Revenue Authority.

2.4 Conceptual Framework

Figure 1 : Conceptual Framework

Independent variables **dependent variable**



2.5 Operationalization of variables

Table 1 Operation of Variable

Variable	**Indicator**	**Measurements**
Training and development	• Frequency of Training • Comprehensiveness • Coaching and mentoring • career development	Likert type questions
Recruitment practices	• Internal Job Requirements • Fair selection Process • Selection for manual and technical skills	Likert type questions
Compensation practices	• Remuneration • Recognition of high performers • Equity individual and external • Financial and non-financial rewards	Likert type questions
Employee relations	• Industrial Relations • Dispute resolution systems • Employee Communication	Likert type questions

2.6 Chapter Summary

The chapter focused on the surveying of the current related literature to the study. The writing audit has subsequently been fixated on the introduction, theoretical review, empirical review which is the assortment and investigation of essential information dependent on direct perception or encounters in the field, and rundown of information, research holes which is a neglected point uncovered during a writing search that has scope for research or further investigation. To distinguish writing holes, intensive survey of existing writing in both the wide and explicit regions of your point , reasonable system which shows what you hope to discover through the examination and characterizes the significant factors for the investigation and guides out how they may identify with one another And the operationalization of factors is the interaction of carefully characterizing factors into quantifiable factors and characterizes fluffy ideas and permits them to be estimated, experimentally and quantitatively.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The chapter contains the operationalization of the study by fronting the design to be used, the population targeted, the instruments and how the data collection is carried out by the researcher and then the research ethics to be used.

3.1 Research Design

This refers to the general plan and plan on the most proficient method to respond to the exploration inquiries of the examination. It alludes to the general methodology picked to incorporate the various parts of the study in an intelligible and precise way, thereby, ensuring effective address of the research problem. The specialist utilized a clear research configuration to complete the investigation. As indicated by (Mugenda, 2013), a distinct research configuration is characterized as a procedure of gathering information keeping in mind the end goal to answer questions concerning the flow status of the subject in the investigation.

According to Hair (2010), using quantitative methods of study in empirical research ensures establishment of correlations and cause effect relationship that is important in viability of the constructs. The research design that was adopted for this study was descriptive design that determined the effects of strategic human resource management practices on the firm performance at Kenya Revenue Authority. This design enabled the researcher to use quantitative research approaches in data gathering, scrutiny and explanation.

3.2 Target Population

As indicated by Ngechu (2014), a population is portrayed as a set of people, organizations, parts, and events, social occasion of things or nuclear families that are being investigated. Mugenda and Mugenda (2013) also describe the populace as that general population which the experts need to summarize the aftereffects of the finding.

The target population was drawn from the management, inventory department and the general staff of Kenya Revenue Authority.

Table 2: Target Population.

Population Category	Target	Percent (%)
Management	40	24
Inventory department	70	43
General staff `	54	33
Total	**164**	**100**

Source: Author 2020

3.3 Sample and Sampling Technique

A sample is a limited piece of a measurable populace whose properties are concentrated to acquire data about the entirety (Webster, 2015). According to Gay (2011) sampling is a system of selecting some of individuals for a study in any such way that the people or elements constitute a larger organization or the population from which they may be selected.

The research used stratified random sampling because it gives all individuals of the target populace a recognized risk of being decided on for inclusion inside the sample and this does not depend on preceding occasions in the selection method. In other words, the selection of people does no longer affect the hazard of anybody else in the population being selected Kumar, (2015). Statistically, so as for generalization to take place, the have a look at sampled 30% of the respondents for reduction of selection errors (Mugenda, mugat & C.k father 2013)

Table 3: Sample and Sample Technique

Population Category	Target population (N)	Sample population (n)	Percentage (%)
Management	40	20	24
Inventory department	70	35	43
General staff `	54	27	33
Total	**164**	**82**	**100**

3.4 Data collection Instruments

Questionnaires were utilized to gather information from the respondents. Surveys are generally used to acquire significant data about the investigation populace and they best suit this examination because of the way that the scientist can get reactions promptly dependent on the goals of the exploration, and to address the research questions (Mugenda and Mugenda, 2013).

3.5 Pilot Study

3.5.1 Validity

Validity refers back to the volume to which the studies device measures what it seems to degree according to researcher's subjective assessment (Kumar, 2015). It is the degree to which ends from the evaluation of the information collected constitute the situation below examine (Mugenda and Mugenda, 2013).

In order to test the validity of the questionnaire for use for the study, the researcher administered the questionnaire to five respondents. These respondents as well as their solutions were not a part of the real or actual study though it was effectively used for checking out validity functions of the research instruments. After the questions were responded to, the researcher requests the respondents for any pointers or any necessary corrections to make sure similarly development and validity of the device.

3.5.2 Reliability

Reliability refers to the consistency or rather the steadiness of the scores acquired from tests and appraisal methods. Mugenda and Mugenda (2013) contend that unwavering quality is a proportion of how many an analyst's instrument yields predictable outcomes or information after rehashed preliminaries. To guarantee dependability, Charles (2011), hypothesizes that consistency with which poll or test things are replied or people scores remain generally the equivalent can be resolved through the test-retest strategy at two distinct occasions.

This technique included regulating the poll at a time span week as a pilot test to a similar gathering and afterward contrasting the two scores. Remarks were made by the pre-testing respondents was utilized to change and improve the instrument.

3.6 Data Collection Procedure

Data was gathered through a questionnaire. A survey comprises of a rundown of inquiries identifying with the field of enquiry, and giving space to answers to be filled by the respondents. Shut and open finished inquiries will be utilized in the survey to assemble data from the respondents. Subsequently, by utilizing these two kinds of inquiries, both quantitatively and quantitative information were gathered from the respondents. Prior to inception of the real review, three examination colleagues were recognized to help the scientist in organization of the questionnaire.

The assistants were informed about the task and its destinations and afterward prepared on the organization of the poll to the subject. Surveys were arranged and afterward disseminated to the respondents through hand conveyance identical to the quantity of test size and afterward the respondents were given time containing to a time of seven days to fill them. From there on, the surveys were gathered back for the last analysis.

3.7 Data Processing and Analysis

This is the process of assembling, displaying and changing crude information with the objective of featuring helpful data, recommending, end and supporting dynamic (Kothari, 2011). The reason for information examination will be to plan rough information into interpretable design.

Various measures are proposed by Kumar (2015), to choose a suitable factual strategy, two of which are the suitability of the procedure to the exploration question, and the attributes of information. This is research which includes estimating or tallying credits (for example amounts). The appropriate responses from the polls were coded corresponding to how they relate for simple Statistical Package for Social Sciences (SPSS) use as the most proficient and advantageous handling and examining of information.

