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Relationship between High Performance Work Practices and Employee Performance: A Case of Mumias Sugar Company Limited, Kenya

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Abstract:

In order to cope with increasingly dynamic environments that demand rapid innovation and continuous changes, organizations shift its work nature to more decentralized and self-directed so that employees can use their initiatives to solve the problems and change the existing organizational settings. Organization's success and sustained competitive advantage depend on appropriate human resources (HR) strategies that promote employee well-being and care to foster employees' personal initiatives and proactive behavior. High performance Work Practices (HPWPs) are expected to increase workers effective discretionary effort, leading to improved employee performance in terms of product quality and higher profits as well as to a more satisfied workforce. Absence of High Performance Work Practices leads to increased labour turn over, poor organizational image, low profits, poor employee relations, increased work place accidents, emotional labour, burn out, intention to leave and lower levels of discretionary efforts. The international Labour Organization's global report on Work-life balance in 2010 found Kenya to have the highest prevalence of long working hours thus lack of Quality of work life which leads to reduced performance levels. The main objective of this study is to investigate the relationship between High Performance Work Practices and employee Performance at Mumias Sugar Company (MSC). The specific objective will be to determine how extensive Training influence employee performance at Mumias Sugar Company, To examine the influence of information sharing on employee performance at Mumias Sugar Company, To determine the extent to which self managed teams and decentralized decision making influence employee performance at Mumias Sugar Company, To investigate the influence of flexible work arrangement on employee performance at Mumias Sugar Company and to establish the extent to which moderating effect of managerial support influence the relationship between High Performance work Practices and employee Performance at Mumias Sugar Company. Survey research design will be carried out at Mumias Sugar Company. Descriptive research design will be used in this study. Primary data will be collected by use of questionnaires and interviews while secondary data will be collected from journals, books and reports. Data will be analyzed through descriptive statistic and inferential (Multiple linear regression and correlation coefficient using statistical package for social sciences (SPSS). This technique gives simple summary about the sample data and present quantitative descriptions in a manageable form.

Keywords: *Gross development product, high performance work practices, human resource management, human resource, International labour organization, flexible work arrangements, teams and decentralized decision making, work life balance, extensive employee training, employee involvement, information sharing, best fit*

1. Introduction

1.1. Background of the Study

Organizational performance could be enhanced by aligning the performance management techniques with HRM practices (Hartog et al., 2004). Globally and more significantly in Kenya, the sugar industry has evolved in the past 46 years into a formidable force that has transformed the social and economic well-being of many people. Performance in the Sugar Companies in Kenya is important since it contributes to the economic prosperity of any entity Giuca and Barrette, (2011). Performance enhances profitability of the organization (Gul et al., 2012). Though performance is considered as a top strategic priority amongst organizations, very few have achieved it and even fewer have been found to sustain it. In order to cope with increasingly dynamic environments which, demand rapid innovation and continuous changes, organizations are forced to shift their nature of work to more self-directed and decentralized way so that employees can use their initiative to solve the problems facing them and change the existing organizational settings (Parker, Williams, & Turner, 2006).

Some commentators have suggested that certain practices always bring benefits whereas others have suggested that they need to be fitted to the organization - Universalist and contingent views respectively (Guest et al.2004) a Universalist perspective argues that there are a number of HR practices which if adopted will always result in superior performance whatever the context. Some have concluded that it is the intensity with which HR practices that are adopted that has greater effect on performance than organizational fit Huselid and Becker, (1997). Thompson (2000) found that both the number of HR practices adopted and the percentage of the workforce covered were differentiating factors in terms of performance.

The contingency model on the other hand argues that a distinct combination will work only under specified conditions or with specific groups of staff. Complementing the contingency view are other concepts such as the resource-based view of the firm (Barney 1991), which argues that resources internal to the organization are a source of competitive advantage to the extent that they are rare, inimitable, and difficult to substitute. (HPWPs) have two components of inimitability: path dependency which is developed over time other than acquired over shelf and casual ambiguity which is easily understood in concept but requiring subtle and numerous interrelationships which are less easy to see in practice (Collis and Montgomery, 1997)

Contingency model argues for internal contingency and suggests that practices need to be bundled into meaningful groups of practices. There is evidence in support of this bundling view since it is not practices per se that make the difference but the degree to which they align with each other to create meaningful 'bundles' of practice (Schuler, 1997). Various studies have found out that adoption of single practices does not deliver the same improvement of results. Kachan and Keefe (1987) reported that plants which adopted team-based working without implementing other changes performed worse than those which had not. Ichnowski and Shaw, (1995) also found that the adoption of single practices did not improve productivity and was sometimes associated with decline.

Whereas some have sort to align practices into internally coherent bundles, others have opted for external alignment with the business strategy. Various studies have failed to find support for external fit argument Huselid and Becker, (1995) while MacDuffie, (1995) found evidence of results related to fit with the business strategy. In a review of British aerospace Companies, Thompson (2000) found that establishments with high skills densities use HPWP more widely which is evidence of 'fit'. Those firms following a high skill, HPWP route spend a high percentage of their non-management training budget on behavioral skills training.

Pil and MacDuffie (1996) hypothesized that firms with poor performance relative to competitors, those with longer serving employees and those with little organizational change would more likely adopt HPWP. Kenya requires to a tune of 800,000 tons of sugar in a year but local manufacturing firms can only attain 600, 000 tons of sugar which makes the country import 200,000 tonnes of sugar annually (KESREF). Mumias Sugar produces 250,000 tons of sugar annually (MSC Factory Department 2016). Achievement of such kind of ambitious targets requires the Sugar sector in Kenya to adopt High Performance Work practices for enhancing performance. Further, some commentators have been critical to the methods used for studying HRM as being biased and, therefore, limiting the scope of generalization of findings (Guest, 2001; Wright and Boswell, 2002).

Due to these limitations, there has been constant call for the use of alternative methodologies, such as case studies (Paauwe, and Boselie, 2005; Guest, 2001; Muduli, 2012). On the basis of the above context, the current study has been planned to study the relationship between HPWP and Organizational Non-Financial Performance. For this purpose, Mumias sugar Company operating in Kakamega County, Kenya has been selected.

1.1.1. Global Perspective of High Performance Work Practices

Although High Performance Work Practices (HPWSs) are an important dimension in contemporary research on workplaces, majority of research has been confined in the Western manufacturing context (Vathsala et al., 2011). High Performance Work Practices literature is majorly concerned with studying western firms which decide to revitalize their historical HR Practices by cross checking why the change and what HR policies and practices underpin the change (Mackay & Boxall, 2007).

It was given impetus by the industrial relations researchers, Appelbaum et al. 2000, whose book, *manufacturing advantage: Why high-performance work systems pay off*, spawned major interest in how workplace reforms could revive the fortunes of US manufacturing. The terminology is now commonplace across the academic fields of industrial or employment relations, HRM, organizational behavior and operations management. But the HPWS term has never been simply academic. In the United Kingdom, for example, there is a raft of official and practitioner reports on how to foster 'high performance working' (UK Commission for Employment and Skills 2010).

