



Effects of Human Resource Practices on the Performance of Vodacom-Drc Limited and Safaricom Limited

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Abstract

Human Resource practitioners and academics believe that Strategic Human Resource Management (SHRM) alongside Strategic Human Resource Practices (SHRP) have direct and positive impact on organizational performance. This belief is thought to be rather conventional as numerous studies across the globe on SHRM and SHRP on organizational performance have shown minimal results due to unknown factors. The purpose of this study determines the effects of training practices on organizational performance at Vodacom DRC Limited; to examine the influence of performance management practices on organizational performance at Vodacom DRC Limited; to examine the effect of recruitment and selection practices on organizational performance at VODACOM DRC Limited; lastly to determine the influence of employee relations practices on organizational performance at VODACOM DRC Limited. The research findings were based on two theories namely; employers search theory and human relations theory. The study used a survey research design as research design to investigate the selected strategic human resource practices and their effects on performance in which Vodacom-DRC Limited and Safaricom Plc was surveyed. The population sampled comprised of 385 respondents from the companies. The study findings presented used statistical procedure or models which includes tables, graphs, and percentages. In analyzing primary data, SPSS was used intensively. Data was finally computed to describe the characteristics of the variables in the study and also established the nature and magnitude of the relationships between the independent and dependent variables. The study findings revealed the influence that SHRP had on organizational performance and how it played its role in providing strategies related to human resource processes to enhance organizational performance. Future studies recommend the use of effective

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human resource management practices as the way to improve the overall output of employees and organizational performance.

Keywords: *Human resource practices, Training practices, Performance management practices, Recruitment and selection practices, Employee relations practices, Performance*

1.0 Background of the Study

Human Resources practices relate to human capital and both can be regarded as the prime assets of any organization and businesses need to invest in that asset to ensure their survival and growth. Organizations should ensure that, they obtain and retain skilled, committed and well-motivated workforce they need. This means taking steps to assess and satisfy future needs of the people and to enhance and develop the natural capacities of people - their contributions, potential and employ-ability by providing learning and continuous development opportunities through strategic practices (Alsughayir, 2014).

Human resource is recognized as a critical resource for success. In order to sustain performance of the organization, it is important to optimize the contribution of employees towards achievement of the aims and goals of an organization (Beh & Loo, 2013). Global competition has caused organizations to focus on every aspect of their operations, questioning how each function and process can contribute to strategic goals. Training departments are also under pressure to demonstrate their organizational value in the same terms Appiah (2010) this is because organizations spend a considerable time, effort and money in training their employees, but the benefits from these efforts are not clearly visible in organizations in terms of improved performance in relation to human resource practices. To make human resource practices useful, it should be well planned and thoroughly implemented (Jing & Avery, 2012). The capacity of staff in a firm influences the ability to achieve the desired targets particularly in performance driven businesses.

Globally, Human resource practices are characterized by rapid changing of business in Human Resource Management (HRM) as the important source of competitive advantage (Akhtar et.al., 2014). Thus, public and private sectors have come under increased pressure to justify their very existence through calls for operational efficiency and improvements in service quality in the telecommunication sector. Research has indicated that Strategic human resource practices has varied and showed different performance grades across various industries in the continent Hersey (Blanchard & Johnson, 2017).

The overall goal of performance management under Human Resource Practices is to create a culture of high performance in which individuals and teams are to take responsibility for the continuous improvement of business processes, their skills and contribute in achieving the targets set by managers. In particular, performance in relation to Strategic Human Resource practices can be expressed as the approximation of individual objectives of employees with organizational objectives provided that employees support the culture of the organization. It provides for expectations to be defined and agreed in terms of role of responsibilities and accountability (expected to do), skills (expected to have) and behaviors (expected to be) (Beh & Loo, 2013).

Strategic human resource practices ensure that the right employees are recruited and retained in an organization. It also maintains productivity by keeping the workforce constantly engaged and motivated. It has also been proven that human resource controls the ill effects of role conflicts

and job induced stress thus minimizes labor turnover for great employees. A work environment is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies. Human resource is the degree to which employees feel personally fulfilled and content in their job roles (Jing & Avery, 2012). Employee turnover is the rate at which employees leave their employers, whether voluntarily or involuntarily. Workplace environments greatly influence employee satisfaction, which in turn directly affects employee turnover rates.

Employee relation has become the vital ingredient for enhancing performance and the productivity of an organization. The management and co-ordination of human activities has become the cornerstone for achieving organizational survival. This achievement facilitates the protection of employees' interest and their welfare for the purpose of avoiding conflicts in relations between the employer and the employee. Employee relation focuses on the management of the relationship between the employee and the employer in order to heighten their commitment, passion, performance, loyalty, productivity and motivation (Hersey, Blanchard & Johnson, 2017).

Building a strong employee relations strategy involves creating an environment that delivers what people want. Employees want to feel good about what they do and where they work. They want to relate well, building a family tie and growing each other. It is necessary that a company maintains a culture that is supportive to good employee relations. Employee relations help creates an enabling environment to spearhead developments and growth (Hersey, Blanchard & Johnson, 2017). An effective employee relations strategy will impact employee engagement, thus resulting in better company performance. Further, for the organization to perform better it is important that the employees are comfortable with each other, share a good rapport and work in close coordination towards a common objective (Hersey, Blanchard & Johnson, 2017). People feel responsible and motivated to do good work and enjoy their work rather than taking it as a burden.