Based on these measures' descriptive statistics e.g., measures of central tendency will be used in this study. Data was presented in the form frequency tables and charts to reviews the responses to each question.

3.8 Ethical Considerations

Rosenthal (2004) characterizes morals in examination as the capacity of a scientist to report precisely what occurred. It includes keeping up genuineness and order in leading and revealing logical examination and credit for thoughts and endeavors.

3.8.1 Confidentiality and privacy

Participants' privacy was respected by conveying them with unique identifier codes to protect their identity and their responses. The study has indiscriminate findings; thus, information was not be associated to an individual.

3.8.2 Informed Consent

Participants were knowledgeable also; their assent was looked for with the end goal of this examination. The educated assent was incorporate anticipated term of exploration and right of members to decay or pull out during the interaction.

3.9 Chapter Summary

The chapter has introduced the approach that was utilized in the exploration study. The idea of the investigation has legitimized the decision of the enlightening plan. Subtleties of the target population, sample size and sampling procedure, research instrument, data collection procedure and how the analysis was done have been given.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

In chapter four, the data had been analyzed quantitatively. Analysis of data is a process of inspecting, transforming, and modeling data with the goal of highlighting useful information, suggestive observations and supporting decision making.

4.1 Presentation of research findings

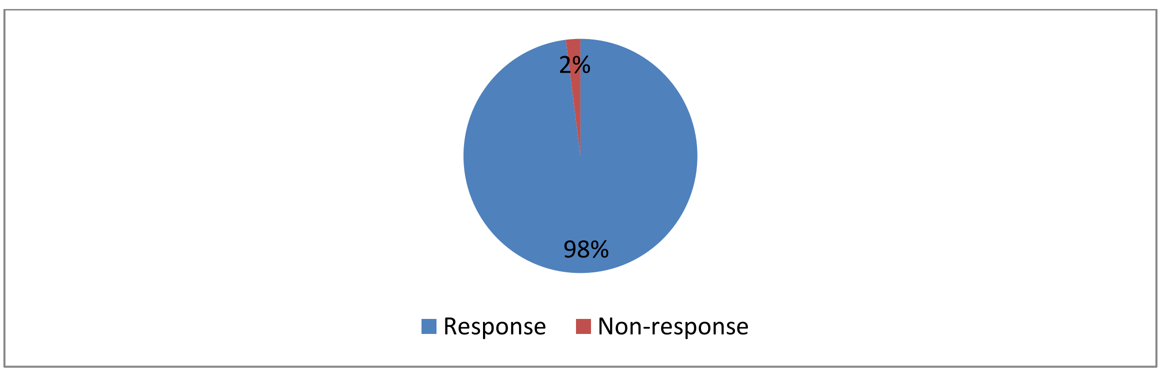
4.1.1 Response rate

The researcher explored the actual number of the respondents that participated in the study from the total sample. The results were tabulated in the table as shown;

Table 4: Response rate

Category	Frequency	Percentage
Response	80	98
Non-response	2	2
Total	**82**	**100**

Figure 2: Response rate



The study indicated that those who respondent to the study were 98% while those who did not were 2%. The response rate met the threshold of sufficient rate for the study since it was above 50% of the sampled respondents (Kumar, 2015).

4.1.2 Background information

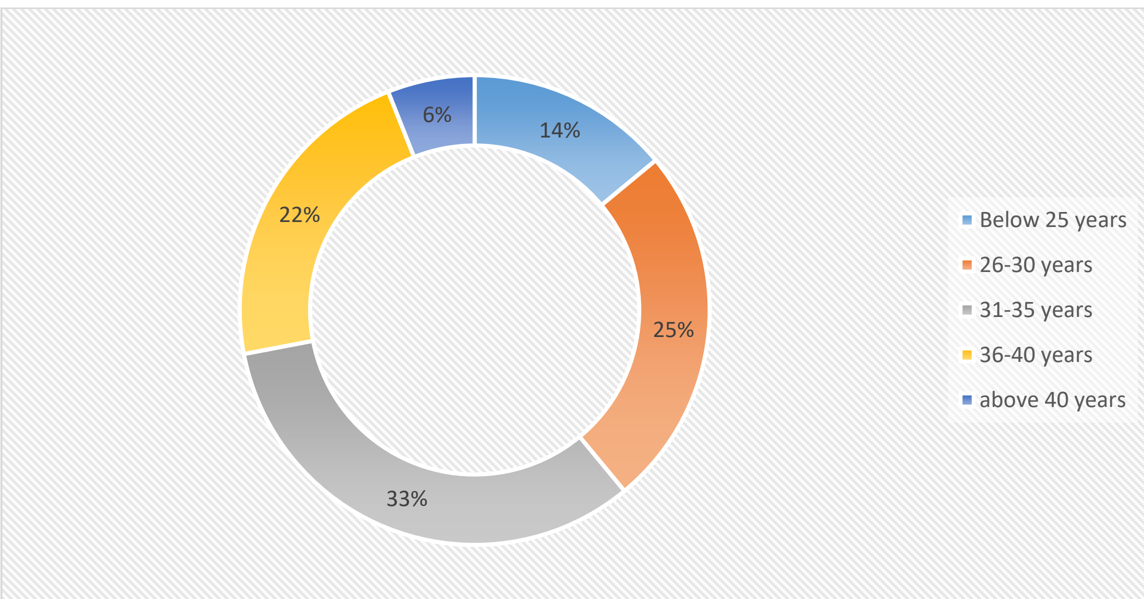
4.1.2.1 Age of respondents

The study aimed at establishing the age of the respondents and the results were tabulated in the table as shown;

Table 5: Age of respondents

Category	Frequency	Percentage
Below 25 years	10	14
26-30 years	20	25
31-35 years	27	33
36-40 years	18	22
Above 40 years	5	6
Total	**80**	**100**

Figure 3: Age of respondents



The age of respondents was established to be those below 25 years were at 15%, between 26-30 years at 24%, between 31-35 years at 33%, between 36-40 years at 22% and those above 40 years were at 6%. The target age distribution for the study should be represented to ensure an all-inclusive 4.and authentic study (Rubin, 2012). The study met this threshold.