In Australia, the Queensland government runs a 'high-performance workplace program' to help manufacturers lift their performance (Queensland Government 2010). In New Zealand, the Department of Labour (DoL) helps fund industry associations, companies and unions to become 'high-performance working partners' (DoL 2011). Human Capital can be an organization's largest and most difficult-to-control expense, though it can also be a central ingredient affecting organizational performance (Pfeffer, 2000). Thus, a key task for researchers has been to understand how human resources can be managed to improve employee performance, maximize productivity and enhance creativity while controlling costs. Within this area of research, empirical studies have reported a positive association between high performance work Practices (HPWP) usage, subjective (Delaney & Huselid, 1996) and objective indicators of organization performance (Guthrie, 2001). (Becker & Huselid,

1998; Guthrie, 2001; Huselid, 1995) conceptualize HPWS as a set of distinct but interrelated Human Resource Management practices that together select, develop, retain, and motivate a workforce: which possesses superior abilities e.g., superior broad repertoire of skills and behavioral scripts; that applies their acquired abilities in their work-related activities; whose work-related activities e.g., actual employee behaviors/output) result in these firms achieving superior intermediate performance indicators

Theoretical (Jackson & Schuler, 1995; Lado & Wilson, 1994) and empirical Human Resource Management research (Huselid, & Mac Duffie, 1995) has led to a general consensus that the methods used by an organization to manage its workforce can have a positive impact on organization performance (Becker & Huselid, 1998; Delery & Shaw, 2001; Wright & Boswell, 2002) In developed countries, Employees are given a voice in decision making and empowered to act. HPWSs are expected to increase workers effective discretionary effort, leading to improved employee performance in terms of product quality and higher profits as well as to a more satisfied workforce (Delaney & Huselid 2010).

Firms adopt high – involvement work practices (HIWPs) as part of an organizational change process, such as the implementation of quality management initiatives (Huselid et al., 2010).

Valerie Barrad Didier & Sylvie Guereu, (2002) in their study of high involvement practices on French companies: concluded that when HR practices are combined in bundles they have a greater impact on performance than when studied individually.

1.1.2. High Performance Work Practices Kenyan Perspective

The HR practices that enhance employee competencies, commitment and productivity are often called “high-performance work practices” (HPWPs) (Appelbaum et al., 2000; Datta et al., 2005). Human resource practices that SHRM theorists consider performance enhancing are known as high-performance work practices HPWPs (Huselid, 1995). HPWP refer to a set of employee management practices that positively affect employee attitudes, motivation and performance (Sels et al., 2006).

In Kenya, HPWS denotes a system or bundle of HR practices designed to enhance employees’ skills, commitment and involvement such that employees become a source of sustainable competitive advantage (Combs et al., 2006). HPWS are a set of HR practices whose aim is to optimize utilization of workers’ knowledge, skills and abilities for the benefit of the organization (Sels et al., 2006). Although scholars do not agree on a specific set of practices comprising an HPWS configuration (Becker and Gerhart, 1996; Datta et al., 2005), practices which are evident in Kenya can be summarized into six broad categories:

Selective Staffing, Compensation, Communication, Team Work, Training and Flexible job assignments. The goal of each HR practice has helped Kenyan firms to select, develop and retain employees, or to motivate them to produce employee output which in the long run enhances competitive advantage. More specifically, High Performance Work Practices in Kenya have increased organizational effectiveness by creating conditions where employees become highly involved in the organization and work hard to accomplish its goals, in other words, by increasing their employees’ commitment to the organization and job satisfaction (Appelbaum et al., 2000) In effect, while the markets for other sources of competitive advantage become more efficient, the idea surrounding the development of a high performance workforce remain a significant unrealized opportunity for many organizations in Kenya.

1.2. Statement of the Problem

Globally and more significantly in Kenya, the sugar industry has evolved in the past 46 years into a formidable force that has transformed the social and economic well-being of many people. Performance in organizations is important since it contributes to the economic prosperity of any entity Giuca and Barrette, (2011). Though performance is considered as a top strategic priority amongst organizations, very few have achieved it and even fewer have been found to sustain it. In order to cope with increasingly dynamic environments which, demand rapid innovation and continuous changes, organizations are forced to shift their nature of work to more self-directed and decentralized way so that employees can use their initiative to solve the problems facing them and change the existing organizational settings (Parker, Williams, & Turner, 2006). An Organization’s success and sustained competitive advantage depend on appropriate Human Resource strategies that promote employee well-being and care to foster employees’ personal initiatives and performance (Bateman & Crant, 1993; Parker et al., 2006).

High-Performance Work practices (HPWP) positively impact organizational non-financial performance. Presence of High Performance Work practices leads to realization of high organizational non-financial performance. Prior research suggests that HPWP increase employees’ knowledge, skills, and abilities (Delery & Shaw, 2001) and the result is greater job satisfaction, enhanced commitment, lower employee turnover, and improved employee performance (Becker, Huselid, Pickus, & Spratt, 1997).

This issue attracted the researcher’s attention to research on some of the High-Performance Work practices and their relationship with employee performance at Mumias Sugar Company. Brewster, (2004); Cardon & Stevens (2004); Givord and Maurin, (2004); Zhu (2004), indicate that some of these HRM practices can have positive influence on organization non-financial performance although more empirical and conceptual work is required. Consequently, it is worth noting the influence of HRM practices on organization non-financial performance in a developing country such as Kenya as opposed to developed

countries. However, Guest, (1997) shows that it is important to examine HRM practices in as many settings as possible to justify the results

1.3. Objectives

1.3.1. Overall Objective

The main objective of this study is to investigate the relationship between High Performance Work Practices and Employee Performance

The specific objectives of the study are the following;

- To determine the extent to which extensive Training influence employee performance at Mumias Sugar Company
- To examine the extent to which information sharing influence employee performance at Mumias Sugar Company
- To determine the extent to which Selective Hiring influence employee performance at Mumias Sugar Company
- To determine the extent to which flexible work arrangements affect employee performance at Mumias Sugar Company
- To establish the extent to which the moderating effect of Managerial Support influence high performance work Practices and Employee performance at Mumias Sugar Company

1.4. Research Questions

- To what extent does Extensive Training Influence Employee Performance at Mumias Sugar Company?
- To what extent does information sharing influence employee performance at Mumias Sugar Company?
- To what extent does Selective hiring influence employee performance at Mumias sugar Company?
- To what extent does Flexible work arrangements influence employee performance at Mumias sugar Company?
- To what extent does Managerial Support offered by management, influence Employee Performance at Mumias Sugar Company?

1.5. Justification of the Study

High Performance Work Practices plays an integral role in the achievement of high standards in employee performance in an organization thus leading to reduced psychological outcomes and counterproductive work behavior. This study seeks to make contributions to knowledge, practice, and government policy. Information obtained from this study is expected to benefit employees, employers Government and researchers in the following ways.

First, employees will be able to understand the benefits that come with High Performance Work Practices and be able to continuously improve their Performance

Secondly, this study can enlighten millers and Government policy makers and planners at both National and County Government levels on the extent to which High Performance Work Practices can influence Employee Performance

The study will seek to generate new knowledge and understanding of the critical issues of sustainability High Performance Work Practices and Performance at MSC. Moreover,

1.6. Scope of the Study

The study will investigate the Relationship between High Performance Work Practices and Employee Performance at Mumias Sugar Company, Kenya. The study will be undertaken between September and October 2017. A target population of 1200 is to be covered by a sample of 291 employees being interviewed.

1.7. Limitations of the Study

It will be difficult to generalize findings on other Sugar Companies in Kenya. To ensure manageability of the data collected, the study will use survey questionnaire which will solely rely on self-responses though the difficulty with using survey questionnaire is that it is based on the assumption that participants will respond to the question in an honest manner. Nonetheless, it is not always the case that participants will answer in an honest way.