Performance Management is related with the comparison of predetermined goals and objectives with the actual output of the employees. PM is the vital factor for the success of an organization because in the current word human resources are considering to be one of the essential factors for an organization. If company is able to achieve the desired results of the organization it shows that employees are achieving their objectives optimally otherwise there is the possibility of some under-performed employees, which are not able to achieve their targets. According to (Jing & Avery, (2012) PM is a strategic and integrated approach towards the performance of individuals and teams who are delivering their best for the success of the organization. Performance appraisal is the continuous process of monitoring that the organizational goals are achieved in an efficient and effective way (Stredwick, 2000).

Sangeetha (2010) opined that recruitment process involves the sourcing, advertising and interviewing of future employees, however the selection process entails the staffing and training of new employees on the role of their new job. In any kind of organization, recruitment and selection processes are considered useful, because they help in finding the most suitable candidates for the jobs. Recruitment and selection are important operations under human resource practices, designed to make best use of employee strength in order to meet the strategic goals and objectives of the employers and of the organization as a whole.

1.1 Statement of the Problem

VODACOM Limited DR, Congo has in the past years experienced a decrease in growth as compared to other branches it operates in other countries. Despite having an active Human Resource department, there is no documented evidence on how the selected human resource practices as currently adopted by the company influences its performance. In addition, the regression and under-performance can also be underpinned to this factor of strain and lack of techniques in the implementation of the selected human resource practices towards the growth of the company, (Jaco Maritz, 2015).

Further, the company is only conversant with the technical and traditional HRM which is partially bound to the company's role and functions, recruitment, performance measurement, selection, planning, training and development, the administration of indemnification and benefits which have proven to be costly. However, for SHRM it involves implementing and designing groups of internally consistent practices and policies which ensure that an organization's human capital contributes to the fulfillment of its business goals and resources. This aspect is lacking in the modern HRM and VODACOM Limited alongside Safaricom Limited have in the recent past demonstrated that they have encountered stunted growth (Johan Van, 2018).

Human Resource Management (HRM) should be enforced and the understanding and application of the policies and procedures that directly affect employees of both companies and the overall workforce should be applied as well. The selected Human Resource Planning (HRP) identifies the relationship between the current and future human resources needs verses the link between HRM and the overall strategic plan of an organization. Through these strategies it will enable a firm to estimate the demand for labor and evaluate the size, nature, and sources of supply which will essentially be required to meet the demand. This assertion creates a need to look at the both companies and address the above problem in the long run and identify gaps to Fast-track the underlying HRM failure both at Vodacom and Safaricom companies.

The variables, the training practices, performance management practices, employee relations practices, recruitment and selection practices will relate to each other to bring to improve organizational performance. The variables will attribute to implementation of changes and measure outcomes which will also determine what is critical to measure in the study. It will also link between the selected human resource practices techniques that have been applied in the company to the general performance through the relationship between the selected effective strategic human resource practices and organizational performance in VODACOM Limited DR, Congo and Safaricom, Kenya.

1.2 Research Objectives

- i. To determine the effects of training practices on organizational performance at Vodacom DRC Limited and Safaricom;
- ii. To examine the influence of performance management practices on organizational performance at Vodacom DRC Limited and Safaricom;
- iii. To examine the effect of recruitment and selection practices on organizational performance at VODACOM DRC Limited and Safaricom;
- iv. To determine the influence of employee relations practices on organizational performance at VODACOM DRC Limited and Safaricom;

1.3 Research Questions

- i. What is the influence of training practices on organizational performance at Vodacom DRC –Limited and Safaricom?
- ii. What is the influence of employee relations practices on organizational performance at Vodacom DRC-Limited and Safaricom?
- iii. What is the effect of performance management practices on organizational performance at Vodacom DRC-Limited and Safaricom?
- iv. What is the effect of recruitment and selection practices on organizational performance at Vodacom DRC-Limited and Safaricom?

