

## Effect of human resource policy on staff performance: A case study of lavington security limited

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### Abstract

The purpose of the study was to examine the effect of the human resource policy on training and development on staff performance: A case study of lavington security limited. The specific objective of the study was to examine the effect of training and development policy on staff performance in Lavington Security Limited. A case study research design was adopted for the study. A purposive sampling technique was used where 45 respondents in management positions were targeted, however 40 questionnaires were returned to the researcher. Questionnaires containing closed ended questions with the help of Likert scales were used. Data was quantitatively analysed using the simple statistical methods of mean, mode and average. The findings were presented in form of tables. Results indicated that majority of the respondents agreed that the human resource policy on training and development had a positively effect on their performance. The study further revealed that correct communication of the said human resource policy during induction and on the job training played a great role in helping them appreciate the policy. The study recommended among other things, that managers need better communication skills, allocation of adequate time for induction, adequate refresher trainings and putting in place performance indicators to enable improved performance for better service delivery.

**Keywords:** human resource policy, staff performance, lavington security limited

### Introduction

Employees are seen as assets of the organisation without whom the organisations' goals and objectives will not be achieved. It is therefore important for organisations to invest heavily in human capital as doing so enhances employee performance. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organisation (Mwita, 2000) [26].

Training according to Nel, *et al.*, (2008) [18] is the planned effort by an employer to facilitate employees' learning of the knowledge, skills and behavior required to perform his job and he also defined Development as the process of preparing an employee to excel to higher levels of functioning and reasoning. The main purpose of training is to establish a good relationship between the employee and his or her job. It enables the achievement of desired modifications in skills, attitude and knowledge (Telsang, 2008) [27].

Training needs usually arise because of the following; requirement of new employees, organizational change, individual expressed need or reduction in employee performance (Porter, *et al.*, 2008) [27]. Training can cover different areas which may include skill based training, problem solving, management training, apprentice training but this study will focus more on training in company policies and procedures (induction training).

It is therefore important for the organisation to improve the efficiency and effectiveness of the employees in delivering their roles in order to influence performance and one of the factors to achieve this is through training and development. It is also a vital need for learners to be counseled and provided with career guidance to assist them in making meaningful choices about their direction of study and to ensure that all learners including previously excluded groups are given equal

opportunities to succeed (International Labour Organisation, 1996) [29].

Any organisation with a thorough understanding of training and development empowers it and prevents it from adopting an outdated or too narrow approach in the process of preparing to train and develop its employees in their roles and responsibilities in the workplace. Nel, *et al.*, (2008) [18] noted that offering a coherent and meaningful learning experience equips learners with transferable knowledge and skills that will enable them perform productively.

The management should design the training very carefully (Armstrong, 2000) [20] and the training design should be in accordance to the employees' needs. Organisations which develop a good training design depending on the employees' needs usually get good results, however a bad training design results into loss of time and money (Tsaur & Lin, 2004) [21].

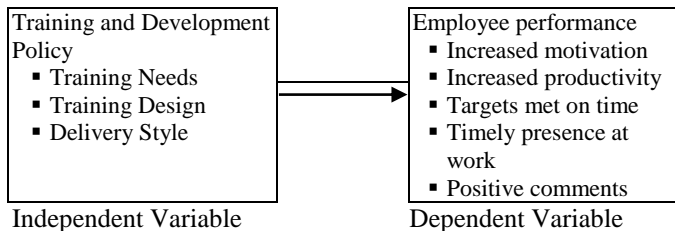
Employees can also be trained on the job which enables the acquisition of better job knowledge. It is also important to note that employees who go through on the job training learn in a practical way (Baum, *et al.*, 2007) [22] therefore learning from practical experience is far better than the use of books. On the job training is cost effective and saves time (Taylor, *et al.*, 2004) [24].

The delivery style of training and development is important because employees are conscious of it (Armstrong, 2000) [20]. One will be wasting resources if his delivery style fails to capture the attention of the employees (Griffin, *et al.*, 2000) [25]. A good training and development improves the entire performance of the organisation (Jon, *et al.*, 2003) [23].

Organisations therefore ought to train and develop their employees according to their training needs and though costly, if the employees get the right perception of the training and development policy, it pays back to the organisation in the

long run due to improved performance.

When an employee joins a company and he is properly inducted on the training and development policy and how the company embraces the same, when he understands it correctly, it will be a motivation for him to be loyal to such management that is interested in empowering him to perform his job better and at the same time willing to develop him to take on higher positions in the company. Through proper communication coupled with the right attitude towards the training and development policy, it will motivate the employee to perform well to attain the same.



**Research methodology**

**Study area**

The study was carried out at Lvington Security Limited in Nairobi town Kenya. The company was chosen in this study since it was easily accessible to the researcher and the management has put in place several human resource policies including the policy on training and development which the researcher sought to look at.

