

A CRITICAL REVIEW OF THE EFFECT OF HUMAN RESOURCE STRATEGIES, MOTIVATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

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ABSTRACT

Human capital is currently considered one of the most important recourse for a firm and its existents exclusively depends on how it manages its employees. This was a desk research with an objective of determining the effect that HR strategies, organizational culture and motivation have on employee performance.

The theoretical underpinnings are the RBV theory which states that employees contribute to a sustained competitive advantage of an organization. The Mc Gregory theory X on the assumption of human nature and motivation and the contingency theory which assumes that, there are no universal prescription of HR policies and practices. It all depends on the internal environment within which the organization operates. The paper established that organizational culture and motivation have a moderating effect on HR strategies and employee performance. Organizations should put in place effective HR strategies which will motivate employees and instigate a positive culture which will enhance performance.

Key words: Human Resource Strategies, Motivation, Organizational Culture, Employee Performance

1. INTRODUCTION

The Human Resource function has consistently faced a battle in justifying its position in the organization (Drucker, 1954; Stewart 1996). It is only recently that HR has started showing up at the strategy table, with the realization that people are an integral part of organization performance. Today the most problems and challenges in an organization are all human related. Consequently, the Human Resource Manager is concerned with employee thoughts, development, set values, expectations, motivation, and psychology wellbeing. Wright et al., (2001) noted that growing acceptance of internal resources as sources of competitive advantage for the firm, brought legitimacy to HR's assertion that people are strategically important to a firm's success. After the revolution of personnel management into human resources management we are now open to new concept "human resources strategy". (Thomas, 1996). Strategic Human Resource Management is the proactive management of employees of a company or organization. (Armstrong (2014)). Employees are an important resource in an organization as they positively contribute to the execution of organizational objectives and mission. However, achievement or non-achievement of employees' performance highly depends on their drive to do this and the values and behaviors that contribute to the unique social and psychological environment of an organization. That effective implementation of HR strategies highly depends on employee motivation and the operating organizational culture if performance is to be achieved (Delery & Doty, 2014).

In relation to the strategic underpinnings of the study, Strategic Human Resource focuses on the overall direction of the organization in pursuit of its strategic goals and objectives. While the Resource Based View focuses on the Human Capital as a source of competitive edge for the organization. According to Guest, 1990; Lahteenmaki, 1998; Analoui 1999, the debate on strategic management and HRM reveals that the focus is centered on organizational success and effectiveness. Mc-Gregor's (1960) Theory X and Y of Motivation describe how managers view their subordinates. This theory is based on polar assumption about people and work, Mullins (2010). This theory assumes that an organization which embrace old tradition base their decisions on the assumption of human nature and motivation. The Contingency theory, otherwise known as

best fit HRM assumes that, there are no universal prescription of HR policies and practices. It is all contingent on the organization's context, culture and its business strategy (Wright & Snell, 2005). Contingency scholars have argued that HR strategy would be more effective only when appropriately integrated with a specific organizational and environmental context.

Several studies have been conducted both locally and internationally in relation to human resource strategies and employee performance. K 'Obonyo et al. (2015) examined HRM practices and performance of firms listed on the Nairobi Securities Exchange and established a significant relationship between HRMP and performance of this NSE firms. Munjuri (2011) examined the effect of HRM practices in enhancing employee performance in catholic institutions of higher learning in Kenya and established that HRM practices enhanced employee performance. Universalistic scholars argue that there is a universal set of human resources management best practices that can improve employees' performance (Lau & Ngo, 2004). Contingency scholars hold different points of view and argue that the assumptions underlying the human resources management strategy-performance link are applicable only under high external fit conditions, termed the 'best fit' school (Boxall & Purcell, 2008). In order to succeed, organizations have to obtain and utilize human resources effectively. Organizations therefore need to design their human resources strategies in ways that fit into the overall organization's strategy as this will facilitate it to achieve its goals and objectives. The scarcities of such studies showing association between human resources strategies and employee performance and the moderating role of motivation and organization culture makes it important to further explore the critical role of human resources strategies.

