

Effect of Selected Human Capital Strategies on Organizational Performance: A Case of Public University Campuses in Nakuru County, Kenya

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ABSTRACT

Kenyan universities are operating in an environment of rapid change with supply driven education, reduced budgetary support from the government and rapid advances in technology. Organizations are increasingly looking at human capital as a unique asset that can provide sustainable competitive advantage and superior performance. The purpose of this research was to determine the effect of selected human capital strategies on organizational performance. The specific objectives were to: determine the effect of motivational strategies on organizational performance, establish the effect of knowledge management strategies on organizational performance, determine the effect of training strategies on organizational performance and establish the combined effect of motivation, knowledge management and training strategies on organizational performance. The target population consisted of managers, academic staff and non-academic staff in campuses of public universities in Nakuru County, Kenya. Stratified random sampling and simple random sampling techniques were used to determine the sample of each stratum of various sub population of total sample unit size of 194. A questionnaire was used to collect data. The instrument was pilot tested to ascertain the content, construct and face validity. Reliability coefficient 0.7 and above was accepted. The study employed both descriptive and inferential statistics to present and analyze the data. Pearson correlation was used to determine the relationship between the variables and multiple regression analysis was used to determine the effect of human capital strategies and organizational performance. The Statistical Package for Social Science (SPSS) a computer programme for windows aided the data analysis. The results showed that training strategies and knowledge management strategies showed a strong positive relationship respectively while motivational strategies had a moderate positive relationship on organizational performance. The study recommends that public universities campuses should adopt HCS to enhance their performance. The study suggest that further studies should be conducted with other variables of HCS like incentive system and manpower supply system and other factors contributing to organization performance. Further studies should also be done on each cadre of employees separately.

TABLE OF CONTENTS

<u>DECLARATION AND RECOMMENDATION</u>	ii
<u>COPYRIGHT</u>	iii
<u>DEDICATION</u>	iv
<u>ACKNOWLEDGEMENT</u>	v
<u>ABSTRACT</u>	2
<u>TABLE OF CONTENTS</u>	3
<u>LIST OF TABLES</u>	x
<u>LIST OF FIGURES</u>	xi
<u>LIST OF ABBREVIATION AND ACRONYMS</u>	xii
<u>CHAPTER ONE: INTRODUCTION</u>	1
1.1 <u>Background of the Study</u>	1
1.2 <u>Statement of the Problem</u>	4
1.3 <u>Objectives of the Study</u>	5
1.4 <u>Hypothesis of the Study</u>	5
1.5 <u>Significance of the Study</u>	5
1.6 <u>The Scope of the Study</u>	6
1.7 <u>Limitation of the Study</u>	6
1.8 <u>Assumptions of the Study</u>	6
1.9 <u>Operational Definition of Terms</u>	6
<u>CHAPTER TWO: LITERATURE REVIEW</u>	8
2.1 <u>Introduction</u>	8
2.2 <u>Theoretical Perspective</u>	8
2.3 <u>Human Capital Strategies</u>	10
2.3.1 <u>Human Capital Strategies and Organization Performance</u>	12
2.4 <u>Empirical Research</u>	13
2.5 <u>Motivational Strategies and Organization Performance</u>	15
2.5.1 <u>Career Development Programmes</u>	16
2.5.2 <u>Recognition of Good Work</u>	16
2.5.3 <u>Rewarding Employee</u>	18

2.5.4 Effective Communication	19
2.5.5 Participative Management	19
2.6 Knowledge Strategies and Organization Performance	21
2.7 Training Strategies and Organization Performance	22
2.8 Organizational culture and Physical Capital	23
2.9 Customer Satisfaction and Quality of service	23
2.10 Conceptual Framework	24
CHAPTER THREE: RESEARCH METHODOLOGY	26
3.1 Introduction	26
3.2 Research Design	26
3.3 Location of the Study	26
3.4 Population of the Study	26
3.5 Sampling Procedure and Sample Size	27
3.6 Research Instruments	28
3.7 Validity and Reliability of the Instruments	28
3.7.1 Validity	28
3.7.2 Reliability	29
3.8 Data Collection Procedure	29
3.9 Data Analysis	30
CHAPTER FOUR: RESULTS AND DISCUSSION	31
4.1 Introduction	31
4.2 Descriptive Analysis	31
4.2.1 Respondents Demographic statistics	31
4.2.2 Motivation Strategies used by Universities in Nakuru County	33
4.2.3 Performance Measurement Indicators	34
4.2.4 Knowledge Management Strategies used by Universities in Nakuru	36
4.2.5 Training Strategies used by Public Universities Campuses in Nakuru	38
4.3 Hypotheses Testing	39

<u>4.3.1 Motivational Strategies and Organization Performance</u>	40
<u>4.3.2 Knowledge Management Strategies and Organization Performance</u>	40
<u>4.3.3 Training Strategies and Organization Performance</u>	40
<u>4.3.4 Human Capital Strategies and Organization Performance</u>	41
<u>CHAPTER FIVE: SUMMARY , CONCLUSIONS AND RECOMMENDATIONS</u>	44
<u>5.1 Introduction</u>	44
<u>5.2 Summary of Findings</u>	44
<u>5.3 Conclusions</u>	45
<u>5.4 Recommendations</u>	46
<u>5.4.1 Recommendations for Policy Makers</u>	46
<u>5.4.2 Recommendation for Further Research</u>	46
<u>REFERENCE</u>	47
<u>APPENDIX I: LETTER TO RESPONDENTS</u>	54
<u>APPENDIX 11: QUESTIONNAIRE FOR UNIVERSITY EMPLOYEES</u>	55