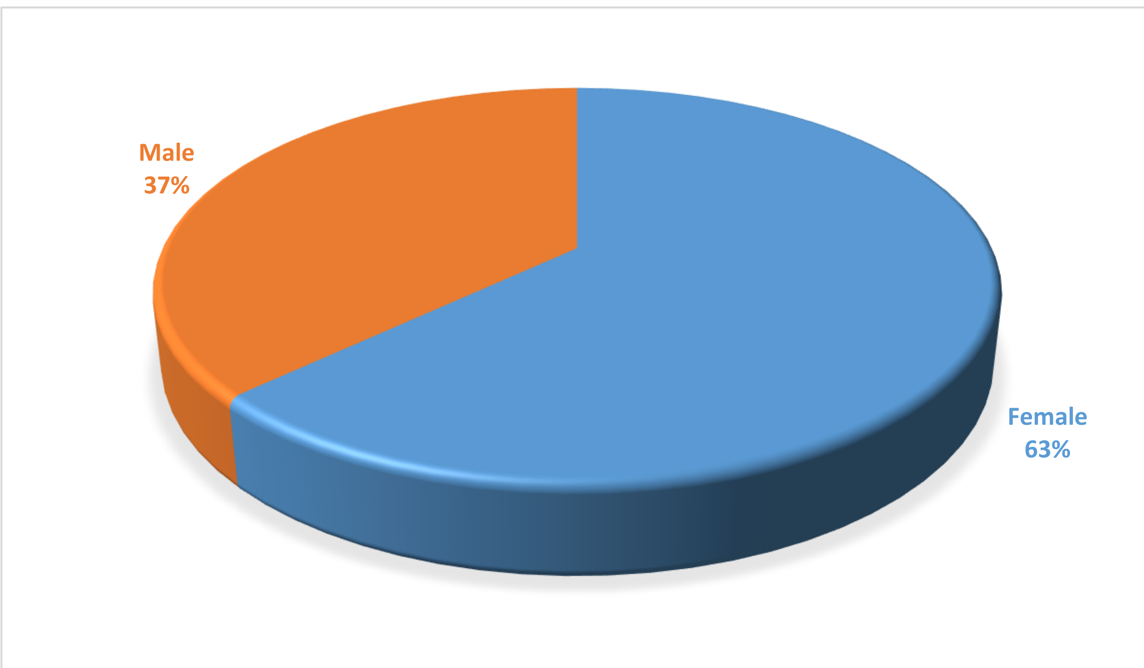
4.1.2.2 Gender of respondents

The study sought to determine the age of those respondents that took part in the study. The findings were presented on the table as shown;

Table 6: Gender of respondents

Category	Frequency	Percentage
Female	50	63
Male	30	37
Total	**80**	**100**

Figure 4: Gender of respondents



The results indicated that 63% of the respondents were female while the remaining 37% were male. The perception of both gender in the study was important and the study met the 1/3 gender rule in Kenya (Kenyan Constitution, 2010).

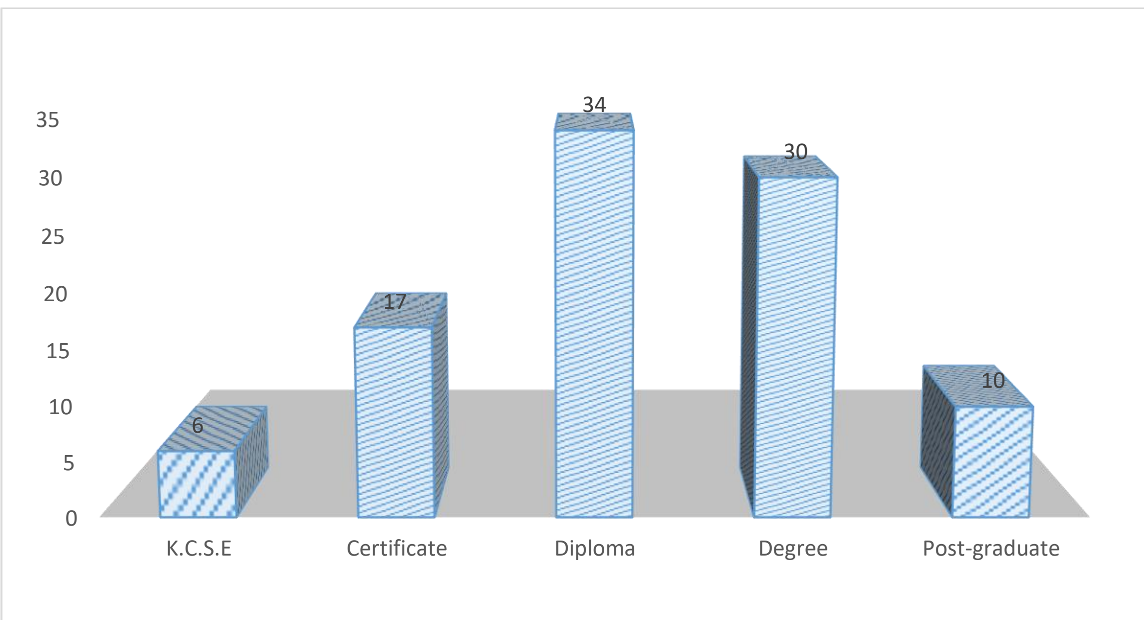
4.1.2.3 Academic qualifications

The academic qualifications of the respondents were sought and the results were tabulated on the table as shown;

Table 7: Academic qualifications

Category	Frequency	Percentage
K.C.S.E	5	6
Certificate	14	17
Diploma	28	34
Degree	25	30
Post-graduate	8	10
Total	**80**	**100**

Figure 5: Academic qualifications



The academic qualifications of respondents were established to be that those with K.C.S.E were at 6%, certificate at 17%, diploma at 34%, degree at 30% and post-graduate at 12%. Measuring of the academic levels of respondents in a study is necessary to indicate the level of professionalism and authenticity of the data obtained from the respondents (Aaker & Day, 2015).

