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Effect of Human Development on Organizational Performance in Non-Governmental Organizations in Kacheliba North Pokot Sub-County, Kenya

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Abstract: Human resource development practice is the major way that organizations attempt to maintain the competency levels of their human resources and to increase their performance. Therefore, this research sought to determine effect of human resource development on organizational performance in Kacheliba North Pokot Sub-County. The study adopted Resource-based theory, Human Capital theory to discuss the phenomenon of human development on organizational performance. The study was carried out through a descriptive survey method. The target population for the study was all permanent employees of Kacheliba Constituency. The target population was therefore 96 employees.This study therefore sampled 96 respondents. This study employed stratified random sampling method as a technique of probability method which was done according to the three organisations in Kacheliba North Sub County. A 5-point Likert scale questionnaire was the main instrument of data collection for the study. The researcher measured the reliability of the questionnaire to determine its consistency in testing what they are intended to measure. Multiple regression analysis was used to analyze data to show if there will be any significant perceived relationship between employees participation in decision making and organization productivity. From the study findings it was found out that there was a relationship between the independent variable human development and organisational performance. From the study objectives, it was clear that there is a strong relationship between employee growth design programmes, employee health and wellbeing, salary compensation scheme and employee competence. Based on the findings, the researcher recommended the following: that the organisations should design employee growth programmes that suite their employee needs to motivate them produce more at work place; the organisations should put in an employee health and wellbeing programme at their work place.
Keywords: Concept of health, Human Resources Development, Organizational performance.

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Introduction

Human Resources Development as a theory is a framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement (Mishra, 2012). Human development develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities. Groups within organizations use human development to initiate and manage change; also, human development ensures a match between individual and organizational needs (Ahmad, 2012). Globally, the most precious asset that can contribute greatly to the organizational efficiency and effectiveness is the human resource of organizations (Memon, 2009).

The most successful companies and the most successful countries will be those that manage human capital in the most effective and efficient fashion by investing in their workers, encouraging workers to invest in themselves, providing a good learning environment including social capital as well as skills and training (Becker, 2002). In Africa, An empowered workforce that has the relevant knowledge, skills and competencies can produce exemplary organizational results. Empowering employees, through greater commitment to the organization's goals, encourages employees to take more responsibility for their own performance and its improvement (Wright, 2001) and skills and talents inherent in the employees can be realized and put to work for the benefit of the organization producing more satisfied customers and greater profits. Contributions by empowered employees are believed to have a significant impact on business productivity, revenue and the organization's overall effectiveness. The availability of a well-developed human resource base is critical to the realization of Kenya's Vision 2030. The much needed higher productivity in the process of realization of Vision 2030 depends on the quality of human capital and how they are utilized (Kimutai and Patrick, 2011).

Statement of the problem

Human resource development practice is the major way that organizations attempt to maintain the competency levels of their human resources and to increase their performance. According to Solkhe and Chaudhary (2011) the relationship and impact of human development climate on job satisfaction the findings indicate that human development climate has a definite impact on job satisfaction which in turn leads to the increased organizational performance.

Mba Okechukwu Agwu and Tonye Ogiriki (2014) in their study found that three major findings in their research: human development practice of training and development provides their employees with greater intrinsic rewards than other traditional human development tools; there is a significant relationship between human development practices (training and development) and increased employees' motivation or commitment and organizational productivity.

In light of the above the study's observation before conducting the study; employees are not contributing maximally to the organizations output due to low employee motivation through training, remuneration, health condition provisions and low consideration of employees' decision contribution on the growth of the organization. Additionally, as the study's concerned for empirical studies there is no other study conducted on this topic in Kacheliba Sub-county. Moreover, the researcher needs to contribute few things through the findings in the study and the relevance of the outcome of the study for the organizations in Kacheliba Constituency and other similar public organizations got considerable attention.