2. THEORETICAL UNDERPINNING OF THE STUDY

To explain the human resource strategies and organization performance, the researcher focused on three competing normative theories namely: Resource Based View (RBV), Mc-Gregor's Theory X and Y of Motivation and the contingency/best fit perspective. These are discussed in detail below:

2.1 Resource Based View (RBV) Theory

The theory was founded by Penrose (1959) and advanced by Barney (1991) to understand the potential of the human assets of organizations in providing competitive advantage and the role they play in organizations. According to the resource based view, human resources contribute to a sustained competitive advantage for an organization when they are valuable, non-tradable, non-imitable and non-sustainable. The resource based view of an organization determines the value of human resources for the organization as people can be competitive. The theory provides a framework and criteria for determining the type of human resources which can be the source of competitive advantage of an organization. The theory emphasizes the need for resources as being primary in the determination of policies and procedures. Organizations are viewed as able to succeed by gaining and retaining control over scarce valuable resources such as human resources.

The demerits or criticisms of RBV as the 'best' strategic process can be reviewed. Priem and Butler (2001) assert that the RBV analysis assumes that the product market is stable and ignores the real value of the resources. As mentioned, RBV is tautological. Based on the Porter's industry analysis, Porter (1991) argues that the RBV does not approach the question of explicating the process by which merit was created, and that activities should be a more applicable focus than resources. Boxall (1996), states that Resource based Theory aims to improve resource capabilities, achieving

strategic fit between resources and opportunities and also obtaining value from effective deployment of resources. Resource Based Theory provides a framework to examine the pool of human resources that may be either able or unable to carryout given strategy during the formulation phase. The significance of the Resource Based Theory is that it highlights the importance of Human Capital Management and provides justification for investing in people through resourcing, talent management and learning and development programs as a means of enhancing organization capabilities. Resource Based Theory as Barney (1991) indicates, can develop strategic capabilities and produce what Boxall and Purcell (2003) refer to as ‘Human Resource Advantage’ which means strategic fit between resources and opportunities, obtaining added value from the effective deployment of resources, developing people who can think and plan strategically in the sense that they do support the achievement of the business strategic goals.

2.2 Mc-Gregor’s Theory X and Y of Motivation

This theory was put forward by McGregor (1960) to describe how managers view their subordinates. This theory is based on polar assumption about people and work, Mullins (2010). It assumes that organizations which embrace old tradition base their decisions on the assumption of human nature and motivation. These assumptions are called Theory X, which considers that most people value safety and would work under supervision as they don’t like accountabilities. Managers or supervisors who supports and uphold theory X mostly put control and supervision on their employees. Theory Y focuses on creating a working environment which is pleasant for development and nurturing of talents and skills and aligning the goals of employees with organizational goals and assumes that well motivated people can be very innovative and self-directed (Arogundade, 2015).

One of the criticisms of Mc-Gregor’s Theory X and Y of Motivation is that Theory X and Theory Y is very hard to be used with each other- Just because we think that utilizing different theories in order to accommodate different types of employees does not mean that it would be beneficial to the companies. In the end, the human labor of the company might be improved, but at the cost of creating monetary loses as well as inefficient allocation of resources. For example, a company decides to use both theories together. So, in order to accommodate the need of employees who are managed based on Theory X, more employers will need to be hired and paid. The company also needs to pay and to create a comfortable environment for employees that are self-motivated based on the theory Y concept. It costs a small fortune for the company to cater to the different tastes of so many employees. It is estimated that the company spending would be high enough based on these factors alone. Therefore, it might just be more beneficial for the company to utilize a single theory and hire employees that can be consistently managed with that theory alone (Kopelman et al., 2014)

2.3 Contingency theory

Contingency theory, otherwise known as best fit HRM is based on the assumption that, there are no universal prescription of human resource policies and practices. It is all contingent on the organization’s context, culture and its business strategy (Wright & Snell, 2005). Contingency scholars have argued that HR strategy would be more effective only when appropriately integrated with a specific organizational and environmental context. The best fit theory emphasizes the importance of ensuring that HR strategies are appropriate to the circumstances of the organization,