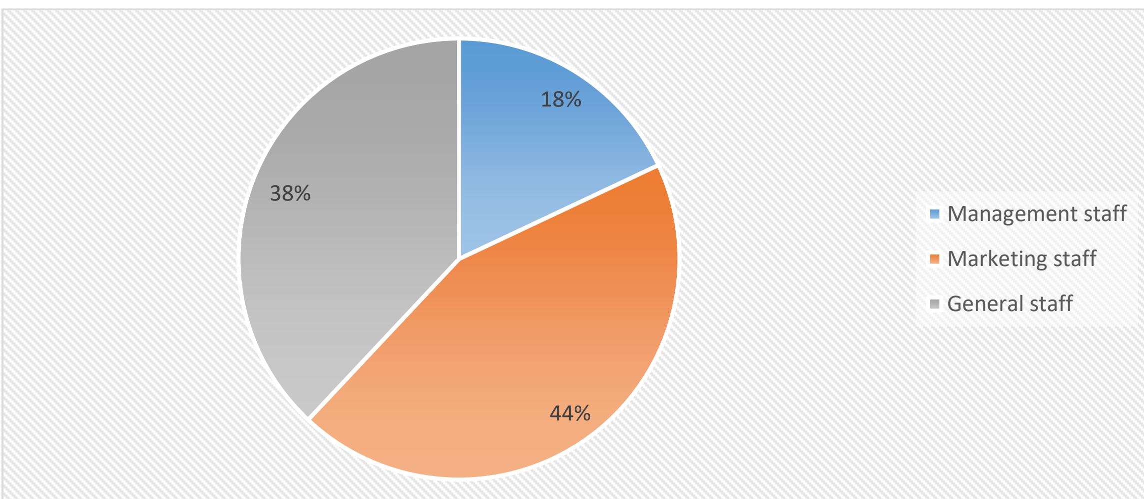
4.1.2.4 Current position

The position that respondents hold in the organization was sought to be determined and the data presented on the table as shown;

Table 8: Current position

Category	Frequency	Percentage
Management staff	15	18
Marketing staff	35	44
General staff	30	38
Total	**80**	**100**

Figure 6: Current position



The current position respondents held in the organization was determined to be that management staff were at 18%, marketing staff at 43% and general staff at 39%. The departmental positions were well represented in the study to meet the sought objectives of the study from the positions held. The academic qualifications of the respondents, experience and expertise in a field of interest in the study is crucial in obtaining the relevant information for the study (Parahoo, 2010).

4.1.3 Training and development

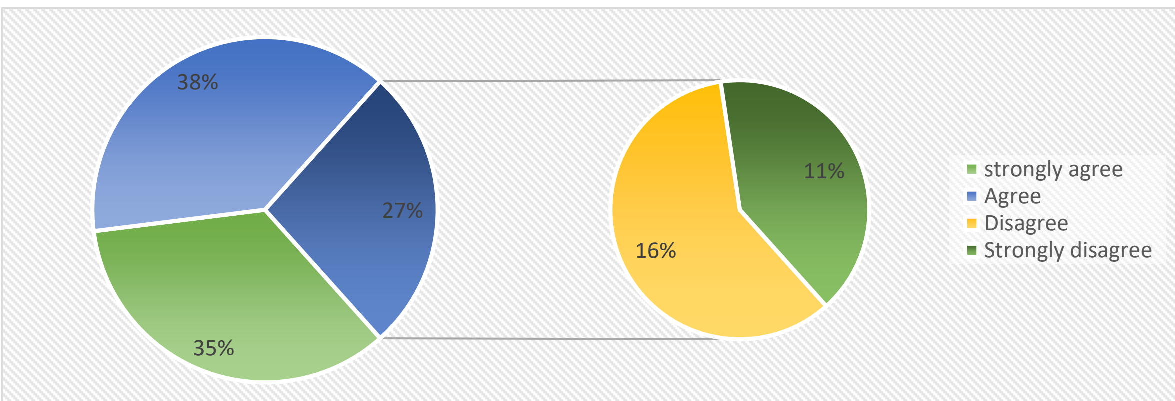
4.1.3.1 Frequency of training on performance

The aim of the researcher was to establish whether frequency of training helps to increase organizational performance or not. The data obtained was tabulated on the table as shown;

Table 9: Frequency of training on performance

Category	Frequency	Percentage
Strongly agree	28	35
Agree	30	38
Disagree	13	16
Strongly disagree	9	11
Total	**80**	**100**

Figure 7: Frequency of training on performance



The frequency of training in organization helps to increase organizational performance according to 73% who agreed while the remaining 27% of the respondents did not agree.

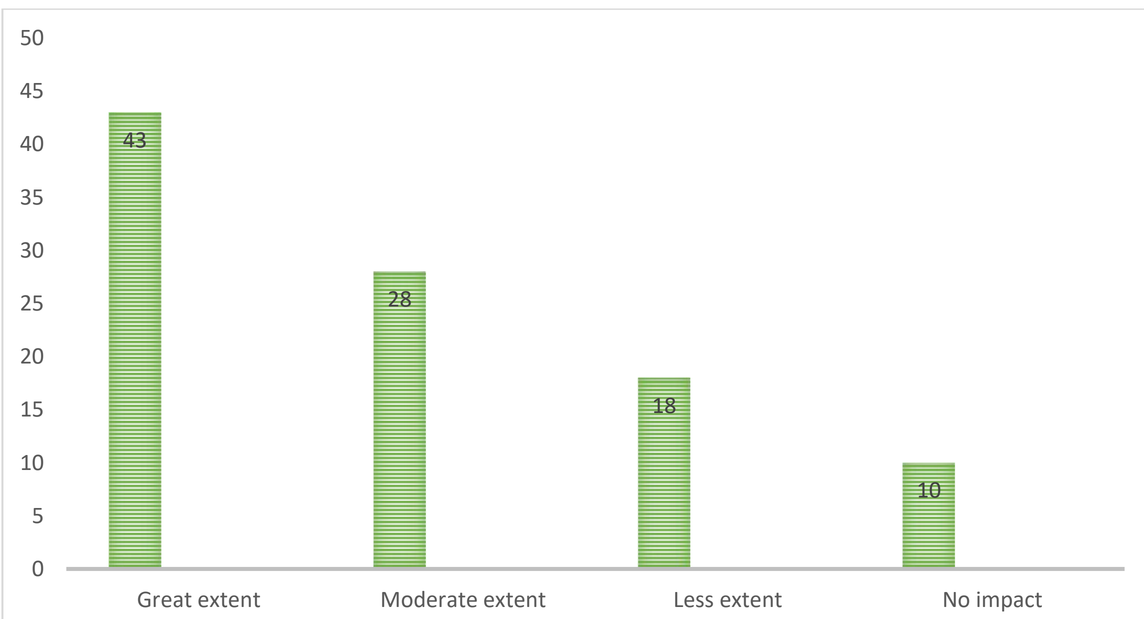
4.1.3.2 Career development on satisfaction

This was to determine the extent at which career development helps in improving the employee satisfaction in organization. The results were presented on the table as shown;

Table 10: Career development on satisfaction

Category	Frequency	Percentage
Great extent	35	43
Moderate extent	22	28
Less extent	15	19
No impact	8	10
Total	**82**	**100**

Figure 8: Career development on satisfaction



The career development was noted help in improving the employee satisfaction in organization to a great extent according to 43%, moderate extent at 28%, less extent at 19% and no impact at 10%.