Research Objectives

To determine the effect of community participation on sustainability of water projects in Marakwet West Sub County

Literature review

Effects of Employee Growth on Organizational Performance

According to Young and Perrewé (2000), Mentoring prevails as one of the most important developmental tools for the progression of any professional in training, and managers in organizations play a crucial role in developing employees. Any feedback that employees receive from their managers significantly impacts the employees' job, career, and life satisfaction, including their performance in the workplace various options are available to managers to yield improved commitment in the workplace, such as coaching, advising, teaching, counseling, guiding, and training.

According to Wiener (1982) Job rotation is working at different tasks or in different positions for set periods of time in a planned way using lateral transfers aiming to allow employees to gain a range of knowledge, skills and competencies and is also seen as an on-the-job training technique, and as such is known to have an effect on employee commitment to the organization. Although moving employees from one task to another for set periods is based on a simple logic, Jorgensen (2005) said that its value to the employees is considerably high. He pointed out that job rotation has many benefits for organizations, including increasing motivation and productivity, decreasing monotony, creating training opportunities, laying the foundations for senior management positions, supporting career development, easing adaptation to change and decreasing stress.

The research performed by Eriksson and Ortega (2006) indicated that job rotation applications support both employee learning and the employer learning. It is a training means of facilitating the acquisition of skills to make the work productive. Working in more than one department or section at set intervals and learning by actually doing the work oneself makes it easier to acquire the knowledge and skills related to many functional areas of the organization (Bennett, 2003). Job rotation makes people in different functional areas more connected, thus improving employee commitment to the organization. It also provides individuals with a better knowledge of the other parts of the business. Hence the greater job rotation, the more consensuses is created between workers, which influences the interpretation of information and provides a mechanism for organizational learning.

Career counselling refers to as initiatives which link the gap between organisation and individual (Anderson and Vandehey, 2006). According to Jackson *et al.*, (2006), career counselling allows employees to discuss with their managers their personal and career interests and goals, their personal skills and abilities, their preferences, their values, their life concerns, and suitable career development objectives. In their role as career counsellors, managers help employees to think more deeply about their careers and opportunities. In addition to pointing out new directions and new trends, managers also aid employees in gaining personal insights that help match trends with career implications.

According to Jackson, *et al., (*2006), career counselling encompasses workshops, mentoring, assessment, self-help books, resource centres, individual counselling and interviews. Garvey (2004) sees a division of responsibility where individuals are responsible for planning a career in a personally satisfying and productive way and where the organization should effectively select, assess, assign and develop employees to provide a pool of qualified people to meet future corporate need. He notes that both individual career planning and organizational career management can be characterized along two dimensions: the extent of influence of the individual or organization, and the flow of information provided to the individual or the organization. Career counselling may influence employees in an organization in improving their skills, knowledge and abilities of works, and their commitment.

According to Gao (2004) found a positive relationship between training programs and employees' job involvement. He argued that if there are some recognitions and financial benefits for the high performers at the training programs, the feelings of reciprocity emerges in the high performing employees as well as in other ones which motivate them to extend themselves in many ways such as adapting new skills, knowledge and competencies which ultimately leads to improved organizational performance.

Besides their importance for the economic and social development, organizations are the subject of scientific interest because of their specific business characteristics and behavior, aiming to adapt economic theory and create applicable models and tools for their better performance. The common conclusion is that the most important characteristics of Organizations derive primarily from their limitations are: personalized management, constraints in resources (management/organization, human resources, and finance), limited market impact, and greater sensitivity to the external environment influences. These characteristics are also held responsible for a particular business conduct. It can be said that the Organizations are more inclined to risk-taking, informal and unstructured way of doing business. However, this actually creates the potential for flexibility, fast response time/adaptation, and innovation in an organization (Scott and Davis 2015).

