

# 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 was guided by the following research objective; to evaluate the effect of health 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 objective, it was clear that there is a strong relationship between employee health and wellbeing. Based on the findings, the researcher recommended the following: that the organisations should put in an employee health and wellbeing programme at their work place. The organisations should put in place a health and safety standards on how employees are meant to adhere to it; Organisations should adopt competency based pay structure as opposed to time based structure and the study recommends that for better productivity, the organisations should employ personnel with prerequisite knowledge and skills and equip them with information technology skills and equipment to enable them access information.*

**Keywords:** *Employee Health, Organizational Performance*

## 1.1 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). According to Nuredin (2016) who coined the term human resource development; educated and well-trained work force is considered to be essential to the maintenance of a business firm's competitive advantage in a global economy, also believed that Human Resources Development can and should be a powerful agent to facilitate a firm's expansion and the development of capabilities, thus enhancing profitability.

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). A firm's human capital is an important source of sustained competitive advantage and therefore investments in the human capital of the workforce may increase employee productivity and financial results (Pfeffer, 1999). Helping individuals' to develop knowledge, skills and competence increases the human capital of the organization. People are better equipped to do their jobs and this is generally of value to the organization (Cunningham, 2002). The resource-based theory argues that firm performance is a function of how well managers build their organizations around resources that are valuable, rare, inimitable, and lack substitutes (King, 2001). Human capital as resources meet these criteria, hence the firm should care for and protect resources that possess these characteristics, because doing so can improve organizational performance (Crook, Ketchen, Combs, and Todd, 2008).

Having a highly skilled workforce may not guarantee a higher level of performance because employees should be willing to share the knowledge and skills that they possess with other coworkers and managers, hence contributing to high quality decisions. Individuals who accumulate greater human capital will occupy central positions in the social network of organizations and also reap the benefits of social capital. Moreover, those with higher social capital will enhance their value by facilitating the exchange of information across the organization and thereby achieve superior outcomes (Mehra, Kilduff and Brass, 2001).

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. An organization's human and social capital influence the quality of decisions made. In order to develop an assessment of the decision situation, central decision makers gather most of their information through social ties in their direct environment, which constitute their social capital. Strategic decisions have important consequences for organizational performance and are often the result of the involvement of actors both from inside as well as outside the organization (Jansen, Curşeu, Vermeulen, Geurts, and Gibcus, (2011)

According to a study by (Matthew, J. Grawhich, & Barber, L. K., 2009) there is positive connection between organization effectiveness and employee motivation. The overall success of an organization in achieving its strategic objectives relies heavily on the motivation level of employees. All organizations, regardless of sector, size or industry require motivated workforce that ensures the efficiency, high organizational output and prosperity of the organization. Employees who are motivated to work are likely to be determinant, innovative and competent. Motivated employees are contented, dedicated and work enthusiastic, resulting in optimum level of employee retention, loyalty and harmony. This contributes significantly to the growth and development of the overall organization. Kenya's development strategy is built on four pillars, where one of them is to invest in human capital. Important roles have been played by technical, industrial, vocational and entrepreneurship training (TIVET) in skills development but the sub-sectors growth has been haphazard and uncoordinated due to lack of a unified policy, legal weaknesses and inadequate funding. The TIVET curricular have also been inflexible and outdated. As a result, there is a mismatch between the skills learned and the skills demanded by industry (Munjuri, 2013). While Kenya is blessed with relatively a high quality and deep base of human capital; it has yet to find ways to deploy it more efficiently. Among African countries, Kenya has always been known for the high aspirations of its population for education and the drive of its citizens for self-betterment, but the productivity of Kenya's educational system has long been a source of concern and the AIDS epidemic has cost Kenya significant losses among its most productive citizens. Strengthening the quality and exploiting the productive use of Kenya's human capital must be a high policy priority (Bachmann, and Sidaway, 2010).