including the culture, operational processes and external environment. HR strategies must take account of the particular needs of both the organization and its people. It explores the close link between strategic management and HRM by assessing the extent to which there is vertical integration between an organization's business strategy and its HRM policies and practices (Dyer, 2005). Wright, McMahan and McWilliams (2004) assert that vertical integration between business strategies or the objective of the business and individual behavior and ultimately individual, team and organizational performance is at the fore of core models of SHRM. Inherent in most treatments of fit is the premise that organizations are more efficient and or effective when they achieve fit relative to when a lack of fit exists. This vertical integration or 'fit' where 'leverage' is gained through procedures, policies and processes is widely acknowledged to be a crucial part of any strategic approach to the management of people (Dyer, 2005). The best fit therefore ensures an explicit link or relationship between internal people processes and policies and the external market in business strategy, and thereby ensures that competences are created which have a potential to be a key source of competitive advantage (Wright, Gardner & Allen, 2005). According to the contingency approach, SHRM is not the ultimate factor that contributes to improved firm performance; it has to be integrated with other factors and the impact of HR practices in firm performance is conditioned by an organization's strategic posture. A firm's approach to competition depends on, or makes use of the talents and capabilities of employees, then HR practices would be more likely to have an impact on performance; otherwise the connection between HR and performance might be minimal.

One criticism often leveled at the contingency model is that it tends to over-simplify organizational reality. In attempting to relate one dominant variable to the organization (for example, compete on innovation, quality or cost) to another internal variable, they tend to assume a linear, non-problematic relationship. According to Purcell (2001), this theory is limited by the impossibility of modeling all the contingent variables, the difficult of showing their interconnection, and the way in which changes in one variable have an impact on others. Boxall and Purcell (2003) further emphasize the complexity of matching HR and business strategy by stating the need to keep up with ongoing environmental change. They bring attention to a model by Wright (2005) asserting that SHRM should simultaneously promote fit and flexibility to cope with the future. However, responding to those external demands may undermine the possibility of achieving internal fit. Models of external fit fail to recognize the needs of employees. More evident in highly competitive markets, businesses cannot survive without balancing the pressures from social norms, labour laws and critical employee interests. Conclusively, an alignment of business and employee needs is needed. The best fit school also lacks emphasis on the internal context of individual businesses within the same sector and the unique characteristics and practices that may provide its main source of sustainable competitive advantage.

3. HUMAN RESOURCE STRATEGIES

Armstrong (2010) defines HR Strategy as an approach that defines how the organization's goals will be achieved through people by means of HR strategies and integrated HR policies and practices. HR strategies set out what the organizations intends to do about the different areas of its human resource management. There are two types of HR strategies - Overarching and Specific. Overarching HR strategies describe the general intentions of the organization about how people should be managed and developed and what steps should be taken to ensure that the organization

can attract and retain the people it needs and ensure as far as possible that employees are committed, motivated and engaged. Boxall and Purcell (2003); Specific HR strategies are unique to organizations. These are the HR strategies which can ensure that an organization keeps its human resource well motivated and develop a culture that is "fit" for the environment against which the organization operates within. Further, researchers have made attempts to create generic HR strategies representing either commitment or control strategies. Huselid (1995) developed a framework called High Performance Work System (HPWS) containing thirteen best practices. Earlier, Arthur (1992) had developed a powerful generic framework labeled "commitment" or "control" strategies. The commitment strategy would include broadly defined tasks while the control strategy would include narrowly defined jobs, among others, suggesting that a firm could implement only two different generic human resource strategies. More recently, Lepak and Snell (1999) developed a model labeled Value Matrix Approach, suggesting that a firm can implement four possible HR strategies (commitment, performance, compliance and partnership strategies) in four quadrants, tied to four distinct job groups representing different types of workers in the firm (i.e. strategic, core, support or collaborative workers). Interestingly, an analysis of these generic frameworks suggests that despite the different approaches adopted, only two broad strategies can be discerned- "commitment" and "control"-suited to firms pursuing differentiation and cost business strategies respectively.