Even though most studies confirm the expected specific Organizations' features, others question some of the common beliefs about Organizations' market approach. It has been confirmed that, due to the aforementioned limitations, Organizations rely on a large or small number of customers and operate in limited markets. However, the percentages vary from one country to another dependent on the respective national markets size for example in Estonia this percentage is 23%, in Slovenia 21%, in Finland 19%, in Denmark 17%. On the other hand, in contrast to the potential for innovation, only slightly less than 1/3 of Organizations offer new or significantly enhanced; only 12% of the total income of Organizations in the EU is generated by innovative products and the share is greater in the old than in the new member states, which can be explained by stronger competition and a more demanding and saturated market. Established theories on Organizations' strategic performance are perhaps the most significantly challenged by those research results that show that Organizations can be as successful outside niches; they can, in line with their limitations, secure success in the market by means of playing the followers or entering into alliances with the big players (Oliver, 2014).

To date, studies of fast-growing organizations have devoted most attention to defining their growth factors. Their effects, however, as well as their specific characteristics and conduct have not yet been clearly determined. Identified factors affecting the rapid growth can be grouped into four categories - entrepreneur's personality, business strategy, resources and capabilities of the business entity and the external environment (Mateev and Anastasov, 2010).

Most authors measure performance by combining conventional indicators of effectiveness and/or efficiency: most often sales growth/market share increase and profitability (derived indicators of rate of return) and less commonly, liquidity/solvency, employment, reputation/image (Koksal and Ozgul, 2007).However, given that a business, i.e. its performance, is considered successful if it meets the set of strategic (inclusive of tactical and operational) goals, it is advisable to harmonize measuring/indicators for performance with the strategic goals of the specific business entity (Hudson, Smart and Bourne, 2001). The subjective assessment of goal achievement of a business entity, which would make this possible through individualization of success, is unjustly neglected in measuring performance (Laitinen, 2002; Bititci, 1994).The sales growth (and/or market share) is one of those conventional indicators that most directly indicates the ability of a business entity to maintain/reduce/increase the level of their market competitiveness, and at the same time it is considered to be the result and the measure of entrepreneurial orientation (Covin *et al.*, 2006).

Performance measuring is usually carried out by subjective evaluation of the business entities themselves, either by evaluating their satisfaction with the achieved indicators of effectiveness and efficiency (meeting expectations, i.e. plans), or by benchmarking themselves against their competition (Padmore *et al.*, 2006).However, despite the strong ties established, i.e. compatibility of subjective evaluation with objective performance indicators, the inclusion of objective indicators increases the reliability of research results (Ward and Lewandowska, 2008). However, rare are studies that examine the impact of an internal environment as a whole (combination of all/most of the internal factors) on business strategy and performance (Vogus and Sutcliffe, 2016).

Entrepreneur's personality (owner's and/or managers) is a specific internal factor. All studies have shown it has a significant impact on existence and operation of businesses, particularly SMBs. Specifically, its strong influence on the business strategic framework has been established (vision, mission, business orientation, culture and goals), which, indirectly and implicitly, affects all the components of the internal environment, strategy and performance. The problem of analyzing this factor is reflected in the complexity of deeper analysis (of motives, attitudes, personality traits ...), that would require an expert psychological approach. Therefore, the analysis is usually reduced to demographic characteristics that certainly cannot give a complete and thorough insight into the personality of the entrepreneur (Dragnić, 2014).