1.4 Conceptual Framework

The Effects of Human Resource Practices on Organizational Performance

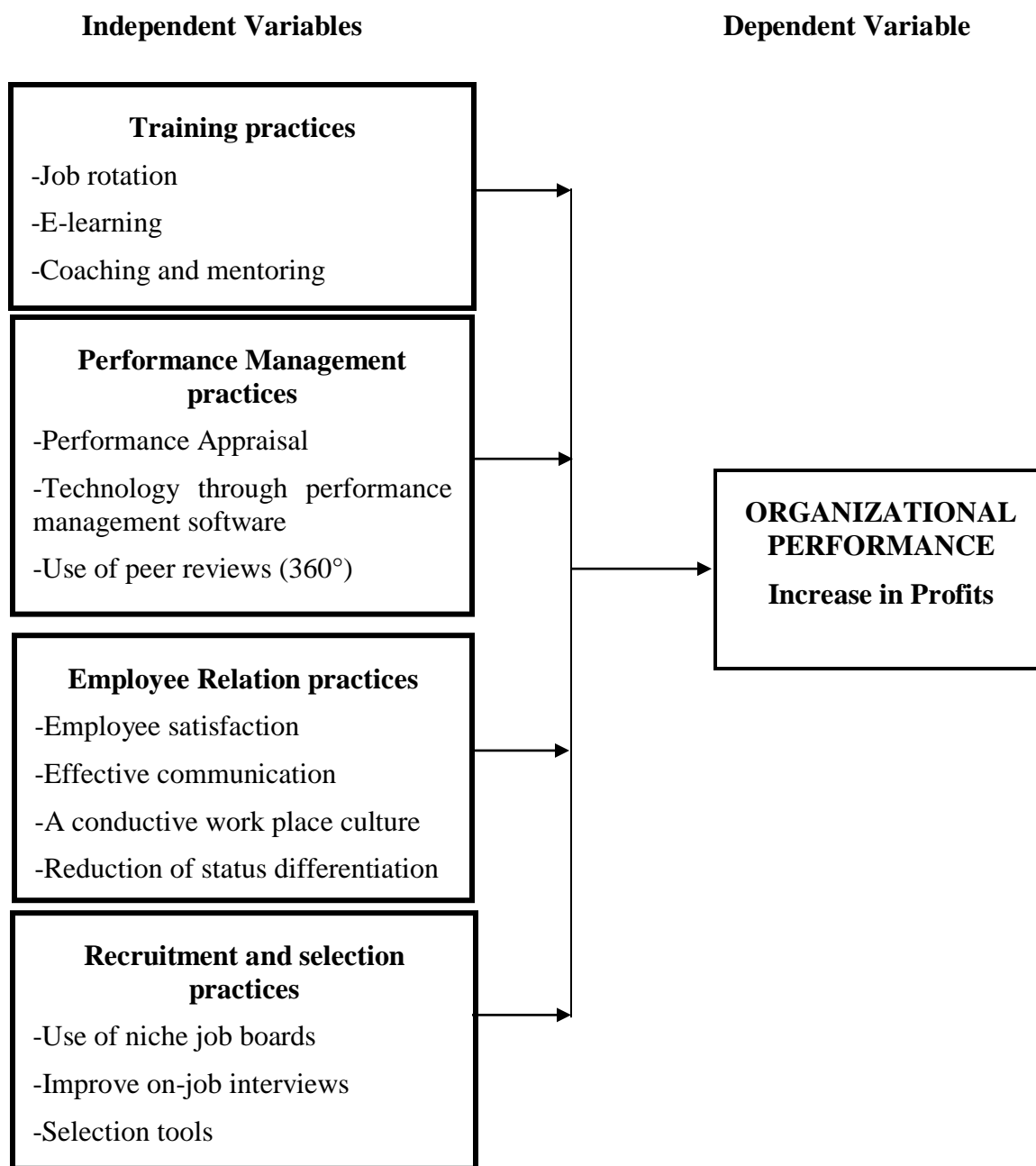


Figure 1: Conceptual Framework

2.1 Theoretical Review

2.1.1 Resource-Based Theory

According to Penrose (2009), Resource-Based Theory (RBT) is an influential approach in strategic management. It has been widely applied as a managerial framework to determine vital resources for an organization to achieve a sustained competitive advantage. The theory provides an important framework to explain and predict the fundamentals of an organization's performance and competitive advantage.

The theory offers a good understanding to the relationship of the four variables; training, recruitment, employee relations, and performance and human relations. According to (Kozienkova, Samaha, Samaha & Palmatier, 2014), the source of an organization's resources can vary, coming from both within and outside the organization. Internal resources are for example, resource and development capabilities, logistics, brand management and low-cost processes. While external resources are for instance the role of suppliers and customer demand technology change (Lewis, 2012). The principal task of management on this conception is to manipulate workplace relations in ways that enable employees to feel personal satisfaction with being involved with the organization. To this end, companies operating on this basis are expected to recognize the right of employees to have a say in how they are governed. They are also expected to take an active interest in developing the skills of employees as a means of demonstrating a commitment to their personal well-being to gain competitive advantage and organizational performance (Cooley, 2016).

In conclusion, Penrose intended to explain how human resources strategic practices can be effectively implemented towards competitive advantage and organizational performance. Basing on his theory, the four variables: training, recruitment, performance management and employee relation must be supported with the functions of Penrose views in order to effectively achieve the intended objective i.e., organization's performance. According to his work, human resource practices involve employees and their interaction with the management. Mostly, HRP accounts for competitive advantage, internal and external resource important resources in management practices. This theory helps to understand the basic techniques that are applicable to the above selected strategic human resources practices and their effects on the performance of an organization.

2.1.2 Employers' Search Theory

According to Van and Ridder (2007) the theory formalizes in a simple model the very initiative idea that employers find it optimal to invest more in recruitment activities when hiring for highly productivity jobs. These scholars further explain that the starting point is a simple matching model in which firms with unfilled vacancies and workers need a job or want to change job look for each other. The presence of frictions in the labor market prevents them from meeting directly and leads to positive rents associated with formed matches. For simplicity and clarity, the model is developed in partial equilibrium and formalized in discrete time.