2. Literature Review

2.1. Introduction

This chapter examines the theoretical and empirical literature to identify the various issues associated with the Relationship between High-Performance Work Practices and employee performance. Using a wide range of studies from various disciplines, the empirical review will try to find out if there is a link between High-Performance Work Practices and Employee Performance. Integration of the literature will provide important insights regarding potential variables of the link between High-Performance Work Practices and Employee Performance and suggest new research questions that may further enhance our understanding how this relationship works.

2.2. Theoretical Review

High-Performance Work Practices have been recognized both at a theoretical and Organizational level as being important in employee performance, productivity and increase in Job satisfaction (Halpern, 2005; Houston & Waumsley, 2003). This study is guided by the following theoretical framework and models.

2.2.1. HRM Models

Various models of HRM have been developed from time to time by different scholars in order to help managers in the development of the best HRM practices. All these models have helped HR practitioners to effectively manage the HR. some of the important models have been discussed as follows:

2.2.1.1. Harvard Model

The Harvard model (Beer et al. 1984) works as a strategic roadmap to guide all managers in their relations with their employees and concentrate on the hard and soft aspects of HRM. It strives at employee commitment and not control. It also works on the premise that employees need to be congruent, competent and cost-effective.

2.2.1.2. Michigan Model

The Michigan model (Devanna et al.,1984) focuses on hard HRM. It holds that people should be managed like any other resources and so obtained cheaply, used sparingly, developed and exploited fully. It also emphasizes the interrelatedness of HRM activities. According to this model, selection, appraisal, development, and records are geared towards organization performance

2.2.1.3. Guest Model

Guest comparative model (Guest, 1997) works on the premise that a set of integrated HRM practices will result in superior individual and organization performance. It advocates a significant difference of HRM from personnel management. It holds that HRM strategies like differentiation, innovation, the focus of quality and cost reduction will lead to practices like better training, appraisal, selection, rewards, job description, involvement, and security, therefore, leading to more outcomes. Commitment and flexibility will affect performance in that productivity will increase; innovation will be achieved as well as limited absence, labor turnover, and conflict or customer complaints.

2.2.1.4. Warwick Model

This model was developed by (Hendry & Pettogreed, 1990) and the Centre for strategy and change, Warwick University in the early 1990s. it emphasizes on analytic approach to HRM. It also recognizes the impact of the role of the personal functions on the HR strategy content. The researcher focused their research on mapping the context, identifying the inner organization and external environment context

2.2.2. Goal Setting Theory

Goal setting refers to goals being set for the future for subsequent performance of an individual or organizations. The pioneer of goal setting theory Edwin Locke states that when individuals or organizations set more difficult goals, then they perform better. On the other hand, if the set goals are easy then the performance of an individual or organization decreases (Locke & Latham 2006). This theory by Locke was developed inductively after studying the psychology of organizations and industries over the years.

When a person or organization is committed to achieving goals and does not suffer from any conflicting goals. Then, the achievement of the goal is positive. "Goals refer to future valued outcomes, the setting of goals is first and foremost a discrepancy-creating process" (Locke & Latham 2006). In addition goal setting will help in developing an action plan designed to guide people and organizations. Consequently, this helps in making it a major component of personal development and management literature. Furthermore, many researchers point out that there is a positive correlation between goal setting and improved business and organizational results. This is because goal setting theory encompasses all aspects of building organizations with efficiency (Locke & Latham 2006; Spaulding & Simon 1994; Koppes 2014).

According to Locke, there are five basic principles that allow goal setting to perform better. These include clarity, challenge, commitment, feedback, and task complexity (Locke & Latham 2006). Clarity refers to a clear and measurable goal that can be achieved within a specific timeline and within goal setting. Challenge refers to the goals being able to achieve a decent level of difficulty, motivating the individual and organization to strive for positive goal achievements.

Commitment makes individuals or organizations put on deliberate efforts in meeting goals. Furthermore, it also helps goals to become more achievable. Feedback provides information on the progress towards achieving goals. Individuals and organizations can adjust goal setting according to the feedbacks. Task complexity makes the achieving of goals easier by laying down process and steps. Goal setting can be achieved by applying all the principle stringently and ensuring that all goals account for the principles. Goal setting is often used by individuals for their personal goals and in groups at workplaces and social gatherings.

Goal setting can be applied in all place where effective results are desired through effective goal setting (Locke & Latham 2013). Hence, in order to apply goal setting on a day to day work, a 'commitment analysis' should be undertaken to

draw up objectives and goals. It allows continuous improvement in objectives and performance standards (Moynihan 2008). Commitment analysis helps in determining the continuous pursuance of objectives and goals set to improve productivity (Krausert, 2009).

2.2.3 Resource-Based View

The ways in which internal resources contribute towards a firm achieving sustainable competitive advantage is known as the resource-based view (Barney & Arian, 2001 Barney, 2001; Barney & Arian, 2001; Priem & Butler, 2001, 2001 for discussions of whether or not the resource-based view is tautological and/or a theory). The resource-based view has been used as the theoretical grounding within most of the research that posits that HRM can have a positive impact on firm performance (Wright, Dunford & Snell, 2001).

Within this line of research, scholars have concluded that a firm's workforce can be a source of sustainable competitive advantage (Delery, 1998; Wright, McMahan & McWilliams, 1994). Scholars (Barney, 2001; Boxall, 1998) have cautioned that the external environmental factors that impact a firm (e.g., the sector in which the firm operates—Boxall, 1998) must be considered in the process of determining if an internal resource is valuable, rare, imperfectly imitable, and without a strategically equivalent substitute (i.e., a source of sustainable competitive advantage).

Scholars (Deshpande & Golhar, 1994; Hornsby & Kuratko, 1990; McEvoy, 1984) have concluded that the inability of small firms to select, develop, retain, and motivate (i.e., gain access to) a competent workforce has produced major barriers to firm success and is a leading cause of firm failures within the small business sector (i.e., employee output is a valuable internal resource). Furthermore, Wright and McMahan (1992) and Wright et al. (1994) assert that because human performance is normally distributed gaining access to a workforce that produces superior employee output is both valuable and rare. Moreover, a workforce that produces superior employee output is expected to be the result of individual and firm practices, histories, and/or cultures, which cannot be readily articulated and that would be very difficult and costly to imitate (Becker & Huselid, 1998; Delery, 1998; Wright et al., 1994; Wright et al., 2001). Among small US firms achieving competitive advantage via the superior employee, the output is unlikely to have a strategically equivalent substitute because these firms are typically more labor-intensive compared to their larger counterparts (see Miller, 1987) and other sources of competitive advantage are very limited (Flanagan & Deshpande, 1996; Pfeffer, 1994). Thus, within the US small business sector gaining access to a workforce that produces superior employee output is a source of sustainable competitive advantage.