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). One of the problems that insurance firms and commercial banks in Kenya face is low human capital. A study done by Price Water House Coopers (2010) on Kenyan insurance firms found that there is a human capital challenge facing insurance firms, where many insurers are facing mounting skills shortages. Yet, investment in recruitment, training and career development often trails behind other financial sectors (Munjuri, and K'Obonyo, 2015). The primary focus can often be short-term demands rather than securing the talent companies need to meet longer term strategic objectives. Looking ahead, demographic shifts, evolving aspirations and accelerating globalization are set to transform the shape

of the labour market and could make it even harder for insurance firms to attract and retain a high quality workforce. The banking industry is being buffeted by a storm of trends and challenges such as employee turnover which is a persistent problem and skilled talent is in short supply. According to the Central Bank of Kenya Bank Supervision Annual Report (2012) all the cadres of staff increased with the exception of supervisory level which reduced by 84%, which poses a human capital challenge. This therefore attracts more concern on effects human resource development on organizational performance that the study covered.

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. They studied impact of human development on job satisfaction of employees and the following researchers study impact of human development on employees and organizational performance. According Nuredin, (2016) in their study concluded that there is a significant relationship between human development climate and job performance and any positive change in human development climate will bring about positive changes in job performance. Moreover, Benjamin (2011) in another study found positive correlation between human development practices/climate and employee performance, attitude and behavior. Banu (2007) found that sound human development Climate is necessary for the success of the public sector undertakings. Furthermore, Okechukwu&Tonye (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. The general objective of the study was to analyze the effect of human development on organizational performance at non-governmental organizations in Kacheliba North Pokot Sub-County with the specific objective of evaluating the effect of employee health and wellbeing on organizational performance of Nongovernmental organizations in Kacheliba North Pokot Sub-County

## 2.0 EFFECT OF EMPLOYEE HEALTH AND WELLBEING ON ORGANIZATIONAL PERFORMANCE

Organizational wellness programs can serve as a powerful tool for organizations to improve the health and well-being of employees. As organizational wellness grows in popularity and implementation, organizations should seek to understand employee perceptions of these programs to maximize their effectiveness and use. Organizational wellness programs show great promise for increasing employee and organizational health and general effectiveness. These types of programs typically attempt to improve employee wellness through interventions that target fitness, nutrition, stress management, and other lifestyle behaviors or activities. Results of one recent study indicate that 65% of small employers (3-199 workers) and 90% of large employers (200+ workers) in America offered at least one wellness program to their employees (Claxton et al., 2011). Wellness programs are becoming an important element of organizational branding and strategy, as a healthy workplace yields better safety outcomes, performance, and quality of life (Merrill, Aldana, and Pope, *et al.*, 2013).

In considering the relevance of these programs, it is helpful to consider the ethical implications of organizations promoting and encouraging the health of employees. Often wellness programs rely on external incentives to motivate employees and encourage participation, including financial benefits extending from program use (Aad, Abbott, Abdallah, J., Khalek, Abidinov, Aben and Abreu, 2014).

Unfortunately, this strategy can create equity disparities among employees who use the programs and are rewarded versus those who do not use the programs and receive no incentive. Programs designed with these types of external motivators are by default limited in their ability to motivate employees at all levels as many employees lack the intrinsic motivation to engage in these programs or perceive them as inappropriate. Perhaps external incentives, despite their prevalence, should not be the foundation for wellness promotion due to the inherent imbalance in fairness and equity among groups with differing levels of motivation (Schmidt, 2012).

Because of the limitations of external motivators and potential challenges in how these programs are perceived, some key questions about the importance of these programs beg the asking, including: Do employees feel organizations have the right to promote their health? Do employees also feel that it is an organization's responsibility to promote their health? If employees do feel that an organization has the right and/or responsibility to promote their health, what are some of the other factors that impact program participation by employees when the organization offers programming? Despite the strategic importance of wellness programs, it is estimated that only 9% of organizations with wellness offerings actively promote these offerings through health fairs and workforce education efforts (Yancey, 2011).

To increase employee awareness of and, by extension, the impact of wellness programs in the workplace, it has been suggested that coordinators and facilitators of such programs make the programs relevant to employees by tailoring these programs around employee wellness needs and interests (Harden, Peersman, Oliver, Mauthner, & Oakley, 1999). A recent survey regarding wellness

programs supports this idea as employees suggested that a broader wellness strategy needs to be employed along with improved communication and a more detailed consideration of how these programs operate and are administered to increase program use. Despite the need for new strategies to increase program use, this survey found that spending on wellness programs per employee doubled from 2009 to 2011 (Welch, 2011).