The first departure from the standard matching model consists in the introduction of heterogeneity in the market, a crucial ingredient to make recruitment play a meaningful role. Jobs differ along observable and unobservable (to the worker) characteristics. Jobs also differ in the tasks they involve, i.e., the occupational group: managers, secretaries, salesmen, and assembly workers etc. (Thomas & Mathias Zurlinden, 2008). These occupations differ in their level of productivity, higher managers, lower for assembly workers. Within each of these occupations,

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jobs differ along some characteristics that are observably to the job-seekers, i.e., the work environment, the specific organization of work within the firm, the importance of skills like leadership and motivation, etc.

Prolonged or inefficient recruitment can also have adverse scientific, economic and ethical consequence. Failure to achieve the target sample size can lead to a reduction in the statistical power of a study. An under-powered study may report clinically important effects to be statistically non-significant and result in delay or non-implementation of clinically effective intervention and delay in identification of non-effective interventions. Prolonged recruitment results in increased time or cost extensions and may result in premature termination of trials. Studies that terminate prematurely or fail to reach adequate statistical power raise ethical concerns as realists have exposed the participants to an intervention with uncertain benefit and may still be unable to determine whether the intervention does more harm than good at trial completion (Jing & Avery, 2012). In relation to this study, this model expresses recruitment and selection process as a very important factor in determining the suitability of an employee. The model connects the viability of an employee in the matters production from the process of selection and recruitment adopted. According to the traits of the model, this study determined the selection and recruitment techniques needed in order to affect organizational performance.

2.2 Empirical Literature Review

2.2.1 Training Practices and Organization Performance

Different scholars have given out different opinions concerning the study of training as a drive to improve organizational performance. Lufungula and Borrromeo (2019) researched on application of training as a SHRP initiatives for workers motivation and organization performance in Telecommunication Sector in Congo. The study shows that training has been effective and companies that have entrenched these strategic approaches to motivate their employees have sparingly shown an increase in productivity.

The study also reminds us that motivation factors may not by themselves achieve organizational performance. Rather, motivation should be embedded in a broader approach through effective performance management processes. Study dwelt much on training and failed to capture the entire recipe on strategic human resource practices in organizational performance (Aguinis, 2013). Cantarello et al. (2012) evidenced a positive effect of training on organizational performance is very weak. Furthermore, some studies that training is negatively related to some measures of organizational performance. However literature considers that training and performance are positively related. Thus, various reasons on empirical evidences suggest that training does not have a direct effect on performance, but an indirect effect by improving employee performance and other organizational outcomes.

Nathalie and Swaleyah (2017) research on the challenges facing strategic human resources practices in DR Congo organizations: “a case of TIGO Congo telecommunication”. She plainly tackles training as a great contribution of human resource practices to the organization performance. Further, she advances on providing the different approaches to training as technology and machine learning is taking shape in today’s world. She mentioned various training techniques and explained how managers have failed to introduce such in the newest model of technology and organization performance. The study also found that, a few of the organizations surveyed conducted training as a SHR practice, but failed to expedite on other

factors on SHRP. The study recommended various strategies for enhancing training that combated the SHRP challenges in the country and in other organizations as well.

2.2.2 Recruitment, Selection Practices and Organization Performance

According to Rai (2012), Human Resource Productivity is majorly pegged on the basis of acquiring and usage of human resource in a company. He argued that the process of growth is seen right from the styles and techniques of recruitment. Different companies have shown exemplified performance linked to the ability and the strength in human resource. Further, he noted that most telecommunication industries in the country are manned as family set-up business hence they face the challenge of management thus lacking organizational performance.

Using specific examples from DR Congo telecommunication organization, it has been demonstrated that, there is lack of management enablers, hence a need to adapt some of the recruitment and promotion processes in order to recognize the skills elements. This calls to equally value professional qualifications as much as academic qualifications. The study recognized skills as an enhancer to strategic human resource productivity that ensured employees had gained practical skills to undertake their work more effectively. Equally, important, the study suggests a system of recruitment and promotion that had several positive spin-offs effects in terms of job creation as well through various income multipliers (direct, indirect and induced). This is because several certified institutions sprang up and provided necessary training and testing services. However, the study was silent on other major strategic human resource techniques (Trehan et.al, 2014).

According to Mustapha, Ilesanmi and Aremu (2013) sound manpower plan programme logically follows a well-drawn-up recruitment strategy. In fact, the quality of the organizational performance depends upon the quality of employees which is determined by recruitment policies and practices in the organization. Mustapha Ilesanmi and Aremu (2013) stated that recruitment and selection starts with a clear statement of objectives of the firm based on the types of knowledge, skills, abilities and other characteristics. For organization to request for application, objectives must be established and used for the selection process. The position to be filled must be defined in terms of job description and job specification. According to Ahmed and Malik (2019), effective organizational sustenance is predicated on employees' job performance. Ability to have workforce that are suitable for global best practice is contingent on good recruitment, selection and placement strategy of the organization.

2.2.3 Performance Management Practices and Organizational Performance

Nathalie and Swaleyah (2017) have argued that an employee will exert flexible effort if proper performance management system is in place and is supported by compensation system linked with the performance management system. Job definition is a combination of job description and job specification. It clearly outlines duties, responsibilities, working conditions and expected skills of an individual performing that job. Therious et al. (2014) while observing productivity of workers, the researcher found that complementary HR practice System effects workers performance. McClean and Collins (2011) in research of similar nature, targeting small business have found that effective HR practices impact employee outcomes significantly (employee outcomes used by them were different than ours).