The business entity size factor, most commonly defined by the number of employees, is encountered in almost every research, most often as a structural sample feature. Scientifically speaking, this feature and its categorization has its purpose given the specific characteristic which are brought into the business by differences in size – from strength and availability of resources, through organizational structure, to flexibility/ability to adapt (Forsman, 2008; Ward and Lewandowska, 2008).In the literature the stages in the life cycle are classified in accordance with their features and particularities which condition different actions, i.e. business strategies. Except for the inception stage, life cycle stage can be also viewed as a state one aspires to achieve, therefore, as a goal and success indicator of a business entity. Although it could and should have been implied, the concept of a life cycle is rarely perceived as a cyclic reoccurrence of life cycle stages throughout the existence of a business entity (Kotler *et al.*, 2006). Innovation is often referred to as a fundamental feature of entrepreneurship and growth. Innovations of products, equipment and processes, and technological development, as a related concept, are certainly an integral part of a business strategy (Dulčić and Bakotić, 2004). Furthermore, innovation and technological levels can also be seen as a part of or the result of the condition of resources 5 (material, financial, human, knowledge, competencies, culture/orientation), which determine the development of strategy and business performance (Atuahene-Gima and Murray, 2004).The theory and empirical research focus on organizations or organizational features, primarily from the management point of view, or differences between large enterprises and SMBs. Some of them explore the relationship between business orientation (strategies), organizational features (structure) and performance (Covin, Green and Slevin, 2006).

Organizational features affect the process of strategy defining/implementation and content, business culture (they are part of it) and they reflect the personality of the entrepreneur/owner and manager. The most often analyzed features of a business entity are autonomy (Wennekers *et al.*, 2007).The market role of a business entity can be observed as entity's current position/state which determines the choice of the strategy, but also as its set target/result. Market roles result from the strength of businesses on the market (share size and competitiveness position), and are characterized by the level of innovation and business pro-activeness necessary to achieve and maintain a certain position (Ho and Leng 2004). Accordingly, in the established division of market roles two drawbacks can be identified: the role of nicher is defined by the criterion of where/in what market segment certain business operates, and not by its position in relation to its competition; a lack of the monopolist role for situations when an entity is the only one on the market/market segment (Kotler and Keller, 2008).

The feasibility and efficiency of a business strategy derives from optimal use of internal strengths and external opportunities as well as from reduction of internal weaknesses and external threats. That is, the strategy can be viewed as a mechanism of adjustment, the method of aligning business/internal environment with the external environment while the interaction between the internal and external environment/factors is crucial for the success of a business entity. Hence a distinct position of strategy as the dependent variable in relation to internal and external environment factors on one hand, and the independent variable that (in a possible correlation with environmental factors) affects the performance of a business entity on the other (Kotler and Keller, 2008). Since the external environment primarily affects the survival and the growth of business entities (Covin and Slevin, 1989), researches deal with the issue of efficiency of certain business orientations/strategies in a particular environment, i.e. how the external environment affects the strategy and performance of businesses (Ward and Lewandowska, 2008). While the theory usually approaches the analysis of the external environment through the analysis of the macro environment and micro environment (suppliers, competitors, intermediaries and customers), empirical studies most often create constructs that are a combination of the aforementioned categories. However, as it was the case with internal environment, very few studies examine the external environment impact as a whole (a combination of all/most of the external factors) on strategy and performance.

Under the construct of the general state of the economy the following are analyzed: dynamics, intensity and impact of the general economic and fiscal factors, legislation, social and business culture, general prosperity (Ward and Lewandowska, 2008). Previous studies have identified and analyzed the general state of the economy in terms of the continuity of economic-political orientation and the dynamics of macroeconomic indicators in terms of the direction of macroeconomic indicators and in terms of ease and security of doing business (Forsman, 2008). Similar to business size factor, the sector variable is present in almost all the studies, at least as a structural characteristic of a sample. As an independent variable of impact on business orientations/strategies and business performance, sector is addressed in the specific sectoral. The influence of this variable can be observed in terms of its dynamics, and though it is rather feasible in the specific sectoral studies, it is hampered in the multi-sectoral research by numerous limitations. Accordingly, the impact of this variable primarily results from the principal differences/specific characteristics of the defined categories of sectors, most often manufacturing, services and trade (Jogaratnam, 2017).