As health promotion interventions in the workplace more often address disease prevention issues guided by epidemiological data than needs identified by the recipients themselves (Harden *et al.*, 1999), it can be surmised that coordinators of organizational wellness programs often do not receive specific and person-level input from employees. Employee-specific input could be studied and used to guide optimal wellness programs that have strong potential to positively impact employees and the broader organization. At present, there are several approaches organizations can take to assess the needs of employees in relation to wellness. One approach is simply to design programs without any real input from employees, making design choices based on cost and availability concerns. As programs that factor in the importance of employee needs or interests have better health and wellness outcomes (McLeroy, Bibeau, Steckler, & Glanz, 1988), programs designed with no input are likely to see the least use and, therefore, the lowest return on investment. Another common wellness program design approach begins with a traditional physiological health risk assessment (HRA) as a starting point for health education and promotion. Unfortunately, the impact of HRAs and programs resulting from HRAs has yet to be established (Boisset and Soleret *al.*, 2010).

Traditional HRAs usually examine attitudes and willingness to engage in health related behaviors through questions about medical history, lifestyle, and general health (Claxton et al., 2011). HRAs often influence the development of individual wellness programs to meet the needs of employees (Zimmerman, 2003), with 35% of organizations who offer HRAs using the information to attempt to increase participation (Claxton et al., 2011). While the information gathered by HRAs is important for individual wellness planning, traditional physiological assessments can be supplemented with assessments of specific employee wellness programming needs and interests. The design of programs based on employee needs and interests might provide a more holistic compass with which to guide program design, resulting in increased perceived organizational support of wellness and a feeling of participation in program design. Wellness programs that utilize a participative design and are tailored to meet the wellness interests and needs of an organization's actual workforce could minimize barriers to use and by extension improve individual and organizational performance (Manier, 2013).

### 3.0 METHOD

The research was carried out through a descriptive survey method. The target population of 96 permanent employees of Kacheliba North Sub County. The study worked with entire population because the target population was small in size. The study used questionnaire as the main data collection instrument to test the reliability and validity of the data collection instrument. Pilot testing

was done to test the validity and reliability of the data collection instruments. Data were organized into frequency tables from which the means, percentages were calculated. Regression model was used to analyze data to show if there was any significant perceived relationship between employees participation in decision making and organization productivity.

#### 4.0. DISCUSSION

The study sought to find out the effect of employee health on organisational performance. A five point Likerts scale where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree was used to collect data.

**Table 4.1 Effects of employee health and wellbeing on organizational performance**

Statements		SA	A	N	D	SD	T
There is regularly & periodic examination of employees exposed to health hazards or illness.	%	6	7.2	12	28.8	45.6	100
There is an assessment of working environment to identify factors that may affect workers health.	%	3.6	9.6	8.4	27.6	50.4	100
The organization has a health and safety committee in place	%	2.4	4.8	55.2	25.2	12	100
The program has increased workers' productivity		45.6	33.6	4.8	7.2	8.4	100

From table 4.1 above, respondents were asked to indicate if they had regular and periodic examination of employees exposed to health hazards or illness. Majority of the respondents being 45.6% strongly disagreed that they were regular checks, 28.8% disagreed, 12% were neutral, 7.2% and 6% agreed and strongly disagreed respectively. This was an indication that the organisations did little to take care of their employee's wellbeing at work place. Again respondents were asked to tell if there regular assessment of working environment at work place. Majority of the respondents 50.4% strongly disagreed to have been regular environment checks at work place. 27.6% disagreed, 8.4% remained neutral, 9.6% agreed and 3.6% strongly agreed. This was a revelation that the organisations did not put much into finding out the working environment of their employees. On whether organization has a health and safety committee in place, majority of the respondents 55.2% were not sure as they remained non-committal. 25.2% of them disagreed that there were such safety standards with 12% strongly disagreeing, 4.8% and 2.4% agreed and strongly agreed respectively. This was an indication that the organisation did little to put in place health and safety committee. The respondents were asked to indicate program has increased workers' productivity. Majority of the respondents being 45.6%

strongly agreed that it has a positive effect, 33.6% agreeing to the same. 8.4% and 7.2% strongly disagreed and disagreed respectively. This implied that the organisations should address issue of employee wellbeing.