Kisanga (2017) research on the study titled “the role of strategic human resources management in organizational performance especially in relation to parastatals in Kenya”; the study findings show that, all the human resources factors are crucial in determining staff morale and the general

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performance of individual members of an organization. Organizations therefore, need to balance up their act on human resources aspect in order to maintain a moribund work force that is willing to perform at their best.

In the previous research study, Mcleod (2019) noted in an organization case study having gone down the performance management route was having second thoughts following costs incurred through staff turnover, changes in company procedures and the need for extensive re-training. They acknowledged that it may be that cost involved are so high that it pays companies operating in low added markets to remain with the old system. However, they noted that performance management has a positive and significant effect on the organizational performance. It focuses on the group on specific performance targets, and since rewards are controllable by individuals, the program can be very motivational. However, group incentive plans can be costly to install and administer and hence if the performance targets are not carefully selected, adverse results may occur.

2.2.4 Employee Relations Practices and Organization Performance

Studies have shown that there is a relationship between positive employee relations and employee engagement in enhancing organizational performance. Boeteng (2014) argues that creating a positive work relationship that is based on respect, value and recognition for employees' abilities and competence, play a critical role in promoting job satisfaction which subsequently reflects in their intention to remain devoted in the organization. Asamani (2015), based on his research study that employees created a culture of trust, cooperation and sense of belonging in the organization. Trust underscores everything that employers do with their employees with regard to their job functions. Noe et al. (2015) analyzed the impact of employee relations under human resource management practices using a case of United States MTN groups. The interrelation-intensifying process of the economy and the correlated rise of organizational networks, with their greater dependency on qualified and committed employees, identifies the need for a form of human resource management that meet the employees need for performance.

This human resource practices elicit some behavioral outcomes in addition to the improvement of skills and employees' relations. Alsughayir (2014) argued that human resource can provide a source of sustained competitive advantage when four basic requirements are met, that is through valuable, rare, inimitable and well-organized employee resource. As a result, it is important that organizations adopt human resource management practices that make best use of its employees through maintenance good of employee relations. Akhtar et al. (2014) define human resource management practices as "a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing and maintaining (or disposing of) a firm's human resources". In addition, it can be defined as "an organizational set of human resource management activities, functions and processes: Selection, training, appraisal, promotion and compensation, carried out to attract, develop and maintain strategic human resource that allow the firm to achieve its goals.

3.0 Research Methodology

The study used a cross sectional research design to investigate the selected strategic human resource practices and their effects on performance of Safaricom LTD/Telecom Company in DRC were surveyed. This study targeted 2300 employees working for the two (2) companies because they were more conversant with the human resource management functions. Stratified sampling of three hundred and eighty-five (385) members of staff represented organizations from

both Safaricom and Vodacom will be used in order to obtain data from the entire target population. The sample size was obtained from both the human resource departments of both organizations from a target population of 2,300 employees regionally.

$$n = N / (1 + N(e^2))$$

Where, n = the desired sample size, e = probability of error (0.05 for 95% confidence level), N = the estimate of the population size.

$$n = 2300 / (1 + 2300(0.05 \times 0.05)) = 2300 / 6.75 = 340.74$$

$$10\% \text{ of non-response rate would be } (10/100) * 341 = 34$$

This is approximately 34 participants.

Sample size, 34 + 341 = 385 participants.

Therefore, the study applied both primary and secondary data techniques by use of questionnaires. Due to the much threatening cases of Covid19 and government/WHO regulations, the study conducted online using emails and partially through random device engagement. Here, physical engagements were sparingly reduced as we strive to fight out Covid19. Since VODACOM Limited is a technology-based industry, employing the two techniques used were simple and easy to embrace. With the consent of the management, it enabled the researcher to access the different departments via their company portals and conducted the survey online.

After the data collection, data entry, data manipulations and data cleaning, both inferential statistics and descriptive statistics were used to analyze, present and interpret results, on descriptive statistics, the charts, bar graphs, were drawn using Microsoft excel tool and presented in form of frequencies and percentages on graphs and some presented on tables summarized as mean and standard deviation, also demographic characteristics of the respondents were captured on graphs, charts and tables. On inferential statistics, simple regression model was used after performing diagnostic tests like variance inflation factor(VIF) to test for multicollinearity within the dependent variable and independent variables, STATA Version 16 was used to perform both diagnostic test and simple regression models and presented in form of tables, statistically researcher relied on both upper CI, lower CI, coefficients, standard errors and lastly on p-values which were later used to draw a valid conclusion whether there is a significant linear relationship/effect between independent variables and dependent variable in regard to the study objectives/research questions, probability value less than 0.05 was considered to be statistically significant and was interpreted($p < 0.05$).

The model applied of multiple regression formula under SPSS control software using the formula; $Y = mx_1 + mx_2 + mx_3 + mx_4 + b$; Where:

Y = Organizational Performance

M = the slope of the regression

X₁ = Training practices

X₂ = Recruitment and selection practices

X₃ = Employee relation practices

X₄ = Performance management practices

b = constant

4.0 Findings and Discussion

Out of (358) participants, majority of the respondents 246(69%) were male while 112(31%) of the participants were female. The study also found that majority 150(42%) of participants were between 35-44 years of age category. Majority 133(37%) of the participants had attained master’s degree and only 18(5%) had attained certificate level. Moreover, most 210(59%) of the participants had 6-9 years of work experience.