Market type/size and customer type/size are often found in empirical research as structural characteristics of the sample, but they should primarily be regarded as an independent variable of the external environment. Namely, with their specific features different types and sizes of markets and customers influence the selection of target markets/segments (marketing strategy) and the performance of a business entity. The most common categorization of market types, in theory, research and practice, is reduced to local - regional, national and international market. The fundamental features and differences between categories of this construct are derived from the possible implications on the marketing strategy and performance conditioned by the complexity of market type-size, proximity/accessibility, familiarity and homogeneity (Beall and Morris, 2015). The most common customer types are the individual/consumers and business customers, within which there is a further division. The fundamental features and differences between categories of this construct are derived from the possible implications on the marketing strategy and performance conditioned by the complexity of customer type- market/demand, decision-making and purchasing process structure (Dragnić, 2014).

Methodology of research

Research Design

The research was carried out through a descriptive survey method. The main feature of survey research design is to describe specific characteristics of a large group of persons, objects or institutions, through questionnaires (Jaeger, 1988). This design was considered appropriate because data was collected at one point in time across many individuals. A descriptive study collects data in order to answer questions about current status of the subject or topic of study (Orodho *et al.*, 2013). The classification of the particular research design for this study was the purpose of the study. The researcher believed that a descriptive research design was appropriate for this study because this study was concerned with determining effects of human resource development on organizational performance at nongovernmental organizations in Kacheliba North Pokot Sub-County.

Target Population

The study population refers to the total collection of elements which one would like to study or make inferences. The population aspect however refers to the individual participant or object on which the measurement is taken. It is the unit of study (Cooper and Schindler, 2011). The target population for the study were all permanent employees of Kacheliba North Sub County. The target population was therefore 96 employees.

Sampling techniques and sample size

Since the study population was small, census sampling technique was used; hence, all the 96 workers were respondents. This number was considered sufficient since it was above the recommended 30% as advanced by Gupta and Gupta to select a sample for which was generally regarded as the minimum sample size.

Data Collection

The researcher will obtain an introduction letter from JKUAT, and obtain a research permit from the National Council for Science and Technology and innovations. Thereafter, the researcher will obtain consent from the Sub County water office to administer the to their project questionnaires. The researcher visited each of the sampled departments and households to personally administer the questionnaires. The respondents were guided on how to respond to the questions and were assured of confidentiality of all the information they gave. After which they were given the questionnaires to fill within seven days and return them to the researcher through an agreed collection point. Questionnaires will be used as the data collection instrument.

Data Analysis

Data collected from the field were imported into a computer programme statistical package for social sciences (SPSS) for analysis using descriptive statistics like frequencies, percentages, means and standard deviation. Data were organized into frequency tables from which the means, percentages were calculated. For better interpretations and pictorial view it further represented as bar graphs. A regression model was used as a statistical technique to compare the difference between categorical frequencies.

Results of the Study

Employee Growth and organizational performance

Objective one sought to determine the employee Growth and organizational performance at the non-governmental organizations. The respondents were asked to give their opinions using the likert scale of where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree and T=total.

Table 1. Employee growth and organizational performance

Statements		SA	A	N	D	SD	T
I have a mentor in my current organization that supports my development.	%	6	8.4	14.4	27.6	43.2	100
I am regularly rotated in my work place	%	19.2	24	2.4	21.6	32.4	100
My organization offer career counselling for the employees	%	50.4	21.6	3.6	10.8	13.2	100
I am happy to share things that I have learnt with others.	%	36	31.2	2.4	16.8	13.2	100
I always feel free to ask for advice from my career counsellor	%	49.2	25.2	2.4	10.8	12	100
My organization offers me regular training for job mobility	%	51.6	28.8	1.2	9.6	8.4	100
The employee growth at my work place has made me to give more to the organisation		33.6	12	4.8	13.2	36	100

From table 1 below, the respondents were asked whether they had a mentor in work place. Majority of them 43.2% strongly disagreed, 27.6 disagreed, 14.4 remained non-committal, while 8.4% and 6% agreed and strongly agreed respectively. This was a revelation that the respondents did not have mentors who could shape them to produce in the work place. The second question in this objective wanted to find out if the employees were regularly rotated at work place to enable them have a wide knowledge of the departments. 32.4% strongly disagreed that they are rotated, 21.6% disagreed 19.2% strongly agreed 2.4% agreed. This was an indication that the non-governmental organisations do not rotate their staff regularly.