4.1.4 Recruitment practices

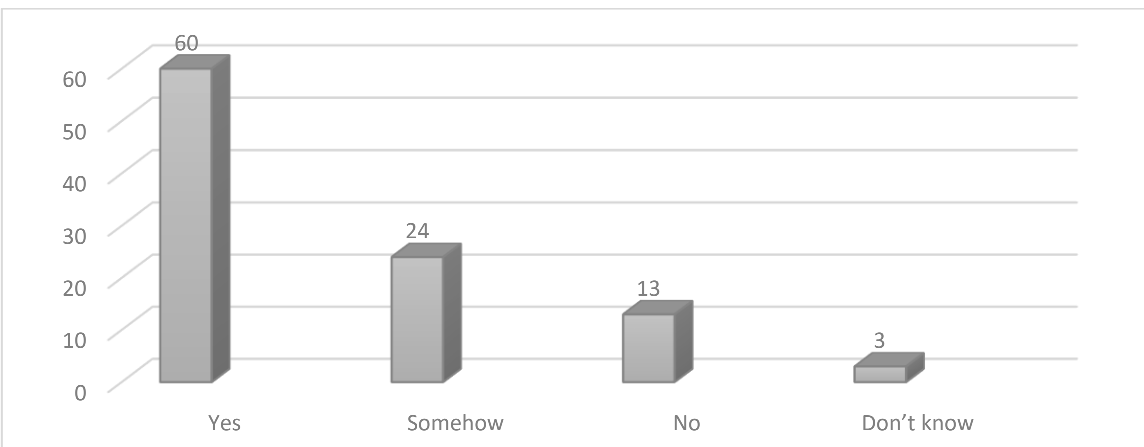
4.1.4.1 Employee relation in Kenya Revenue Authority on reduced operation costs

The study sought to determine whether Training and development on performance help in reducing operation costs for effective organizational performance or not. The findings were presented on the table as shown;

Table 11: Employee relation in Kenya Revenue Authority on reduced operation costs

Category	Frequency	Percentage
Yes	48	60
somehow	20	24
No	10	13
Don't know	2	3
Total	**80**	**100**

Figure 9: Employee relation in Kenya Revenue Authority on reduced operation costs



The study established that Training and development on performance helps in reducing operation costs for effective organizational performance according to 60%, somehow at 24%, no at 13% and don't know at 3%.

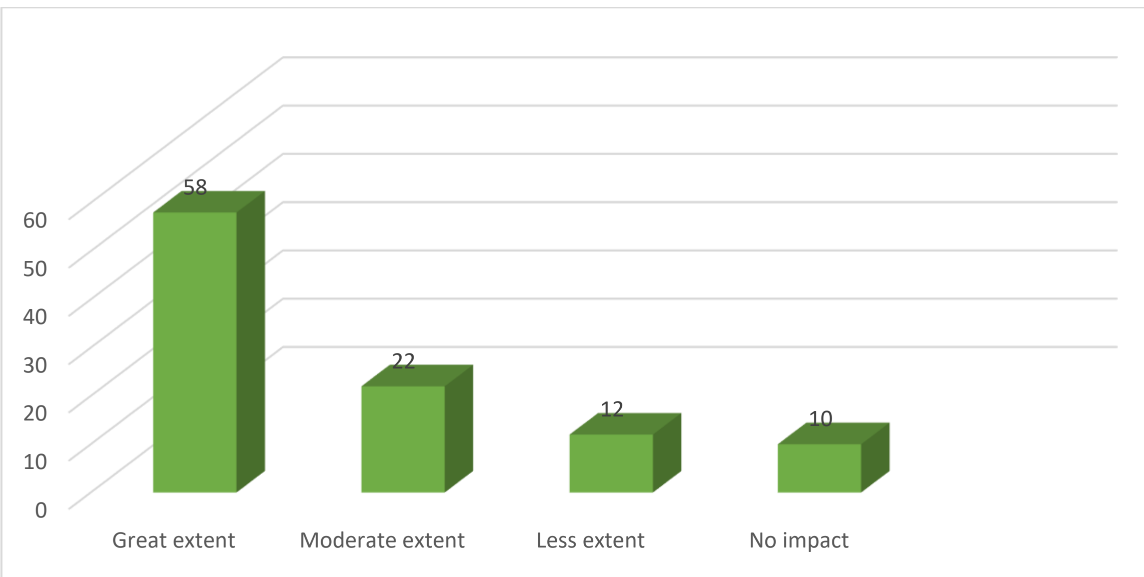
4.1.4.2 Employee relation in Kenya Revenue Authority on reducing ordering time

The extent at which Training and development on performance helping in reducing ordering time and follow up in the supply process was sought and the data presented on the table as shown;

Table 12: Employee relation in Kenya Revenue Authority on reducing ordering time

Category	Frequency	Percentage
Great extent	46	58
Moderate extent	18	22
Less extent	10	12
No impact	6	8
Total	**80**	**100**

Figure 10: Employee relation in Kenya Revenue Authority on reducing ordering time



The results indicated that Training and development on performance helps in reducing ordering time and follow up in the supply process to a great extent according to 58%, moderate extent at 22%, less extent at 12% and no impact at 10%.

4.1.5 Tender processing

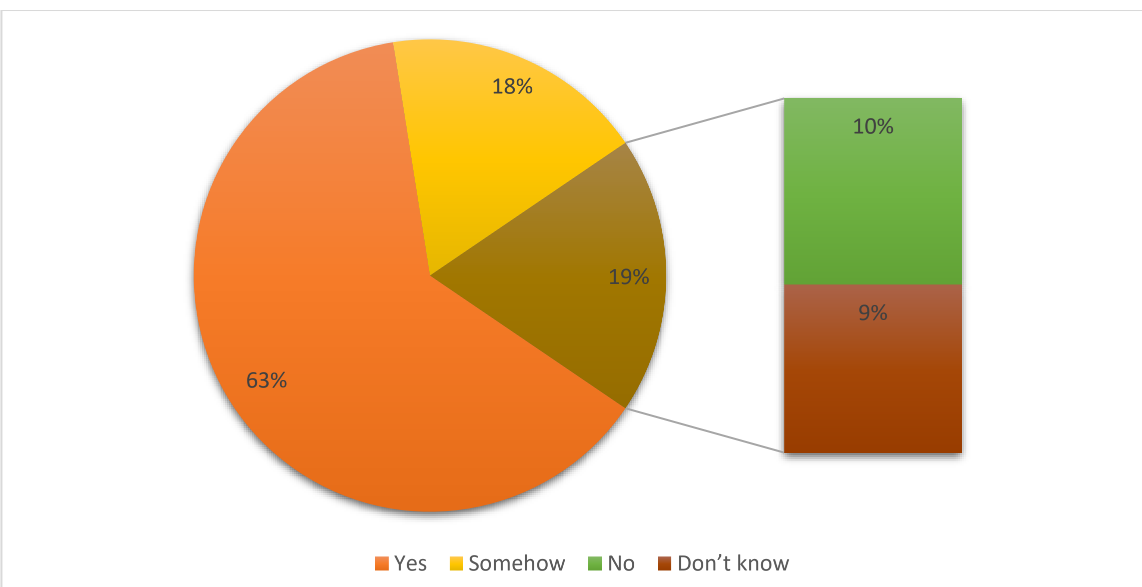
4.1.5.1 Compensation on performance on competitive advantage