4.1 Training Practices and Organizational Performance

Descriptive statistics on the effects of training practices on organizational performance indicated that, on average, employees agreed that organization offers coaching and mentorship to all employees whenever required, coaching and mentoring bring positive results on employees’ overall performance, employees are able to rotate between jobs at the same business allocation, job rotation is effective for organization when practiced regularly or periodically, job rotation helps in identifying their strengths and weakness and how to encourage them to develop and learn more skills, they agreed that team training is effectively in improving their performances at work and also improves the welfare of both organization and employees by boosting profit growth in their respective organization whereas on average.

Employees were both neutral when asked whether their organization is opened to employees working at various levels and attempts to improve employee performance by imparting knowledge development trainings like changing attitudes or increasing skills and whether their organization aims at improving the current job performances on learning and growth design for all employees to prepare them for future challenges however, on average, employees disagreed that their organizations offers online learning to all employees irrespective of their skills and performances and that their organization gives team training on a regular basis to all employee.

Table 1: Effect of training practices on organizational performance

Source	SS	df	MS	Number of obs	=	358
				F(1, 356)	=	0.44
Model	44.0462614	1	44.04626	Prob > F	=	0.5076
Residual	35649.7414	356	100.1397	R-squared	=	0.0012
				Adj R-squared	=	0.0016
Total	35693.7877	357	99.9826	Root MSE	=	10.007
organizational performance	Coef.	Std. Err.	T	P>t	[95% Conf. Interval]	
training practices	0.078607	0.118525	0.66	0.048	0.111704	0.15449
_cons	55.99562	4.98302	11.24	0	46.19576	65.79548

Results in Table 1 shows the regression test used to assess whether there is an effect of training practices on organizational performance, the results reveal that training practices has a positive effect on organizational performance(p=0.048), an increase in training practice by 1 unit leads to positive increase in organizational performance by 0.078607 units.

4.2 Performance management practices and organizational performance

The study found that, on average, employees agreed that organization uses performance management strategy as a way to boost employees’ engagement and productivity, they also agreed that organization uses technology in performance management as a tool to simplify the process, they agreed that performance management System is clearly defined in their

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organization, they agreed with the notion that employee appraisal is a periodic review of the employees' job performance, they agreed that changes do arise after appraising the performance of an employee creating better working environment, they agreed that organization has a formal assessment in which managers evaluate an employee's work performance by identifying strengths and weaknesses and offers feedback to employees.

Moreover, majority of the respondents also agreed that organization perform peer reviews and they are encouraged to gain understanding of employee's own work as well as work of peers, they also agreed that technology and performance management improves efficiency in their workplace and output of performance for the organization, they also agreed that technology innovation reduces human error, increases productivity, and increases the speed of communication, they agreed that PMS that are being implemented in the organization creates a participative environment both to the senior and junior employees, they agreed that performance appraisal helps raise the organization's total output and lastly they agreed that organization considers performance management as a way to track profitability.

On average, employees were neutral when asked whether 360-degree appraisal is undertaken in the organization annually, they remained neutral when asked whether rewards and promotions are strictly based on Performance Management System (PMS) and lastly, they remained neutral when asked whether organization elaborates this procedure periodically.

Table 2: Influence of performance management practices and organizational performance

Source	SS	df	MS	Number of obs	=	358
Model	16809.8786	1	16809.8786	F(1, 356)	=	316.9
Residual	18883.9091	356	53.0446884	Prob > F	=	0
				R-squared	=	0.4709
				Adj R-squared	=	0.4695
Total	35693.7877	357	99.9825986	Root MSE	=	7.2832
organizational performance		Coef.	Std. Err.	T	P>t	[95% Conf. Interval]
performance management practices		0.49158	0.027614	17.8	0	0.437273 0.545888
_cons		25.21122	1.591938	15.84	0	22.08044 28.34201

Results in Table 2 shows the regression test used to assess whether there is an effect of performance management practices on organizational performance, the results reveal that performance management practices within an organization leads to a positive effect on organizational performance (p=0.000), an increase in performance management practices by 1 unit leads to positive increase in organizational performance by 0.49158 units.

4.3 Recruitment and selection practices on organizational

The results revealed that on average, participants agreed that organization considers niche job board as a way to attract top talent, they agreed that niche job board is successfully implemented in the company to target top talent, they agreed that organization do avails enough resources to attract experienced employees, they agreed that employee-focused culture adapted in the organization helps in the effectiveness of recruitment process of skilled employees and that culture is built in their organizations, they also agreed that their companies trains interviewers on how to assess skills and select the best and experienced employees, they also agreed that

organization conducts job interviews periodically and depending on demand and they also agreed that job interviews done by the company are effective in selecting the right candidates.

On average, employees were neutral when asked whether organization uses satisfactory methods to recruit best and skilled people, they remained neutral when asked whether selection tools applied are effective in retaining skilled employees in their organization and lastly, they remained neutral when asked whether online job interviews procedures are well conducted in the company however employees disagreed with the notion that different selection tools applied during interviews have produced highly effective skilled employees in their organization.