On career counselling for the employees 50.4% of the respondents strongly agreed that there is career counselling, 21.6% agreed, 3.6% were neutral, 10.8% disagreed and 13.2% strongly disagreed. This indicated that they were some counselling employee programme in the organisation. When asked if they are happy to share learning experience with others that they have learnt with others 36% strongly agreed, 31.2% agreed, 16.8% disagreed, 13.2% strongly disagreed with 2.4% neutral. This implied that if employees were subjected to learning the trickle effect could be there amongst them. When asked if they could be free to seek advice from their carrier counselors, majority of them answered to the affirmative with 49.2% strongly agreeing, 25.2 agreeing, 10.8% disagreed and 12% and 2.4% strongly disagreed and neutral respectively. This implied that given the counselling services, the employees were ready to seek for assistance.

When asked to say if their organization offered them regular training for job mobility, majority of them 51.6% strongly agreed that they provided with training, 28.8% agreed, 9.6% disagreed, 8.4% strongly disagreed while 1.2% were non-committal. This meant that organisations matched training to job mobility. On whether employee growth received at their work place contributes more, a majority of 36% strongly disagreed, 33.6 agreed, 13.2% disagree, 12% agreed with 4.8% remaining neutral. This implied that the organisations have not realigned their employee growth to production.

Pearson correlation coefficient

The study sought to establish the relationship between human development and organisational performance. Pearson correlation coefficient was computed at 95 percent confidence interval (error margin of 0.05). The results are illustrated as per the objectives in each of the tables respectively below.

Employee Growth and Organisational Performance

Table 2. Pearson correlation coefficient for employee growth

Coefficients[a]							
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta		Lower Bound	Upper Bound
1	(Constant)	-13.759	8.397		.243	-49.890	22.372
	respondents	.704	.228	.735	.091	-.276	1.683
	statements	.939	.245	.910	.620	-.117	1.995
a. Dependent Variable: organisational performance							

From table 2 the p-value for employee growth was found to be 0.620 which is more than the significant level of 0.05, ($p<0.05$). The result indicated that there was no strong correlation between employee growth and organisational performance at non-governmental organisations.

Table 3. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.949[a]	-.901	-.801	6.232

Table shows that the coefficient of correlation (R) is negative -0.949. This means that there is no positive correlation between employee growth and organisational performance. The coefficient of determination (R Square) indicates that -90.1% of organisational performance is influenced by factors. The adjusted R2 however, indicates that -80.1% of organisational performance of non-governmental organisations is influenced by employee growth leaving 99.29% to be influenced by other factors that were not part of the study.

Hypothesis testing

There is no significant relationship between employee growth and organisational performance.

Table 4. ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	704.523	2	352.262	9.069	.932[b]
	Residual	77.685	2	38.842		
	Total	782.208	4			
a. Dependent Variable: organisational performance						
b. Predictors: (Constant), employee growth						

From Table 4 employee growth (P-value = 0.932) was found not to be positively related to organisational performance. Statistically, this null hypothesis was accepted because p-value was beyond ρ<0.05. Thus, the study accepted the hypothesis and it concluded that employee growth does not affect organisational performance in the non-governmental organisations in North Pokot Sub County.

Conclusion

Employee growth (P-value=0.932) was found not to be positively related to organisational performance. Statistically, this null hypothesis was accepted because p-value was beyond ρ<0.05. Thus, the study accepted the hypothesis and it concluded that employee growth does not affect organisational performance in the non-governmental organisations in North Pokot Sub County.

Recommendations

It is recommended that the organisations should design employee growth programmes that suite their employee needs to motivate them produce more at work place.

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