The study aimed at determining whether Compensation on performance adds competitive advantage to the organization performance or not and the findings were tabulated on the table shown;

Table 13: Compensation on performance on competitive advantage

Category	Frequency	Percentage
Yes	50	63
somehow	15	18
No	8	10
Don't know	7	9
Total	**80**	**100**

Figure 11: Compensation on performance on competitive advantage



The study noted that Compensation on performance adds competitive advantage to the organization performance according to 63% of the respondents, 18% for somehow, 10% for no and 9% for don't know.

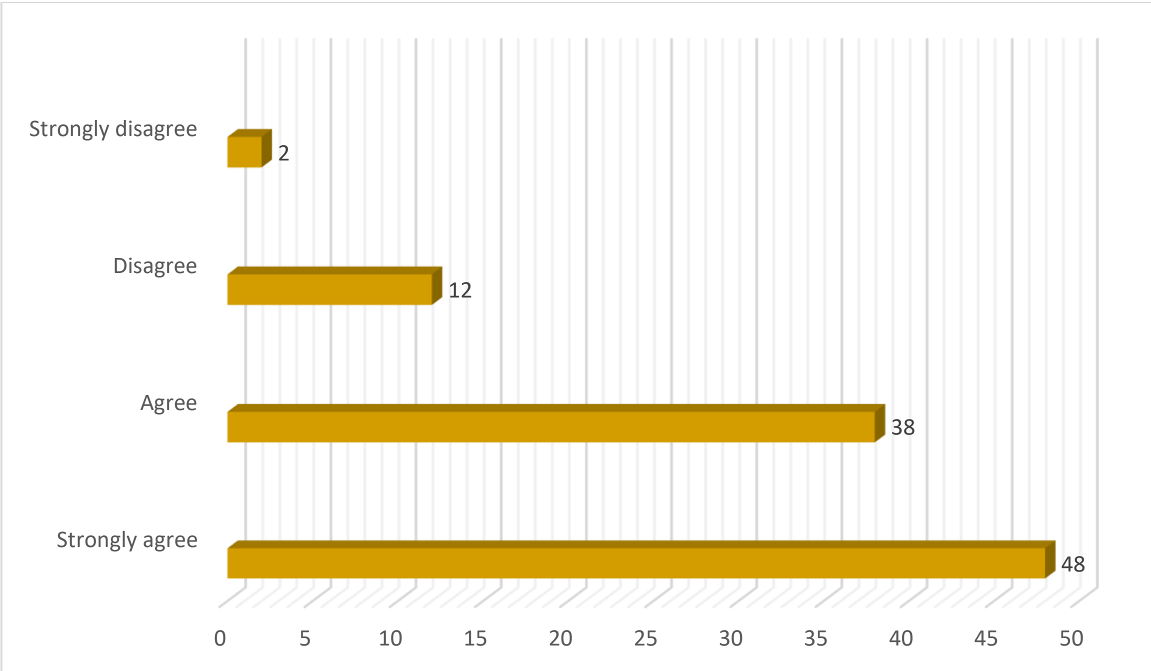
4.1.5.2 Compensation on performance on proper planning and management

This was to explore whether Compensation on performance leads to proper planning and management or not and the findings were tabulated on the table as shown;

Table 14: Compensation on performance on proper planning and management

Category	Frequency	Percentage
Strongly agree	38	48
Agree	30	38
Disagree	10	12
Strongly disagree	2	2
Total	**80**	**100**

Figure 12: Compensation on performance on proper planning and management



The results established 86% agreed that Compensation on performance leads to proper planning and management while 14% did not agree to this.

4.1.6 Specification development

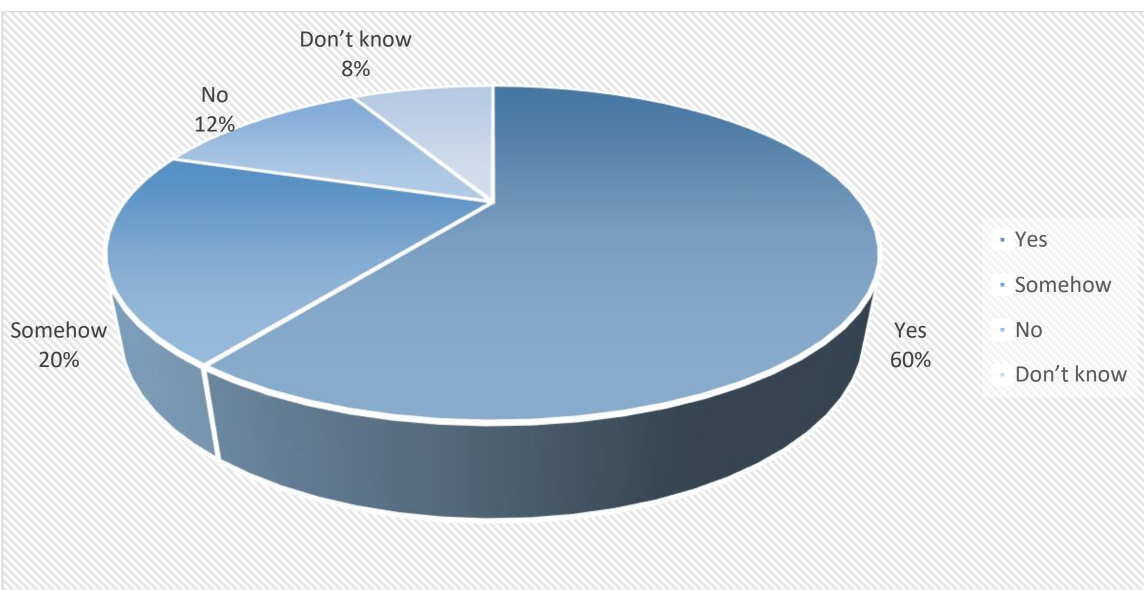
4.1.6.1 Employee relation on performance on competition

This was to determine whether Employee relation on performance allows fair and open competition in procurement policy procedures or not and the findings were presented on the table as shown;

Table 15: Employee relation on performance on competition

Category	Frequency	Percentage
Yes	48	60
somehow	16	20
No	10	12
Don’t know	6	8
Total	**80**	**100**

Figure 13: Employee relation on performance on competition



The results postulated that 60% agreed to Employee relation on performance allowing fair and open competition in procurement policy procedures, 20% for somehow, 12% for no and 8% did not know.