An effective Human Resource Strategy is one that works in the sense that it achieves what it sets out to achieve. It should be able to satisfy business needs, be founded on detailed analysis and study, it can be turned into programs that anticipate implementation requirements and problems and it is coherent and integrated, being composed of components that fit with and support each other. HR strategies arise from the adoption of a strategic approach to people management which is aligned with the business strategy and which is reflected in a set of HR policy initiatives specifically designed to achieve strategic goals of the organization. HR strategies reflect the philosophy of senior management on the treatment of human resources and address the various activities related to their management. The underlying premise is that the HR function supports corporate goals by developing and implementing people management practices which engage employees and encourage them to direct their efforts towards achievement of organizational goals. Armstrong (2012). According to Harrison (2012), Human Resource Strategies are only valuable if they can significantly increase the organizational capability and enhance its progress. The HR strategy should clearly state the overall plan that leads the implementation of specific HRM functional areas. This study will focus on the effect of specific HR strategies on employee performance.

4. EMPLOYEE MOTIVATION

According to Greenberg and Baron (2013) motivation can be defined in three ways. Firstly, motivation is looked at as arousal that deals with the drive, or energy behind individual (s) action. Secondly, motivation refers to the choice people make and the direction their behaviour takes. Finally, motivation deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals.

Employee performance is the joint function of ability and motivation, and one of the primary tasks facing a manager is motivating employees to perform to the best of their ability. An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an

organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Matthew, 2012). According to Newstrom (2011) motivation is the result of a set of internal and external forces that cause an employee to choose suitable course of action and hold on certain behaviours. These behaviours will in turn be focused at achieving organizational goals. Motivation also requires learning and understanding employee drives and needs, since its origin is from within an individual. Chartered Management Institute (2005) states that motivation is the formation of incentives, stimuli and working environment that enable people to perform to the best of their ability. The spirit of motivation is to provide employees with what they really desire most from their job.

5. ORGANIZATIONAL CULTURE

Culture is defined as a comparatively secure set of beliefs, behaviours and values frequently held by a community, being obtained from social anthropology as a structure for grasping primitive communities (Kotter and Heskett, 1992). (Titiev, 1959). According to McLean & Zheng (2010), culture refers to the grand total of customs and values, discovered beliefs which fulfil to usher the consumer behaviour of an individual of a certain community. Leaders form cultures of firms and mostly those that have shaped it some time back. According to Mujtaba (2008), it is a “normative glue” which binds an organization.

As a management tool, organizational culture can achieve success, efficiency, work ethic, high outputs, as shown in various companies in America, Japan and other nations in Europe (Sutrisno, 2007), whereas Crawford & Lok (2004) and Abdulkadir (2005) affirm that, organizational culture can impact how individuals set personal and professional targets and objectives, utilization of resources and performing duties in its accomplishment.

6. EMPLOYEE PERFORMANCE

Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment (Armstrong & Murlis 2004). Coulter (2006) explains employee performance as the aggregate or total output of an employee's actions and activities in an organization. There are two distinctive dimensions of employee performance that contribute to effectiveness and efficiency of organizational outcomes. These are the Task and Contextual performance. Born & Motowidlo (1993) defines Task Performance as the core technical behaviors and activities involved in the job, while Contextual performance as the behaviors that support the environment in which the technical core operates.

In task performance, employees must know what they need to do in order to perform their jobs successfully. Both task and contextual performance describe the specific behaviours of individuals (Motowidlo et al 1997). These behaviors can be distinguished from effectiveness, which is the impact behaviors have on outcomes that are valued by the organization. Contextual performance is typically conceptualized as being under the motivational control of individuals and less constrained by work characteristics than task performance (Borman & Motowidlo, 1993). It is assumed that individuals can engage in contextual activities if they wish, and that this choice reflects individual differences in motivation (Motowidlo et al., 1997). However, individuals do not always have the opportunity to engage in discretionary activities. As task demands increase, the opportunity for engaging in contextual activities may decrease, since individuals are likely to devote an increasing

proportion of available resources to task performance. This suggests that the choice to engage in contextual behaviors will only be possible in some situations.

7. RELATIONSHIP BETWEEN THE STUDY VARIABLES

7.1 Human Resource Strategies and Employee Performance

Tyson And Witcher (1994) defines HR strategies as the intentions and plans for using human resources to achieve business objectives. According to Wilmington (2011), HR Strategy is a designation for a long –term plan created to achieve objectives in the field of human resource and human capital management and development in an organization. It is one of the outputs of strategic management in the field of human resource management. HR Strategy aids in unifying and directing behavior and actions of all people and their overall development in tandem with the needs of the organization. It allows for a focused and meaningful planning and management of all work with human resources. According to Omondi, et al, (2011), the process of forming effective human resource structure which will be aligned to institutional strategy is very critical towards the proper operational and the feat of an institution or company in the current competitive market. Organizations have to plan and align their HRM strategies because of their influence on employee outcomes in the organization (Chen & Huang, 2013). According to Wilmington (2011), HR Strategy is a designation for a long-term plan created to achieve objectives in the field of human resource and human capital management and development in an organization.