Table 3: Effects of recruitment and selection practices on organizational performance

Source	SS	df	MS	Number of obs	=	358
Model	441.1831	1	441.183071	F(1, 356)	=	4.46
Residual	35252.6	356	99.02417	Prob > F	=	0.0355
				R-squared	=	0.0124
				Adj R-squared	=	0.0096
Total	35693.79	357		Root MSE	=	9.9511

Organizational Performance	Coef.	Std. Err.	T	P>t	[95% Conf. Interval]
recruitment and selection practices	0.345874	0.163863	2.11	0.035	0.023614 0.668135
_cons	39.5112	6.274944	6.3	0	27.17058 51.85182

Results in Table 3 shows the regression test used to assess whether there is an effect of recruitment and selection practices on organizational performance, the results reveal that recruitment and selection practices within an organization leads to a positive effect on organizational performance (p=0.000), an increase in recruitment and selection practices by 1 unit leads to positive increase in organizational performance by 0.345874 units.

4.4 Employee relations practices and organizational performance

Descriptive analysis reveals that on average, employees agreed that suggestion on doing things differently applied in their organization, they agreed that new ideas are converted into viable business opportunities in their organization, they agreed that everyone in their organization values ongoing improvement of quality services, they also agreed that on-time delivery of services is respected in their organization, they agreed that employees are always involved in decisions that mainly affect organization performance, in other hand, they also agreed that organization communicates the present performance and the future performance expectations to their employees, they also agreed that organization has the ability to generate desired profits through effective organizational performance, they agreed that organization invests more in activities that allows it to remain profitable away from competitors, they also agreed that organization has the ability to use surplus funds to invest in the growth of the business in the future, they agreed that organization regularly analyzes profitability and net income so that the numbers keep painting a clear picture, lastly, they agreed that organization's profits have increased in the recent past years due to organizational performance.

On average, employees were neutral when asked whether organization has a system for monitoring how effective communication, employee satisfaction and a conducive work culture

increases profits overall, they remained neutral when asked whether organization always tracks the overall operational performance of all activities done by employees and lastly, they remained neutral when asked whether workers and supervisors have information and tools needed to perform their job effectively.

Table 4: Influence of employee relations practices on organizational performance

Source	SS	df	MS	Number of obs =	358
Model	3324.20447	1	3324.204	F(1, 356) =	36.56
Residual	32369.5832	356	90.9258	Prob > F =	0
				R-squared =	0.0931
				Adj R-squared =	0.0906
Total	35693.7877	357	99.9826	Root MSE =	9.5355

organizational performance	Coef.	Std. Err.	T	P>t	[95% Conf. Interval]
employee relations practices	0.59981	0.0992	6.05	0	0.404717 0.794902
_cons	20.2846	5.386264	3.77	0	9.691704 30.8775

Results in Table 4 reveals that employee relations practices within an organization leads to a positive effect on organizational performance(p=0.000), an increase in recruitment and selection practices by 1 unit leads to positive increase in organizational performance by 0.59981 units.

Results in Table 4 shows the regression test used to assess whether there is an effect of employee relations practices on organizational performance, the results reveal positive employee relationship leads to a positive increase in organizational performance by 0.59981 units since the results is statistically significant (p-value<0.05).

4.5 Human resource practices and organizational performance

Descriptive analysis revealed that, on average, they agreed that there is a good working environment in their organization for all employees, they agreed that working environment contributes to employees' general well-being and development, they agreed that employee relations have improved working relations through Communication within their organization, they agreed that management team is approachable and supportive within their organization, they agreed that organization provides knowledge on company culture, management tools, hierarchies and human resource policies, they agreed that organization recognizes employees as valuable workers, and appreciates their work which motivates them the most, they agreed that organization believes that happy people bring higher productivity, they agreed that they are satisfied with the level of commitment they give towards the organization and are willing to outdo beyond their expectations, lastly, they agreed their organization offer adequate leave packages to all employees equally e.g. annual leave, sick leave, maternal/paternal leaves and etc.

On average, they were neutral when asked whether information collected through communication in their work place aids in decision-making, they were neutral when asked whether organization believes that happy people bring higher productivity, they remained neutral when asked whether they are proud and see themselves working for the organization for the next 5 years and take their organization as a great place to work for as I feel valued, they were also neutral when asked whether status differentials on employee commitment encourages team bonding and creates clear

strategies for employee engagement, they also remained neutral that employee incentives offered are adequately impressive even to non-management level.

Table 5: Effects of human resource practices organizational performance

Source	SS	df	MS	Number of obs = 358	
Model	21090.74	4	5272.684	F(4, 353)	= 127.46
Residual	14603.05	353	41.36842	Prob > F	= 0
				R-squared	= 0.5909
				Adj R-squared	= 0.5862
Total	35693.79	357	99.9826	Root MSE	= 6.4318
Organizational Performance	Coef.	Std. Err.	P>t	[95% Conf. Interval]	
Training strategy	1.34315	0.137118	0	1.073479	1.61282
Recruitment selection Practices	-0.51051	0.128195	0	-0.7626331	-0.25839
Employment Practices	-0.54045	0.101254	0	-0.7395895	-0.34132
Management Strategies	0.745411	0.038093	0	0.6704924	0.820329
_cons	3.559486	4.97299	0.475	-6.220927	13.3399

Results in Table 5 reveals that using multiple linear regression model, both training strategy, management strategies had a positive influence on organizational performance while recruitment selection practices and employment practices did show a negative influence on organizational performance since they all showed a statistical significant evidence to claim that (p-value<0.05).