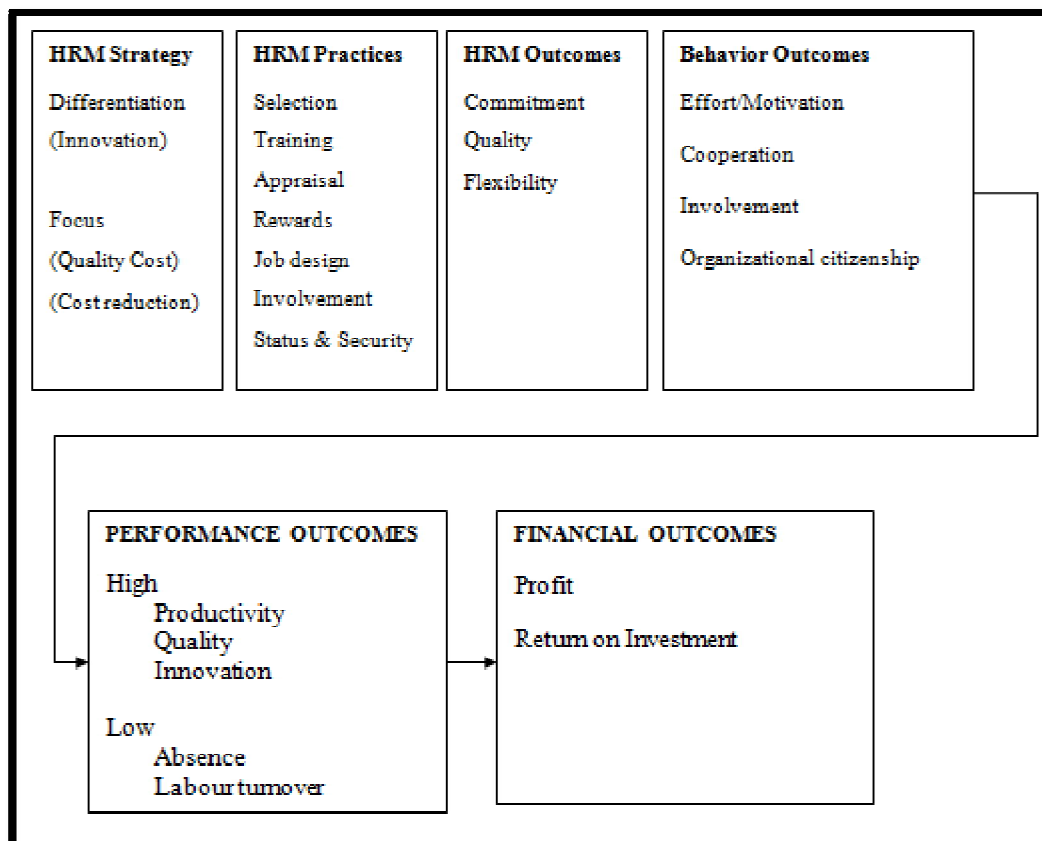


Figure 1: Guest (1997) Model

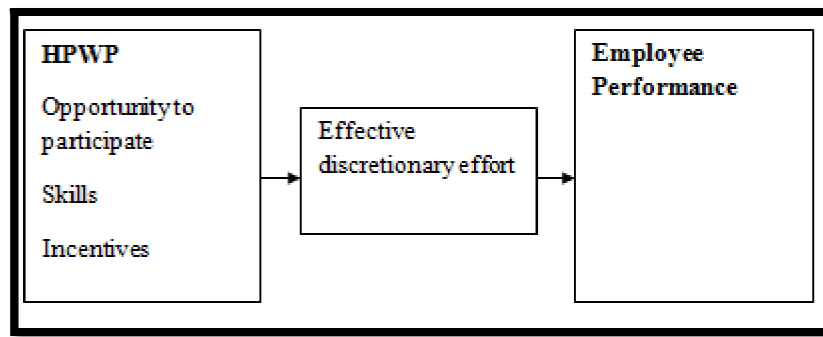


Figure 2: Appelbaum Et Al. 2000

2.3 Conceptual Framework

A conceptual framework is a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study (Mugenda & Mugenda, 2008). According to Young (2009), a conceptual framework is a diagrammatic representation that shows the relationship between dependent variable and independent variables. In this study, the conceptual framework looked at the factors influencing employee performance.

The conceptual framework was adopted from the factors of High-Performance work Practices profile by several High-performance Work Practices researchers who came up with factors which have contributed to employee performance which include; extensive employee training, selective hiring, flexible work arrangement, information sharing, teams and decentralized decision making. Considering their findings of the study, a close relationship was factored in among the identified variables which conclude the Relationship between High-Performance work Practices and Employee Performance. The structural representation of the conceptual framework for this study is illustrated in figure 2.1 shown below:

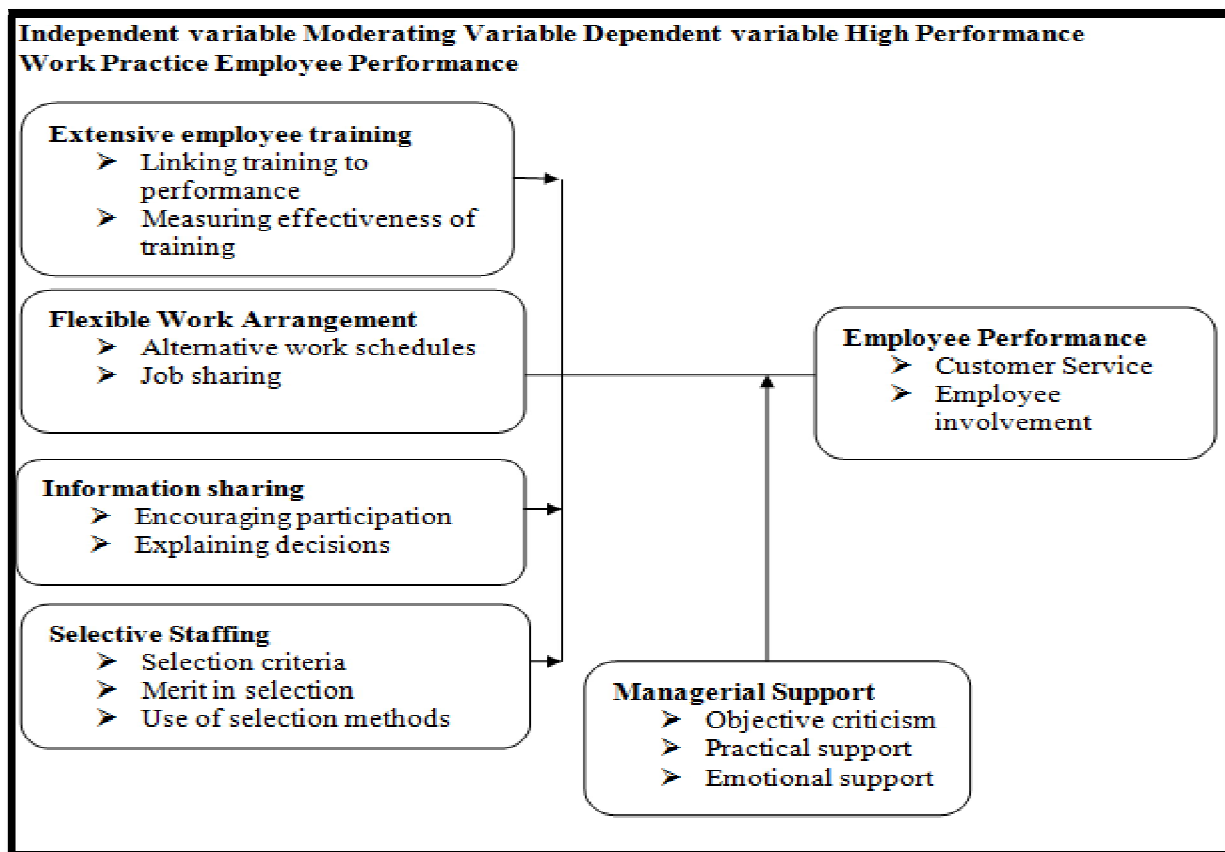


Figure 3: Conceptual Framework

2.4. Review of Literature

2.4.1. Extensive Employee Training and Employee Performance

As noted by Barling et al. (2003), training allows employees to acquire greater competencies to control their work, leading them to perform their jobs more competently. This view is consistent with Osterman (1995), who argued from a human-capital perspective that extensive training increases the problem-solving skills of employees. Training also exerts indirect effects on safety, as illustrated by a study of naval trainees that found that the extent to which training was perceived to have met trainees' initial expectations, how satisfied trainees were with the training, and the learning of academic content all predicted subsequent organizational performance (Tannenbaum, Mathieu, Salas, & Cannon-Bowers, 1991). These results are important because organizational commitment predicts work performance in general (Meyer & Allen, 1997) and safe working in particular (S. K. Parker, Axtell, & Turner, 2001). To be maximally effective, training must extend beyond the mere provision of knowledge related to how to do one's job safely. Employees must also be empowered to use new skills following training (S. K. Parker, Wall, & Jackson, 1997) which in the long run improves performance