Effective Human Resource Management Strategies significantly impacts on employee performance and thus enable the organizations to be at a competitive edge. Strategies are regarded as the driving force of rapid changes in the modern world and one of the key success factors in the competitive market. For instance, it is expected that an organization adopting a rigorous recruitment and selection exercise for both internal and external sources of employees, based on competence and merit the employees who are hired are expected to be effective and efficient in the for the responsibilities that they have been hired for. A firm that has in place a good strategy on team work and provides employees with discretion and resources to make decisions while allowing employees to discuss with the management matters that affect them, will have high achievement of the set targets. Strategies are regarded as the driving force of rapid changes in the modern world and one of the key success factors in the competitive market. In order to succeed, organizations have to obtain and utilize human resources effectively. Organizations, therefore, need to design their human resource strategies in ways that fit into the organization's structure as this it will make the organization achieve its goals and objectives (McCourt & Eldridge 2013) through the performance of the employees.

7.2 Human Resource Strategies, Employee Motivation & Employee Performance

Effective HRM strategy systematically organizes all individual HRM measures to directly influence employee attitude and behavior in a way that leads the business to achieve its competitive strategy (Huang, 2001). To some extent, a high level of employee motivation is derived from effective management strategies. Mullins (2010) cogitates that the relationship between the organization and its members is highly influenced by what drives them to work and what rewards and fulfillment that they derive from it. In essence therefore, the people management strategies can have a significant effect on the satisfaction of staff and their levels of performance. Organizations human resources are solely responsible to turn a good strategy into an effective one. For human

resources strategic implementation to be effective, firms must leverage human capital to develop organizational expertise for creating new products and services. However, expertise is much more complex and is primarily the results of deliberate practices on representative tasks in the domain. These deliberate practices entail individuals wanting to perform the tasks and making efforts to improve performance (Beardwell et al. 2004). It's about why people behave in a certain way, what drives them? It's the direction and persistence of action over a long period and in the face of difficulties and problems.

As defined by the Chartered Management Institute (2012) motivation is the creation of stimuli, incentives and working environments (HR Strategies) that enable people to perform to the best of their ability. The heart of motivation is to give people what they really want most from the work. In return managers should expect more in the form of productivity, quality and service (performance). The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goals in order to fulfill some need or expectations. People's behavior is determined by what motivates them (E.g a good reward strategy). Their performance is a product of both ability level and motivation Mullins (2010). $Performance = Function (ability * motivation)$ He further points out that along ability, motivation is a combination of among other things, knowledge about how to complete the task, and facilitating and inhibiting conditions not under the individual's control.

7.3 Human Resource Strategies, Organization Culture and Employee Performance

Effective HR strategies provide a useful link between employer practices and employee engagement. Commitment strategies affect performance, which positively interacts with engagement to produce business results. However, all the above are moderated by the organizational culture, which is a set of beliefs, attitudes and manners of getting things done. Perreault and McCarthy (1993) posits that culture plays a moderating role to facilitate the achievement of the organizational goals and objectives. Robbins et al (2011) defines organizational culture as a system of shared values held by members that extricates it from the other organizations. He further points out that it is a sense making and control mechanism that guides and shapes employees' attitudes and behavior (in essence, performance). Organization culture influences how employees handle themselves in the firm towards the achievement of organization goals and objectives. According to Kaufman (2002) a positive organizational culture strengthens the core characters and beliefs that a person in a leadership position wishes while weakening the activities and the values the person in leadership opposes. Being aware of the culture of a firm enables individuals to understand the organization's modern ways of operation and past history. The intuition gives a guide on the expected future behaviours (Ergun & Yilmaz, 2008).