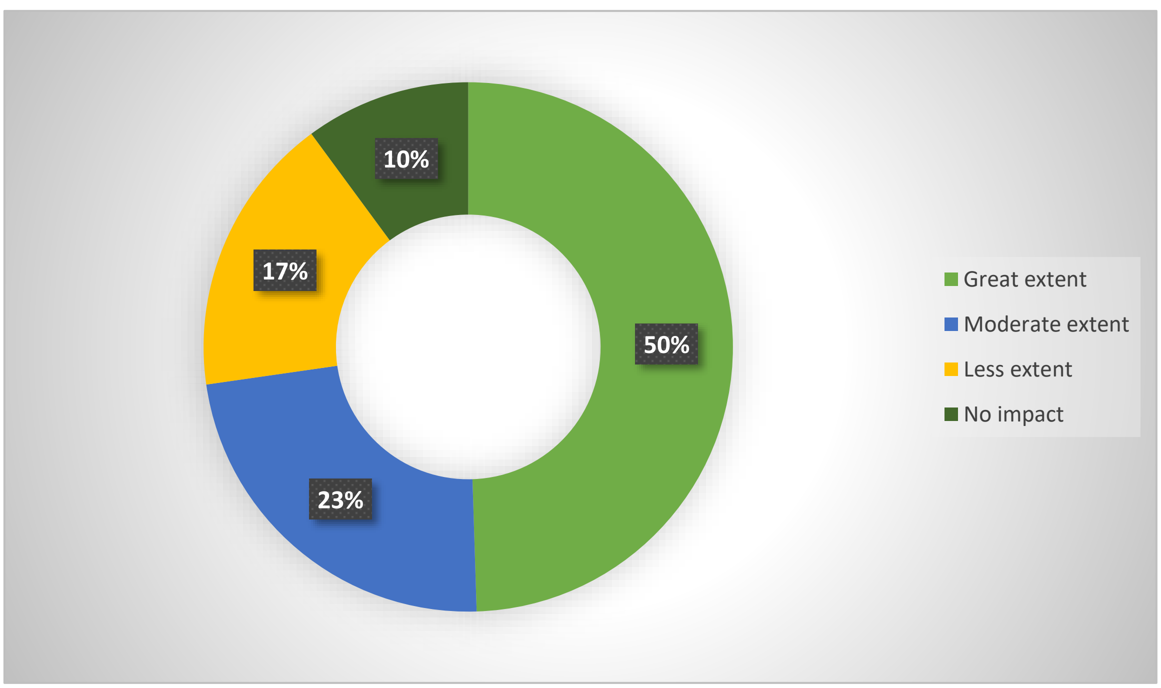
4.1.6.2 Employee relation on performance on items quality

The researcher sought to establish the extent at which Employee relation on performance determines quality of items supplied and the data was presented on the table as shown;

Table 16: Employee relation on performance on items quality

Category	Frequency	Percentage
Great extent	40	50
Moderate extent	18	23
Less extent	14	17
No impact	8	10
Total	**80**	**100**

Figure 14: Employee relation on performance on items quality



The study noted that Employee relation on performance determines quality of items supplied according to 50%, moderate extent at 23%, less extent at 17% and no impact at 10%.

4.2 Limitations of the study

In pursuit of this study, several limitations were encountered. Some employees did not answer all the questions in the questionnaire. Some customers felt like it was a waste of their precious time while others perceive it as nagging and this affected their willingness to fill all the questions honestly. This was solved by creating a better approach and only focusing energy on the friendly customers.

The study was limited to KCAA head office due to the limited resources available to carry out studies in other several branches. The researcher did not have enough time to have a wider scope of study in other branches and even full day at the head office since the only time available during the study was in the afternoon which was not convenient for some respondents.

4.3 Chapter Summary

The study focused on the findings from the field by presenting data from each variable in different sub-heading to make specific explorations. The data was presented in well labeled tables and graphs from which an interpretation was made and some statement made to make clear the findings for easy analysis in the next chapter.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

The chapter presented the summary of the findings from chapter four from which the conclusion on the variables under were made. The recommendations giving the way forward and further studies were done based on the research questions under study.

5.1 Summary of Findings

5.1.1 Background information

The study indicated that those who respondent to the study were 97% while those who did not were 3%. The response rate met the threshold of sufficient rate for the study since it was above 50% of the sampled respondents (Kumar, 2015). The age of respondents was established to be those below 25 years were at 15%, between 26-30 years at 24%, between 31-35 years at 33%, between 36-40 years at 22% and those above 40 years were at 6%. The target age distribution for the study should be represented to ensure an all-inclusive 4.and authentic study (Rubin, 2012). The study met this threshold. The results indicated that 63% of the respondents were female while the remaining 37% were male. The perception of both gender in the study was important and the study met the 1/3 gender rule in Kenya (Kenyan Constitution, 2010). The academic qualifications of respondents were established to be that those with K.C.S.E were at 7%, certificate at 17%, diploma at 34%, degree at 30% and post-graduate at 12%. Measuring of the academic levels of respondents in a study is necessary to indicate the level of professionalism and authenticity of the data obtained from the respondents (Aaker & Day, 2015). The current position respondents held in the organization was determined to be that management staff were at 18%, marketing staff at 43% and general staff at 39%. The departmental positions were well represented in the study to meet the sought objectives of the study from the positions held. The academic qualifications of the respondents, experience and expertise in a field of interest in the study is crucial in obtaining the relevant information for the study (Parahoo, 2010).

5.1. Recruitment practice on performance

The use of supplier selection procedure in organization helps to increase organizational performance according to 73% who agreed while the remaining 27% of the respondents did not agree. The effective supplier selection procedure was noted help in controlling the inventory stocks in organization to a great extent according to 43%, moderate extent at 29%, less extent at 18% and no impact at 10%.