2.4.2. Flexible Work Arrangements and Employee Performance

The need for flexible working is growing. The changing context of work is creating new challenges and opportunities that companies can only meet with the sort of agility that flexible working arrangements provide. In order to convince companies to embrace or extend flexibility, the benefits must be clear. Flexible work arrangements lead to twelve tangible benefits of flexible working. Six of these benefits address the changing business context (increased employee productivity, effective virtual teams, business continuity, reduced business travel, and agile infrastructure). The remaining six address the changing employee context (increased engagement, greater retention, more senior women, the attraction and retention of senior executives, flexible retirement, and generational working styles). In responding to the changing context of work, companies that endorse flexible working can remain competitive by leveraging emerging opportunities. Flexible working arrangements allow companies to meet present and future challenges by creating choice, accommodating generations, enabling complexity, and creating agility. This, in the long run, improves employee performance.

2.4.3. Information Sharing and Employee Performance

Just as information sharing across organizational levels is critical for high performance in general, it is equally critical for optimal employee performance. Indeed, it would not be possible to work safely without full information about all aspects of one's job, and several studies support the role of information sharing in employee performance. Organizations with better employee performance programs (Zohar, 1980) and performance records (Cohen, 1977; Smith et al., 1978) were characterized by more open discussion between management and employees. Similarly, when employees felt comfortable discussing performance-related issues with their supervisors, they were more highly committed to following performance targets, procedures, and practices, which resulted in the lower occurrence of workplace injuries (Hofmann & Morgeson, 1999). There are also secondary benefits of information sharing for employee performance. Where managers do share information, employees will have greater trust in management. Clarke (1999) found that both management and employees underestimated how important employee performance was to the other group and argued that with greater information sharing, employees would appreciate those instances when management took performance seriously and, in turn, would show more trust in management.

2.4.4. Selective Staffing

Huselid (1995) defined staffing as, a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting manpower in adequate numbers to facilitate effective selection of an efficient workforce. This practice of Staffing can ensure that the right people, with the desirable characteristics and knowledge, are in the right place, at the right time doing the right job so that they fit in the culture and the climate of the organization. Coming up with the right employees is believed to lower the cost of employees' education and development (Vlachos, 2009). On the study carried out by Belal, Kalfi, Bahaudin & Mujtaba (2010) concluded that education and experience have an impact on the performance of individuals. Workers perform relatively better with the increase in experience but in education, it is otherwise. When these factors increase greatly the performance is found to decline even more (Bhargava, Kotu & Anbazhagan 2014). An experienced worker makes a good leader; his experience gives him an expert power (Andrew 2009). The educated and wise people in the organization are responsible for creating wealth in their organization (Gaicya-meca & Martinez 2005).

2.4.5. High Performance Work Practices and Employee Performance

Organizations and Employees achieve a wide variety of outcomes from HPWP. The impact of HPWP on Employee Performance has received considerable attention in recent years (Jang and Khan, 2013; Zhang and Li, 2009; Luna-Arocas and Camps, 2007; Wienclaw, 2008; Godard and Delaney, 2000). While studying the relationship of HPWPs and Employee performance in a sample of pharmaceutical companies in China, Zhang and Li (2009) observed that the HRM index composed of HPWPs was significantly related to firm's market performance.

Luna-Arocas and Camps (2007) proved the relationship between HPWS and labor turnover and observed that satisfaction and commitment act as intermediating variables between HPWP and labor turnover. While studying the mediating effect of job satisfaction in the relationship between HPWS and firm performance in Korea firm, Jang, and Khan (2013) found a positive association between HPWSs and firm performance. High-performing organizations tend to have lower turnover (20.87 percent) than low-performing organizations (34.09 percent) (Wienclaw, 2008).

Since the past decade, several scholars and practitioners have commented on the significance of human resource practice in enhancing the performance of corporate India. Muduli et al. (2012) observed that in Indian telecommunication sector employee perceive that clear job description can have the greatest influence on the company's performance, followed by incentive reward, internal mobility, teamwork and employment security. Khandekar and Sharma (2005) studied 300 line or human resource managers from nine Indian and foreign global organizations from New Delhi (the national capital region of India) and concluded that human resource capabilities are positively correlated to Employee Performance.

The authors also mentioned that human resource capability was found to be a significant predictor of sustainable competitive advantage. Chand and Katou (2007) observed that hotel performance in India is positively related to the HRM Practices of recruitment and selection, manpower planning, job design, training and development, Quality circle and pay Practices. While studying 82 Indian firms, Singh (2004) indicated that there is a significant relationship between the two human resources practices, namely, training and compensation and perceived organizational and market performance of the firm.

2.4.6. Managerial Support

Rhoades and Eisenberger (2002) argued that managerial support is representing the organizational assistance by fulfilling employees' socio-economic needs, which in turn, employees are more likely to give results by fulfilling organization's interest through performance. This exchange relationship is defined in social exchange theory (Blau, 1964). A high level of managerial support motivates employees to contribute their best towards achieving organizational goals (Coyle-Shapiro & Conway, 2005) and performing at a high level (Rhoades & Eisenberger, 2002). It is argued that employees with high managerial support feel more comfortable and less constrained by their jobs, such that they are more likely to help others and be proactive in their jobs.

Although managerial support is developed to explain the development of employee engagement and commitment, empirical research has revealed the relationship between managerial support and numerous outcomes. Eisenberger and his colleagues (1986) defined managerial support as the development of employees' global beliefs concerning the extent to which the organization values their contributions and cares about their well-being. Grounding on social exchange approach, Eisenberger and his colleagues (1986) further argued that once employees feel the managerial commitment from the organization, the employees are likely to have the same belief showing their enhanced commitment towards the organization's strategic direction.

When employees experience enhanced managerial support, they feel a sort of obligation that is not necessarily confined in showing the increased commitment to the organization but also enhanced behaviors desired by the organization. Employees try to make a balance of their attitudes and behavior depending on the degree to which the organization exercises its commitment to managerial support. In an organizational context, HPWS influence employees to feel managerial support. Zacharatos et al. (2005) argue that high-performance work Practices concentrate on empowering employees through increased information flows and devolution of decision-making activities which are associated with increased employee performance. In other words, empowered employees are committed employees and committed employees work harder towards the achievement of organizational goals.

Several researchers (e.g. Guzzo and Noonan, 1994) have proposed that HR practices can be viewed as "signals" from management to employees, which communicate the organization's intentions and expectations to its employees (Ostroff and Bowen, 2000). HR practices involved in HPWS serve as signals of the organization's interest to establish or maintain an exchange relationship with its employees characterized by a supportive environment (e.g. Sun et al., 2007).