Armstrong (2009) notes that embedded cultures exert considerable influence on an employee behavior and hence the performance. Organization culture influences how employees handle themselves in the firm towards the achievement of its goals and objectives. As a strength, it can enable decision making process, interaction, and control, and create devotion and cooperation. Culture as a weakness, can hinder the smooth implementation of masterplan by bringing about opposition to change.

7.4 Human Resource Strategies, Employee Motivation, Organization Culture and Employee Performance

According to Omondi et al, Magutu, (2011), the process of forming effective human resource structure which will be aligned to institutional strategy is very critical towards the proper operational and the feat of an institution/company in the current competitive market. Organizations have to plan and align their HRM practices because of their influence on employee outcomes in the organization (Chen & Huang, 2009). Human Resource Management Practices significantly impacts positively on performance and thus enable the organizations to be at a competitive edge. Armstrong (2016), opinions that strategic human resource management aims at providing a sense of direction in an often turbulent environment so that the business needs of the organization, and the individual and collective needs of its employees can be met by the development and implementation of coherent and practical Human Resource Policies and Programs. Raduan (2008) mentions that, a high standard of organizational performance is associated to a firm which has a powerful culture with a result oriented and a well-bound set of beliefs, values, and behaviors. Numerous researchers however agree that culture would still stay attached to high performance if only the culture can adjust to changes in environmental conditions (Stewart, 2010). Moreover, the culture should not only be widely shared, but must also have distinct characteristics that cannot be copied (Mahakalanda & Dasanayake, 2008).

Culture sets the boundaries by giving individuals a set of normative rules to dictate some areas of their character that gives rise to motivations, and a sense of shared identity which contributes to the effectiveness of an organization (Rollinson, 2005). No change would provide sustainable performance except that a firm's culture and members of the organization are fully aligned and prepared to support that change. Culture is what separates truly high-performing companies from the others (Arnborg & Ortiz, 2005). (Arnborg & Ortiz, 2005). Corporate culture has a notable impact on organizations' economic performance and long-term sustainability. Organisations with a deeply entrenched culture had larger workforce expansions, greater revenue increases, and greater improvements in net income and larger increases in share prices than their match with weaker cultures (Zhang & Tavitiyaman, 2012).

8. CONCEPTUAL FRAMEWORK

The Conceptual Framework below gives a depiction on how the variables are related to one another. The variables defined here are the independent (explanatory) and the dependent (response) variable. An independent variable influences and determines the effect of another variable. In this study, human resource strategies were the independent variable and the dependent variable was employee performance. The moderating variables are motivation and organizational Culture. Figure 1 presents the conceptual framework of the study

9. KNOWLEDGE GAPS

Table 1 gives a summary of knowledge gaps identified by other authors.

10. CONCLUSION

HR strategies are the link between the employee and organization performance. Any organization geared towards the achievement of its strategic objective (s), has to put an emphasis on HR strategies, since they form the bridge between the HR practices, organizational culture, employee

motivation, performance and the achievement of the overall organizational goals and objectives. The Resource Based Theory demands a strategic glimpse of an organizations human resource management as it revolves in the organizational environment and employees morale. As Barney (1991) indicates, it can develop strategic capabilities and produce what Boxall and Purcell (2003) refer to as 'Human Resource Advantage' which means strategic fit between resources and opportunities, obtaining added value from the effective deployment of resources, developing people who can think and plan strategically in the sense that they do support the achievement of the business strategic goals.

The study therefore concludes that the Culture of the organization and the motivation of the employee have a moderating effect on the strategies of the management of its human capital and their performance. There is need for HR to move from execution, order, and control. The traditional concentration of HR has been to implement controls, standards, and systems to drive align and execute. This has to change HR has to be strategic and agile, which is about proactivity, adaptability, innovation and speed. Agility would make HR's job strategic on the implementation of programs, systems and hence efficient and effective. Culture if well-articulated can form a competitive edge. Each organization has its own unique culture which plays a critical role in employee performance. Management gurus have more than often stated that culture eats strategy for breakfast. Essentially this may be translated to mean that no matter what business strategy or strategic plan you try to implement with your team, its success and efficacy are going to be held back by the people implementing the plan if the culture does not support it. It means that if the people driving the strategy aren't passionate about the change, or worse, are apathetic to their job and to the organization, then you stand no chance of implementing a plan. You'll even have a hard time executing your normal business strategy, at the minimum. An organization's core assets are its people and without people, you don't have the ability to execute strategy. To look after your people means to develop a strong culture, a bond, a commitment, and a willingness that you actually care and have empathy. HR Strategies helps to unify and direct the behavior and actions of all people and their overall development in accordance with the needs of the organization. It allows a meaningful planning and management of all work with human resources. Organizations should therefore put in place effective HR strategies which will motivate employees and instigate a positive organizational culture which will enhance employee performance. Alignment of the organizational strategies with the HR strategies is critical for employee performance and by extension the firm's performance. Researchers should therefore study on HR strategy with reference to HR Agility and HR Analytics