5.1.3 Training and development on performance

The study established that Training and development on performance helps in reducing operation costs for effective organizational performance according to 60%, somehow at 24%, no at 13% and don’t know at 3%. The results indicated that Training and development on performance helps in reducing ordering time and follow up in the supply process to a great extent according to 56%, moderate extent at 22%, less extent at 12% and no impact at 10%.

5.1.4 Compensation on performance

The study noted that Compensation on performance adds competitive advantage to the organization performance according to 61% of the respondents, 22% for somehow, 12% for no and 5% for don’t know. The results established 84% agreed that Compensation on performance leads to proper planning and management while 16% did not agree to this.

5.1.5 Employee relation on performance

The results postulated that 58% agreed to Employee relation on performance allowing fair and open competition in procurement policy procedures, 19% for somehow, 13% for no and 10% did not know. The study noted that Employee relation on performance determines quality of items supplied to a great extent according to 49%, moderate extent at 23%, less extent at 17% and no impact at 11%.

5.2 Conclusion

On recruitment practice, the study concluded that the use of recruitment practice in organization helps to increase organizational performance. The conclusion determined that effective recruitment practices help in human resource management in organization to a great extent. On e-procurement, the conclusion was that Training and development on performance helps in reducing operation costs for effective organizational performance. It was also concluded that training and development helps in reducing ordering time and follow up in the human resource to a great extent.

On compensation, study noted that Compensation on performance adds competitive advantage to the organization performance. Also, the conclusion was that Compensation on performance leads to proper planning and management.

On employee relation, the conclusion noted that Employee relation on performance allows fair and open competition in human resource. The conclusion also noted that Employee relation on performance determines quality of items supplied to a great extent.

5.3 Recommendations

5.3.1 Recruitment practice

In the strategic planning of an organization to enhance organizational performance, supplier selection procedure should be considered since it's a reliable factor on organizational performance. Controlling of the inventory stocks is determined by the supplier selection procures to a great extent and therefore this should be considered.

5.3.2 Training and development

Every organization looks for ways to reduce on the costs during procurement process and therefore training and development should be embraced for effective organizational performance. Time is of essence especially during the Strategic Human Resource Management and so organizations should adopt employee relation in Kenya Revenue Authority to reduce ordering time and follow up in the Strategic Human Resource Management to a great extent.

5.3.3 Compensation

Competitive advantage of an organization in the Strategic Human Resource Management is very important and therefore tendering processing should be well affected to achieve this. Also, for proper planning, Compensation on performance should be given priority effective planning and management.

5.3.4 Employee relation

The organizations carrying out procurement policy process should consider using Employee relation on performance for fair and open competition. Since Employee relation on performance determines quality of items supplied to a great extent, this should be a priority to organizations in procurement policy procedure.

5.4 Suggestions for Further Studies

The current study was done in a Kenya Revenue Authority; similar study can be conducted in the Kenya Airport Authority while maintaining same variables. Equally, introduction of a moderating variable can be considered in future studies. The moderating variable can be on leadership and management style. Further studies can also consider evaluating risk management strategies on the financial performance of aviation companies.

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APPENDIX 1

QUESTIONNAIRE

This study is meant for educational purposes; it will investigate challenges facing employee relation in Kenya Revenue Authority implementation in national government. Kindly provide responses to these questions as fairly as possible. Responses will be preserved as private. Please tick [ ] where suitable or fill the required information in the spaces provided.

SECTION A

General information:

1. Gender

Male [ ]

Female [ ]

2. Highest level of education

Bachelors degree & above [ ]

Diploma [ ]

College certificate [ ]

K.C.S.E [ ]

Others [ ]

3. Age

21-25 Years [ ]

26-30 Years [ ]

21-35 years [ ]

Above 35 years [ ]

4. Working experience in the organization

3 years or less [ ]

6 -10 years [ ]

Above 10 Years [ ]

SECTION B

Infrastructure

5. Does infrastructure affect the execution of e procurement in Kenya Revenue Authority?

Yes [ ]

No [ ]

Undecided [ ]

6. The following are examples of Public Infrastructure. Kindly arrange them in the order of how conveniently they help in the implementation of human resource strategy in Kenya Revenue Authority and give an example in each category

Transportation infrastructure

Water infrastructure

Power and energy infrastructure

Telecommunications infrastructure

Political infrastructure

Educational infrastructure

Health infrastructure

Recreational infrastructure

7. What examples of infrastructures do your organizations have and how do they affect the implementation of e procurement in Kenya Revenue Authority?

…………………………………………………………………………………………………
…………………………………………………………………………………………………
……………………………………………………………………………

Training

8. Does Training affect the execution of e procurement in Kenya Revenue Authority?

Yes [ ]

No [ ]

Undecided [ ]

9. The following are the benefits of training employees for effective e-Procurement practices. Kindly arrange them starting with the most important ones

Greater access to suppliers [ ]

Increased productivity [ ]

Cost efficient t[ ]

Global Reach [ ]

Reduced Transaction Time [ ]

Increased Standardization [ ]

10. How does Training affect the execution of e procurement in Kenya Revenue Authority?

…………………………………………………………………………………………………
…………………………………………………………………………………………………
……………………………………………………………………………

Resistance to change

11. Does resistance to change affect the implementation of e procurement in?

Yes [ ]

No [ ]

Undecided [ ]

12. What are the reasons for resistance to change in the implementation of e procurement in the Kenya Revenue Authority?

Misinterpretation about the need for revolution/when the reason for the revolution is unclear [ ]

Fear of the unknown [ ]

Lack of competence [ ]

Connected to the old way [ ]

Fear of job loss [ ]

Poor communication [ ]

Others [ ]

13. How can Resistance to Change be managed?

Change management right the first time [ ]

Impact on current job role [ ]

Expect resistance to change [ ]

Address resistance formally [ ]

Others [ ]

14. How does resistance to change affect the execution of e procurement in Kenya Revenue Authority?

…………………………………………………………………………………………………
…………………………………………………………………………………………………
………………………………………………………………………………

Data Security

15. Does lack of data security affect the implementation of human resource development in Kenya Revenue Authority?

Yes [ ]

No [ ]

Undecided [ ]

16. What is the impact of compensation in relation to huma6y in Kenya Revenue Authority?

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SECTION C

17 There have been obstacles for rapid adoption of employee relation in Kenya Revenue Authority by Kenya Revenue Authority. True or False?

True [ ]

False [ ]

Undecided [ ]

18 What obstacles does Kenya Revenue Authority have in the implementation of Human resource development?

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