Prior research has revealed HPWS, as a set of HR practices and individual HR practices, such as selective staffing, extensive training, competitive compensation Practices, result-oriented performance appraisal, and participation in teams and decision making (Allen, Shore, & Griffeth, 2003; Liao et al., 2009; Snape & Redman, 2012; Zhang & Jia, 2010). send messages to employees that their efforts are appreciated and valued by the organization. In turn, they feel a high level of managerial support to achieve desired performance. Specifically, the HR practices included in HPWS are seen as supporting, caring and concern for employees' welfare (Snape & Redman, 2010). On the basis of these studies, it is argued that employees will be motivated by the HPWS that affect their understanding of managerial support.

2.5. Empirical Review

A study conducted by Mukanzi, (2013) on the influence of human resource management practices on firm performance in the Kenyan banking industry made use of a set of questions to measure the extent to which an organization uses HRM management practices. From the findings of this study, other researchers structured the interdependent phases using; Training & Development, Recruitment and selection, Performance Appraisal and Reward/Compensation

Consequently, there is a growing although a limited number of empirical studies on the effects of HPWP (Harley et al., 2007). The mainstream perspective holds that HPWP is beneficial for the employees' well-being, which in turn contributes to a superior organizational performance. On the contrary, in the Conflicting outcomes view (e.g. Ramsay et al., 2000), HPWS has either no significant effect or even a negative effect on employee well-being (e.g. job workload and strain, Van De Voorde et al., 2012 for a review). Hence, several researchers have called for more investigation on the effects of HPWS (Ehrnrooth and Bjorkman, 2012; Jiang et al., 2012; Takeuchi et al., 2009)

While prior studies have focused on the link between an organization's overarching High-Performance Work Practices, organizations tend to have multiple HR Practices for different groups of employees. Lepak & Snell (1999) suggest that diverse HR Practices can exist within firms simultaneously. In line with this argument, Lepak, Taylor, Tekleab, Marrone, & Cohen (2007) found that organizations used high-investment HR Practices more for core employees than for non-core employees. Considering that different employee groups can be managed differently, and different employee groups focus on different objectives, it is important to identify the particular segment of workers that are most relevant for contributing to performance within organizations.

The role of human capital as a potential source of sustainable competitive advantage has recently been the focus of considerable interest in the academic and popular press. The current "terms of art" such as intellectual capital, knowledge work and workers, and high-performance work Practices (HPWP) all reflect a new interest in "people" as a source of competitive advantage, rather than a cost to be minimized. By extension, intellectual assets and the organizational Practices that attract, develop, and retain them are emerging as significant elements in strategic decision making (Barnes 2001).

2.6. Critique of Relevant Literature to the Study

An effective HPWS needs good planning of time, resources, contents and activities of the service. Management of HPWS is a process in which each of the above components is continuously and interactively balanced with the needs and priorities. A formal expression of this process is the HPWS plan. The plan should be based on appropriate analysis and prioritization of both immediate and long-term needs of the personnel and company. Risk assessment means considering the probability of risks and severity of consequences.

This is best done in a dialogue between HPWP experts and the workplace organization. Some sort of prioritization is always needed and entails cost-benefit and cost-effectiveness analysis. It is a process in which attitudes and values are important. When the health of human beings is at stake, cost-effectiveness cannot be the only basis for prioritization of actions. Some actions may be necessary regardless of the costs involved. National and international laws and standards can help in decision-making. Data from scientific literature and good practice guidelines should be used when available. The actions should be evidence-based, generally accepted by the scientific community and experts in the field, and possible to implement with the resources available.

The plan is a written statement of needs, targets, actions, timetable and responsible persons. Integrating HPWP plan in the management of a company is essential. An indication of successful integration is that the plan has been communicated to and discussed with the company staff, approved by the management and that adequate economic and human resources have been allocated for its subsequent realization. Because HPWP plan is such an important document, enough time should be reserved to make it realistic and functional. The plan needs to be reviewed regularly. Internal or external audits can be used. It is often sensible to make the plan e.g. for three years and review it yearly, and also when marked changes happen in the work, work environment or work community.

Realistic midterm targets and mutually agreed indicators of meeting the targets help in follow-up, increase motivation, and allow redirection of actions. When organizing the work of an HPWP unit it is important to recognize the core services. Law often sets the role, tasks, and responsibilities of the personnel in charge of its implementation. However, they are always influenced by the customer-service provider relations and activity at hand. Service process can be evaluated by looking at how well it satisfies the needs of a client and objectives set together with a client. It is also important to evaluate how well the process itself functions. It is useful to ask, for example, "Are the tasks and responsibilities clear?" "Is the time management effective?"

"Is communication open?" "Are records kept?" and "Are there gaps as far as the competence of the personnel is concerned?" It can be useful to draw a flowchart and try to identify the knot points, in which a client is met, the type of information needed then, and what information is transferred of that meeting to other actors inside and outside the service system, and in what form (letter/fax, e-mail, telephone etc.). The aim is to build up an uninterrupted service chain.

2.7. Summary

The literature analyzed highlights the theories relevant to employee performance; Vroom Expectancy theory, Goal Setting theory, and Resource-Based Theory. The literature on how employee performance is affected by Extensive Employee Training, Selective Hiring, Flexible Work Arrangement, Information Sharing, Teams and decentralized decision making. The empirical review highlighted studies that have been done by other scholars on the Relationship between Employee Performance and extensive employee training, selective hiring, flexible work arrangement, information sharing, teams and decentralized decision making.

From the literature, it is evident that in order to improve employee performance, employees' matters must be accomplished on time, within the budget and to the appropriate degree required to satisfy the objective. The literature also covered how each independent variable; extensive employee training, selective hiring, flexible work arrangement, information sharing and teams and decentralized decision making relate to employee performance.

2.8. Research Gaps

The studies reviewed indicate that specific practices such as training and development, compensation and benefits, employee involvement and engagement, job security and work teams are correlated with employee performance. If implemented together in Practices, employee performance and productivity will increase, yet the nature of the relationship between High-Performance Work Practices and Employee Performance is unclear. The four main questions stated below remain unanswered:

Incidence. How does the use of High-Performance Work Practices vary by organization or the size of the firm? How has the use of such work Practices changed over time? Currently, there is no nationally representative survey sample to provide an answer

Timing. Do changes in work practices precede the changes in performance? The collection of data on work practices would address this question if the data would be connected to organization performance measures

Casualty. Why do organizations adopt new work practices? In addition to benefits that come with it, such as productivity gains, the costs incurred on implementation phase must also be addressed as must their likelihood of foreseen success in order to determine the foreseeable risk

Ability to Generalize. How should results from research be interpreted by other organizations? It is evident that studies of specific industries offer comparable measures of organizations performance.

This research, therefore, seeks to bridge the gap by establishing the Relationship between High-Performance Work Practices and Employee Performance at MSC. Consequently, the integration of High-Performance Work Practices with sound HRM policies remains a grey area that research ought to be considered. Therefore, this justifies why this study should be carried out.

3. Research Methods

3.1. Introduction

This chapter will include methods and procedures that will be used in data collection and analysis. They include research design, study population, the sample and sampling frame Sampling techniques, Research instruments, data collection procedures, validity, reliability, and data processing analysis.

3.2 Research Design

Research design is a roadmap of how one goes about answering the research questions (Bryman & Bell, 2007). Sekaran (2010) in his study states that a good research design has a clearly defined purpose, consistency between the research questions and the proposed research method. Mugenda and Mugenda (2003) define this as simply the framework of blue print for the research. Orodho (2003) define the research design as a framework for the collection and analysis of data that is suited for the research question.