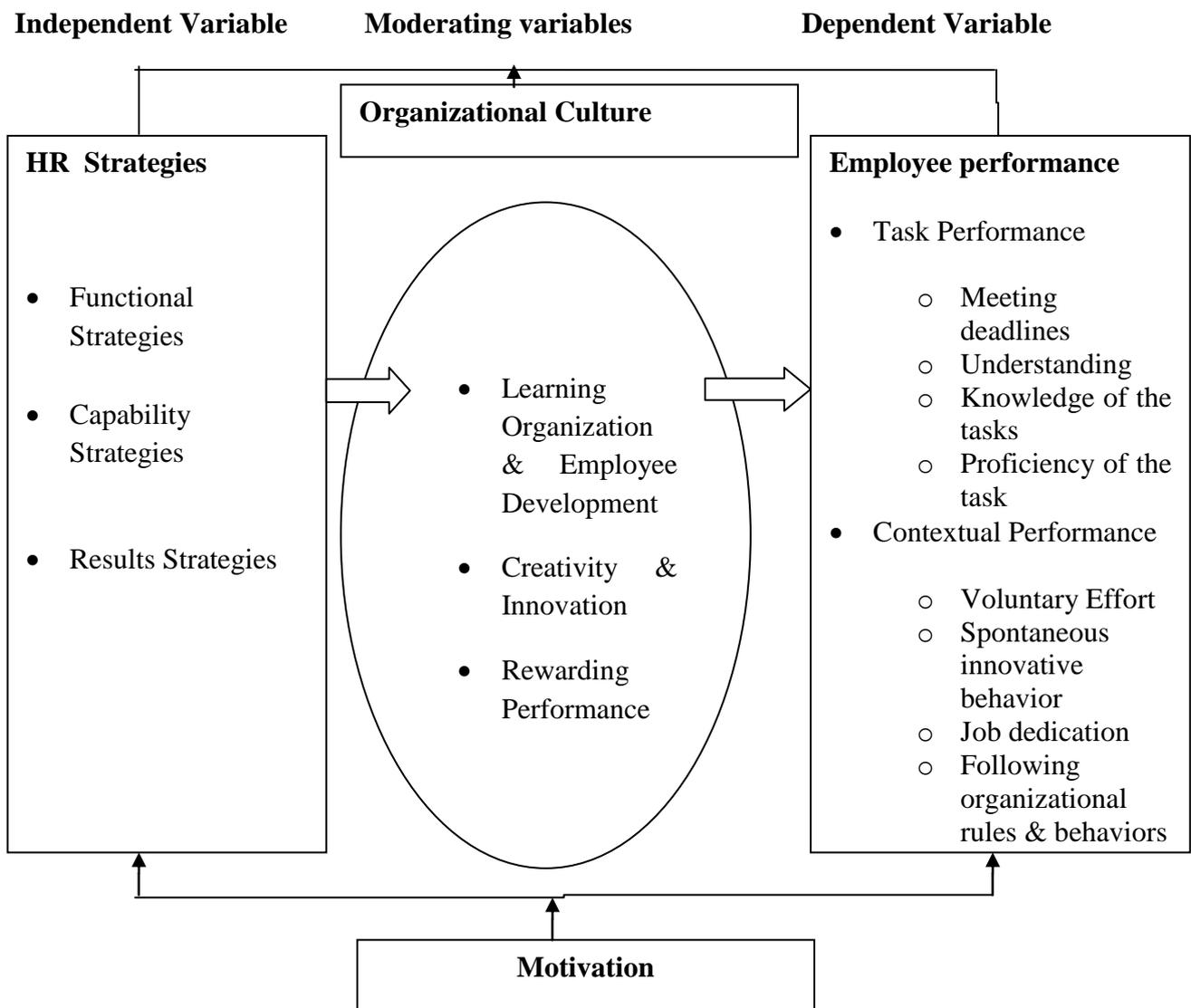


Figure 1: Conceptual Model

The table below provides a summary of knowledge gaps identified during the study;