In terms of the first objective, the finding showed that training practices had a significant and positive effect on organizational performance agreeing with previous studies that found similar results. These findings were in agreement with Lufungula and Borromeo (2019) results that indicated that the application of training as a SHRP initiated workers motivation and organization performance in Telecommunication Sector in Congo. The study shows that training has been effective and companies that have entrenched these strategic approaches to motivate their employees shown an increase in productivity. Karakas and Manisaligil (2012) also conducted a study on employee training and had some relevant information related to our study. In regards of the second objective, the findings revealed that there was a positive and significant effect of employee relations practices on organizational performance. The findings were in agreement with Danlami, (2011) who researched on employee relation as a strategic human resource management tool in Organizational Performance. Budhwar, Chand and Katou (2007) conducted a study in some companies on employee relation which showed a positive response to the organization's performance.

In terms of the third objective, the findings showed that there was a significant positive effect of performance management practices on organizational performance. Jiang et al (2008) have argued that proper performance management system which is supported by compensation system exerted employee's flexible efforts. Huselid (2007) stressed that by adopting best practices in tracking employee performance and inflow of best quality of skill to be nurtured, will add value to skills inventory of the organization. He also stressed on significance of performance management as balance to the organization measure of performance through which the organizational culture and employee behavior can be aligned to produce positive results.

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According Budhwar, Chand and Katou (2007) performance management showed a positive response to the organization's performance.

In regards of the fourth objective, the findings revealed that there was a significant positive effect of recruitment and selection practices on organizational performance. Djabatey, (2012) argued that in order for the enterprise to build and sustain the competitive advantage, proper staffing is critical. Usman and Setiawan (2020) "recruitments and selections have become essential in organizations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications". Mustapha, Ilesanmi and Aremu (2013) stated that recruitment and selection starts with a clear statement of objectives of the firm based on the types of knowledge, skills, abilities and other characteristics.

5.0 Conclusion

The demonstration from data concludes that training practices have effects on organization performance at both Safaricom/Vodacom Ltd. The study focused on training practices such as on the job and off the job trainings and it concludes that they both enhance employee performance at Safaricom/Vodacom Ltd as they enabled them increase performance, increase their morale and motivation and job satisfaction leading to improved productivity.

The demonstration from data concludes that employee relations practices have effects on organization performance at Safaricom/Vodacom Ltd. The study focused on the relationship between employees and the employer, the work environment, communication, job opportunities at both Safaricom/Vodacom Ltd and it concludes that they all contribute to employee performance as employees feel motivated and engaged in the work place, they do an excellent job in their assigned roles which resulted in high productivity, great customer satisfaction and the overall organization performance.

The demonstration from data concludes that performance management practices have effects on organization performance at both Safaricom/Vodacom Ltd. The study focused on performance management system, performance appraisal, peer reviews, rewards and promotion enhance employee productivity, reduction of turnovers, growth in sales and higher profits are associated with performance-based remuneration leading to organizational performance. The demonstration from data concludes that recruitment and selection practices have effects on organization performance at both Safaricom/Vodacom Ltd. The study focused on recruitment and selection outcomes such as a strong pool of applicants, proactive strategic alignment with the company's goals the accuracy of qualification screenings which reduced turnover and increased employees' morale promoting organizational performance.

The main policy implication of the study is that the government of Kenya and DRC-Congo should try hard to meet the strategic human resource practice and implicate them at various levels within already established strategies prior before this study for an immediate revival in the telecommunication industry. This the government, researchers and scholars may achieve through the following ways: Support employees to achieve training practices and recruitment practices which can improve their management performance; Initiate strategies that employees can relate to and demonstrate in their areas of strengths and weaknesses for better working environment; Establish and strengthen strategic human resource practices in different departments to enhance productivity to managers and employees within the telecommunication industry; through continuous strategic human resource practices, support to employees in the telecommunication industry will help them achieve and venture into new ways to contribute, participate and support

themselves and the community at large; and also, to venture into new ways of enhancing better performance at their level of input; Ensure the formation of strategic human practices, management practices, recruitment practices formulate well within the organizational structure mainly in the telecommunication industry and especially at both Safaricom/Vodacom DRC Ltd.

6.0 Recommendations

The study recommended that the management of Safaricom/Vodacom DRC Ltd adopts the most effective human resource management practices as a way of improving the output of their employees. The study recommended that the performance management practices should be optimized to improve employee performance. Performance reviews should be focused on the contributions of the individual employees to meet the organizational objectives. For every opportunity possible, the managers should formally recognize good employee efforts for enhanced work and organizational performance. This is in line with the effects in which training practices, recruitment and selection practices and employee relations practices had a great impact on organizational culture, its structure and overall performance so researchers should try to focus on this matter under research.

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