#### 4.1 Inferential Statistics

##### 4.1.1 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.

**Table 4.2 Pearson correlation coefficient for employee health**

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients			Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Standardized Coefficients		Lower Bound	Upper Bound
	(Constant)	-8.880	6.250	.291	-35.772	18.013
1	Employee	.214	.152	.224	-.442	.870
	Health	1.218	.171	1.137	.482	1.955

a. Dependent Variable: organisational performance

As shown on Table 4.2 above, the p-value for employee health and wellbeing was found to be 0.019 which is less than the significant level of 0.05, ( $p < 0.05$ ). The result indicated a strong, positive relationship between the variable health and organisational performance.

##### 4.1.2 Multiple Linear Regressions

Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the multiple linear relationships between the independent and dependent variables of the study.

##### 4.6.2.1 Coefficient of Determination ( $R^2$ )

**Table 4.3 Coefficient of determination Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.949 <sup>a</sup>	.901	-.801	6.232
2	.939 <sup>a</sup>	.947	.945	3.351
3	.939 <sup>a</sup>	.947	.945	3.351
4	.999 <sup>a</sup>	.998	.995	1.237

a. Predictors: (Constant), statements, respondents

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  $R^2$  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. For objective two the coefficient of correlation (R) showed a positive 0.988. This meant that there was a positive correlation between Employee health wellbeing and organizational performance. For objective three, coefficient of correlation (R) was positive 0.939. This meant that there was a positive correlation between remuneration and organisational performance and finally, for objective four, results showed a coefficient of correlation (R) was positive 0.999. This meant that there was a positive correlation between competency of the employees and organisational performance in the non-governmental organisations. The coefficient of determination (R Square) indicates that 99.8% of organisational performance was influenced by factors. The adjusted  $R^2$  however, indicated that 99.5% organisational performance was influenced by factors leaving 0.5% to be influenced by other factors.

#### 4.6.3 Hypothesis testing

**Ho<sub>2</sub>:** Employee Health and wellbeing does not have significant effect on organizational performance of non-governmental organization in Kacheliba North Pokot Sub-County

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1328.533	2	664.267	39.735	.025 <sup>b</sup>
	Residual	33.435	2	16.717		
	Total	1361.968	4			

a. Dependent Variable: outcome

b. Predictors: (Constant), statements, respondents

From Table 4.4 above, employee health and wellbeing had a significance of 0.025. this was found to be positively related organisational performance. From t-test analysis, the t -value was found to be 3.387 and the  $p$  -value 0.018. Statistically, this null hypothesis was rejected because  $p < 0.05$  Thus, the study accepted the alternative hypothesis and it concluded that employee health and wellbeing organizational performance.

## 5.0 CONCLUSION AND RECOMMENDATIONS

The findings indicated that there were not regular checks on the same. This was an indication that the organisations did little to take care of their employee's wellbeing at work place. Majority of the respondents disagreed to have been regular environment checks at work place. This was a revelation that the organisations did not put much into finding out the working environment of their employees. On whether organization has a health and safety committee in place, majority of the respondents 55.2% were not sure as they remained non-committal. This was an indicator that the company had not made clear their health and safety standards known to the workers. Employee health and wellbeing

had a significance of 0.25. This was found to be positively related organisational performance. From t-test analysis, the t -value was found to be 3.387 and the  $\rho$  -value 0.018. Statistically, this null hypothesis was rejected because  $\rho < 0.05$ . Thus, the study accepted the alternative hypothesis and it concluded that training affects organizational performance. Based on the findings, the researcher recommended the following: The organizations should put in an employee health and wellbeing programme at their work place. The non-governmental organisations should carry out regular health checks. The organisations should put in place a health and safety standards that all employees are meant to adhere to it.

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