Table 1: Summary of Knowledge Gaps

Author	Focus of the Study Purpose	Methodology	Findings & Conclusion	Knowledge Gaps
Kiptis, C. K., Kwasira, Josphat & Cheruiyot, P. K. (2014).	Effect of human resource management practices on employee performance in Kenya: A case of large scale tea farms in Kuresoi South District, Kenya.	Stratified and purposive sampling techniques	The study concluded that Compensation and employee welfare practices have the most significant effect on employee performance	The study failed to show an explicit relationship between HR strategies, motivation and organization culture on employee performance
Khalumba (2012)	influence of human resource management practices on financial performance of commercial banks in Kenya	Descriptive research design & Multiple regression analysis	The study found that most commercial banks lacked effective human resource plans, employed ineffective recruitment and selection procedures, lacked effective reward management systems, lacked effective training and development programs and career development programs.	The study findings focused only on financial performance and less emphasis on employee performance
Nekhoba (2013)	employee perception of the effectiveness of human resource management practices at International Livestock Research Institute (ILRI)	causal research design	The study concludes that the incorporation and implementation of the practices in the human resource policy will enable the organization to realize the intended objectives as these practices together work the best to show the true and whole picture of the employee's performance and not just a single snap shot.	The study findings are only applicable to effectiveness of human resource management practices perspective

Mbugua (2014)	Employees perception of the influence of human resource management practices on performance of kengen	Exploratory survey	The finding was that the reward management policy framework, bonuses, promotions and employee recognition schemes do not enhance employee performance, motivation and retention to drive employee performance in Kengen	Findings focused on Kengen and thus cannot be generalized to other companies in different sectors.
Waiganjo et al. (2013)	A survey to determine whether competitive strategies had any relationship between SHRM and firm performance of corporate organizations in Kenya	Descriptive research design	The study established that, selective resourcing, incentives, extensive training, information sharing and use of teams and decentralization has a positive influence on the performance in the Manufacturing industry	Findings focused on Manufacturing industry only and could not be generalized to other organizations
Dimba and K'obonyo (2009)	The effect of SHRM practices on organizational performance	Descriptive and Inferential	The study findings indicated that innovative recruitment and selection process positively impact on performance	empirical study should be carried to examine the applicability of models of SHRM practices formulated in the Western nations in developing countries; and (b) longitudinal research design should be used to obtain more interesting and revealing results of cultural orientations.
Olouch (2013)	The influence of best human resource management practices on organizational performance:	Qualitative analysis with descriptive survey design	The findings indicate that best human resource management practices, has a positive significance on organizational performance.	the influence of the best human resource management practices on performance of manufacturing organization, in order to compare and to contrast if the influence of best human resource management

				practices on organizational performance is the same because the study covered the service producing organization.
K'Obonyo et al (2015)	HRM practices and performance of firms listed on the NSE	Cross-sectional descriptive survey	Established a significant relationship between HRMP and performance of the NSE firms	Future research studies should be conducted using a different population and the analysis done according to sectors or industry and actual performance measures adopted as opposed to perceptual measures.
Munjuri (2011)	The effect of HRM practices in enhancing employee performance in Catholic Institutions of Higher learning in Kenya	Descriptive Study	Established that HRM practices enhanced employee performance	A similar study should be conducted, drawing respondents from all the universities in Kenya, to check whether similar practices prevail across the board. A similar study should target the academic staff to check for any variations in responses.
Kagwiria (2015)	Alignment of HR practices and business strategy at Coco-cola bottling Company in Nairobi	Case Study	Established that HRM is highly integrated into the company's business operations	Investigations are needed to better understand the mechanisms through which HRM and business strategy influence business competitiveness.

Source -Author

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