He further defines research design as the scheme, outline or plan that is used to generate answers to the research problem. The study will adopt descriptive survey design. This one determines and reports the way things are (Mugenda & Mugenda, 2003). Creswell (2003) observes that a descriptive research design is used when data is collected to describe persons, organizations, settings or phenomena. The design also has enough provision for protection of bias and maximum reliability (Kothari, 2008). Descriptive design uses a pre-planned design for analysis (Mugenda & Mugenda, (2003).

When conducting a survey, the sample should be sufficiently large and representative of the population because confidence in the results rests largely on these two factors (Geoff Lancaster, 2005). Survey design is used because they investigate problems in realistic settings; the cost of surveys is reasonable considering the amount of information gathered and lastly large amounts of data can be collected with relative ease from a variety of people (Tayie, 2005). In this study, inferential statistics and measures of central tendency, dispersion and distribution will be applied.

3.3. Study Population

Population is the total collection of elements about which inference is made to all possible areas which are of interest as per Sekaran and bougie study (2010). A population is a group of individuals, objects or items from which samples are taken for measurement (Cooper, Robinson & Patall, 2006). Schindler (2008) observe that a population is the total collection of elements about which one wants to make inferences. The target population of this study will comprise Mumias Sugar Company employees from the integrated response program totaling to 1200. The study will use a sample of 291 respondent based on Krejcie and Morgan formula for determination of sample size of research activity.

3.4. Sample Size

A sample size refers to the number of items to be selected from the universe (population) to constitute a sample (Kothari, 2009) the sample size depends on what one wants to know, the purpose of the inquiry, what is at stake, what was useful, what had credibility and what can be done with available time and resources (Paton, 2002). The target population of this study will comprise Mumi as Sugar Company employees from the integrated response program totaling to 1200. The study will use a sample of 291 respondents based on Krejcie and Morgan formula for determination of sample size of research activity, as shown in table below.

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Table 1: Krejcie and Morgan Formula for Determination of Sample Size

Note: N= Population Size, S = Sample Size

Source: Krejcie and Morgan, 1970

3.5. Sample Frame

The sampling frame describes the list of all population units from which the sample will be selected (Cooper & Schindler, 2003). It is a physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2008). For this study, the sample frame will be the employees of Mumias Sugar Company.

3.6. Sample and Sampling Technique

A sample is the representative part of the total population chosen for analysis during research. (Bryman & Bell, 2007) The importance of sampling process is crucial. The characteristic of the interest sample of the population is Mumias Sugar Company employees. Hence the sample size will be purposively and conveniently distributed among the sample frame based upon those who are directly or indirectly involved or affected with High Performance Work Practices. Stratified random sampling will be used to choose the actual elements of the study sample. Both Management and Unionisable staff will be represented

3.7. Instruments for Data Collection

The questionnaire will be used for data collection. A questionnaire is defined by Nsubuga (2000) as a presentation of carefully selected and orderly question to respondents who are expected to react usually in written to this collection of items. The questionnaire will be close ended and it will be anchored on a 5 Likert scale with items measuring each variable they are easy to construct, are reliable and objective than any other opinion scales (Kothari, 2009). This instrument will be used in this study because it is convenient to administer especially when handling a large group of respondents, they are confidential, save on time, no bias and can cover a wide area (Mugenda, Mugenda, 2003)

3.8. Data Collection Procedure

In this research, the primary data will be collected through self-administered questionnaires. The questionnaire items will be clearly simplified and structured in a manner that is void of any ambiguity. The questionnaires will be distributed through hand delivery. This method of data collection will be chosen because of its lower cost compared to other data collection methods

3.9. Pilot Test

Cooper and Schindler (2010) indicated that a pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. According to Babbie (2002), a pilot study is conducted when a questionnaire is given to just a few people with an intention of pre-testing the questions. Pilot test is an activity that assists the research in determining if there are flaws, limitations, or other weaknesses, challenges that the respondent will face (Kvale, 2007)

A pilot /feasibility study will be used to test the logistics and gather information prior to the main study in order to improve the quality and efficiency of the study. A pilot study can reveal deficiencies in the design of a proposed experiment or procedure and these can then be addressed before time and resources are expended on large scale studies (Golafshani, 2003).

A pre-test of the research instrument will be done with a smaller group of employees at Mumias sugar Company. This will be done to examine the reliability and validity of the instruments to be used in the study. It will be used to test the logistics and gather information prior to main study (Kathuri, 2005). 10% of the sample will form the pilot study (Mugenda & Mugenda 2003).

3.9.1. Validity and Reliability

Validity is the extent to which the instrument truly measures that which it intended to measure or how truthful the research instrument is (Mugenda, Mugenda, 2002). In this study, two types of validity will be considered, content validity and criteria or predictive or internal validity. A variable is considered to have content validity if there is general agreement in the literature that knowledge management has measurement items that cover all the aspects of variables being measured.

Since the variables chosen in this study will be based on intensive review and empirical literature, it is considered to be content validity. Criteria validity is concerned with the extent to which a particular variable predicts or relate to another variable (Golafshani, 2003) in this study the criteria related validity of the conceptual framework will be determined by multiple correlation coefficient of all variables measured against employee performance. Since the questionnaire that will be used in this study will be adopted from other studies (Aljaz, 2011; Sandra, 2010; Saleh, 2008; Muzinda, 2007; Dvir, Raz & Shenhar, 2003), therefore the research is considered valid.

Reliability is defined by Adams, Khan, Raeside and White (2007) as the degree to which an instrument measures the same way each time it is used under same conditions. Reliability ensures that the questionnaire measures exactly the variables of the study. In order to measure the reliability of the respondent's opinion, Cronbach's alpha coefficient will be used. According to Babbie (2002), a construct composite reliability co-efficient (Cronbach alpha) of 0.6 or above for all constructs will be considered adequate.

3.10. Data Processing and Analysis

Data processing is the systematic process of transcribing, collating, editing, coding and reporting the data in a manner that makes it sensible and accessible to the reader and researcher for the purposes of interpretation and discussion (Jwan & Ong'ondo, 2011).

Data will be coded in SPSS (Statistical Package for Social Sciences) version 20 and will be analyzed using descriptive and inferential statistics.

Descriptive statistics will entail the use of charts, tables and bar graphs to present respondent's general information while inferential statistics will entail Pearson correlation coefficient to find out whether there is correlation between Extensive training, Flexible Work Arrangement, Information Sharing and Teams and decentralized decision making and employee performance.

Multiple regression models will be used to find out the relationship between High Performance Work Practices and employee Performance. Multiple regression will be also used to determine the strength of association between the independent variable and employee performance amongst its dimensions. The test for significance of Coefficient of Correlation will be determined by the use of f-Test. The following linear regression will be used:

$$Y = B_0 + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + B_5 X_5$$

Where;

B_0 = Y intercept (X Constant) whose influence on the model is insignificant

X_1 = Extensive Training

X_2 = Flexible work Arrangement

X_3 = Information sharing

X_4 = Selective selection

X_5 = Managerial Support

B1 B2 B3 B4 and B5 = Model Coefficients which are significantly large to have significant influence on the model
e is the error term for the model

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9. Abbreviations

CEO	–	Chief executive Officer
GDP	–	Gross Development product
HPWS	–	High Performance Work Practices
HRM	–	Human Resource Management
HR	–	Human Resource
ILO	–	International Labour Organization
JCC	–	Joint Consultative Committee
MSC	–	Mumias Sugar Company
WLB	–	Work Life Balance
WWR	–	World of Work Report

10. Definition of Terms

10.1. High Performance Work System (HPWS)

Appelbaum *et al* (2000) define high performance as a way of organizing work so that front-line workers participate in decisions that have a real impact on their jobs and the wider organization. High-Performance Work Practices facilitate employee involvement, skill enhancement and motivation. An HPWS is 'generally associated with workshop practices that raise the levels of trust within workplaces and increase workers' Intrinsic reward from work, and thereby enhance organizational commitment'.

Godard (2004) suggested, they are based on both alternative work practices and high-commitment employment practices.

10.2. Extensive Employee Training

Practices that increase the skills of workers or improve employee skills to match the work routines/skill requirements of the organization (including targeting skills in employee recruitment). Examples are: Job induction courses, Job related training (in house/in team/ external), Literacy training (numerical, language), Mentoring, Job rotation, Career progression, and advanced employee selection and recruitment processes.

10.3. Flexible Work Arrangements

Practices that allow employees to modify their work routines to meet out of work commitments or preferences. Examples are: Ability to switch to part time work, Flexible start/finish times, Flexible working hours, Flexible duty roster and shift arrangements.

10.4. Teams And Decentralized Decision Making

Practices that provide employees, either individually or as a team, with the ability to change or influence their work routines to meet job/team/organization requirements. Examples are: Problem solving teams, Quality circles, Self-directed work groups/teams, Greater decision-making power to employees (about job, supplier and customer relations), Flatter hierarchies and workplace power dispersion, and Job enrichment.

10.5. Employee Involvement (In Wider Business)

Practices that provide information about the goals or performance of the organization to employees, or that provide a voice for employees in strategic decision making in the organization (e.g. investments, work routines, training). Examples are: Regular communication on business goals/performance to employees, Employee representation on management board, Union/management initiatives or partnership processes, Works councils, Employee satisfaction surveys, climate or culture surveys, and Formal suggestion or complaint Practices.

10.6. Information Sharing

Practices that provide information about the goals or performance of the organization to employees, or that provide a voice for employees in strategic decision making in the organization (e.g. investments, work routines, training). Examples are: Regular communication on business goals/performance to employees, Employee representation on management board, Union/management initiatives or partnership processes, Works councils, Employee satisfaction surveys, climate or culture surveys, and Formal suggestion or complaint Practices.

10.7. Organization Performance

This is the success in meeting pre-defined objectives, targets and goals i.e. simple terms refers to getting the job done or producing the result that you aim at (Harish, 2010) performance may include costs, speed in delivery and level of satisfaction by the client(Ling,2004)

10.8. Selective Hiring

Selective hiring is a skills-enhancing human resource practice designed to hire the right individual for the job (Jiang *et al.*, 2012).

Appendix I *Respondent Consent*

Dear Respondent,

RE: Consent for Provision of Academic Data

My name is Namayi Ochomo Peter, a student at Jomo Kenyatta University of Agriculture and Technology pursuing a course leading to the award of Masters of Science Human Resource Management

I would like to request you for your consent to provide data meant for purely academic purpose. My topic of research is Relationship between High Performance Work Practices and Employee performance a case of Mumias Sugar Company Limited. This information would be treated purely confidential and for academic purposes.

Your assistance will be highly appreciated.

Yours sincerely,

Namayi Ochomo Peter

Appendix II **Questionnaire**

This Questionnaire Is To Collect Data For Purely Academic Purposes. All Information Will Be Treated Confidential. Do Not Write Your Name on This Questionnaire

SECTION A: Demographic Information

1. State your Department _____
2. State your gender: Male () Female ()
3. How long have you worked at MSC?
less than 1 year () 1 to 5 years () 6 to 10 years () Over 10 years ()
4. Number of years worked at this Department?
1-10 () 11-20 () 21 and above ()
5. Category of job position Top Manager:
() Middle Manager () Lower Cadre ()
6. What is your highest level of education?
Certificate () Diploma () Degree () Masters () PhD () specify any other ____

SECTION B: Extensive Employee Training

Using the following scale, please tick the one that best describes your opinion

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

		SD	D	N	A	SA
1	Training opportunities are provided to help me improve performance					
2	Often the manager cannot talk to me at all between 9 am to 5 pm because I am in training					
3	The organization provides flexible career planning to its employees that encourage me not to exit					
4	The demands related to my position at the workplace prevent me from attending trainings					
5	The Organization has a mechanism that provides guidance to employees on their future career within the organization					

Table 2

SECTION C: Flexible Work Arrangement

Using the following scale, please tick the one that best describes your opinion

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

		SD	D	N	A	SA
1	The Organization provides flexible work Arrangements to help me fulfill non-work performance					
2	I have the flexibility I need to manage my work and non-work interests e.g. caring responsibilities and studies					
3	My responsibilities outside of work restrict my opportunities for promotion					
4	My Manager is supportive of flexible work arrangements and discusses the same with me					
5	If I was not availed flexible work assignment schedule I would not have been able to take extra responsibilities					

Table 3

SECTION D: Information Sharing

Using the following scale, please tick the one that best describes your opinion

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

		SD	D	N	A	SA
1	Offering alternative communication channels by management has motivated me to work for this organization					
2	Employee voice is given first priority at work					
3	Management imposes decisions on employees					
4	I am motivated to contribute to the success of the organization					
5	Participative forums are set for employee contribution					

Table 4

SECTION E: Selective Staffing

Using the following scale, please tick the one that best describes your opinion

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

		SD	D	N	A	SA
1	The Organization immediately replaces an existing employee for work continuity					
2	I am not overwhelmed on duty because roles are share equally					
3	Mechanisms to minimize overtime at work have been put in place					
4	Work is not affected because of inadequate employees					
5	I am always prepared to take extra responsibilities at work					

Table 5

Section F: Managerial Support

Using the following scale, please tick the one that best describes your opinion

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

		SD	D	N	A	SA
1	My manager values me as an important asset in the organization					
2	My manager shows dislike towards my needs as a working parent					
3	My manager helps me to figure out how to solve a problem					
4	My supervisor is more willing to make informal arrangements to help employees strike a Quality of Work Life Balance					
5	Management is helpful to me when I have a family or personal emergency					

Table 6

SECTION G: Employee Performance

This section will assess your opinion on the extent on which High Performance Work Practices influences your performance to this Organization.

Using the following scale, please tick the one that best describes your opinion;

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

		SD	D	N	A	SA
1	It is because of my performance that I have been promoted					
2	This organization deserves my loyalty because it has invested in employees					
3	My manager gives me feedback about my performance					
4	The experience I have gained has been because of this Organization					
5	Employees who perform poorly are punished					

Table 7

Appendix III
Work Plan/Time Framework

To conduct research within required time, the following work plan/ time framework will be used for guidance.

No	Activity	Period
1	Literature development, drafting proposal, defense	May 2016 to October 2017
2	Correction of proposal, development and data collection	November to December 2018
3	Data collection (Pilot Study)	February 2018
4	Data collection, organization, analysis and interpretation	February 2018
5	Data Analysis	March 2018
No	Activity	Period
6	Submission of first draft to supervisor	March 2018
7	Submission of the project for examination	March 2018
8	Publication of the project	March 2018
9	Defense	March 2018

Table 8

Appendix IV

Budget:

To conduct research within required time, the following budget will be required

No	Activity	Cost
1	Proposal writing Preparation of proposal and presentation	10,000
2	Research Instruments Photocopying and distribution @ Ksh 3*160*8pg	3,840
3	Operational cost	10,000
4	Data Analysis and publication	40,000
5	Binding 9 copies of the project	10,000
	TOTAL BUDGET	KSH 73,840

Table 9

Source of funding: Self