**Research Design**

The study adopted a case study research design. This enabled the researcher do a detailed analysis of Lavington Security Limited and the major issues under investigation. A case study research design was appropriate for the study because it allows for the collection of complete and detailed information as well as generalization of information generated from a sample to represent the overall target population.

**Target Population**

The target population for the study comprised of 45 staff members who are in management positions at Lavington Security Limited in Nairobi who were drawn from different departments.

**Sampling Design and Procedures**

The researcher used the purposive sampling method where she only selected samples containing relevant information to the study.

The samples were selected from the management staff thus a target of 45 respondents in the Nairobi office who hold supervisory roles constituted the sample size.

Mugenda and Mugenda, (2003) [16] stated that the sample size depends on several factors which include; the research design, method of data analysis and size of accessible population. They further state that for descriptive studies, 10% to 30% of the accessible population is enough.

The respondents were picked from each department and were dependent on the number of employees in the department based on a minimum size where statistical tests can be computed with reliability.

**Data Collection Instruments and Procedures**

A structured questionnaire with the help of Likert scales was used as data collection instrument for the study. It was developed through the guidance of the study’s objectives and research questions. They contained closed ended questions which were accompanied by a list of possible alternatives from which the respondents were expected to choose answers that best describe their situation

**Validity**

Validity refers to the extent to which an instrument can measure what it ought to measure. It refers to the extent to which an instrument asks the right questions in terms of accuracy. The validity of the research instrument was achieved through the expert judgment of the research supervisor who critically went through it to ensure that the questions contained were clear and precise enough to present the real facts under study.

**Data Analysis and Presentation**

The collected data was edited and analyzed using the percentage method in excel spreadsheet.

The likert’s scale of 1 to 5 was used where the respondents responded to the questions by indicating the extent to which they agreed or disagreed with the statement. Data was tabulated by using simple statistical methods where the responses were analyzed to show the effects that the human resource policy on training and development has on staff performance.

The analyzed data was presented using tables.

**Results and discussion**

The number of years worked in Lavington Security Limited presented the demographic characteristic of the respondents. The respondents also stated how the policy on training and development was communicated to them.

**Table 1:** Years worked

Years	Frequency	Percentage	Cumulative Percentage
0 - 5	24	60	60
6 - 10	9	22.5	82.5
11 - 15	5	12.5	95
Above 15	2	5	100
Total	40	100	

Results indicated that 60% of the respondents have worked for the company for five years and below, 22.5% have worked for 6 to 10 years in the company, 12.5% have worked for 11 to 15 years in the company and 5% have worked for over 15 years in the company.

**Table 2:** Communication of the Policy on training and development

Communication of the policies to the staff at LSL	Frequency	Percentage	Cumulative Percentage
Induction	30	75	75
Coaching	7	17.5	92.5
Reading materials	3	7.5	100
Company website	0	0	
Total	40	100	

Results showed that 75% of the respondents got information concerning the policy on training and development at the time of induction. 17.5% got to know of the policy during coaching and the least number of 7.5% responded to have known about the policy through reading materials and also from their colleagues.

**Table 3:** Effect of the policy on training and development on staff performance.

Effect of training and development on staff performance	Frequency	Percentage	Cumulative Percentage
Equips me with knowledge	20	50	50
Promotion opportunities	5	12.5	62.5
Enables career development	10	25	87.5
Coaching and job rotation enables several tasks	5	12.5	100
Total	40	100	

Results in Table 3 clearly showed that majority of the respondents constituting of 50% strongly agreed and appreciated the policy on training and development and stated that it equips them with the necessary knowledge to perform better, 12.5% agreed and said that the policy is used to prepare employees for promotion opportunities in the company, 25% of the respondents strongly agreed that the policy enables career development and 12.5% agreed that training and development allows job rotation which enables them to perform several job tasks in the organisation.

**Table 4:** Additional effects of the policy on training and development on staff performance

Additional effects of policy on training and development on performance	Frequency	Percentage	Cumulative Percentage
Motivates staff and increases productivity	10	25	25
Ability to be present at work on time	5	12.5	37.5
Positive comments of the company and fellow colleagues	3	7.5	45
Ability to meet the set goals and targets on time with limited supervision	9	22.5	67.5
Knowledge of the company procedures which creates confidence at work	4	10	77.5
Ability to link the JD to the company's goals and objectives	6	15	92.5
Enables prioritizing of job tasks	3	7.5	100
Total	40	100	

Majority of the respondents constituting 25% strongly agreed that the above HR policies motivate the staff and consequently increases their productivity, 12.5% strongly agreed that the policies encourage them to be present at work and on time, 7.5% were not sure whether the policies have any effect on how one comments on the company and the colleagues, 22.5% agreed that the policies above enables them to meet the set goals and objectives with limited supervision, 10% agreed that it equips them with the necessary knowledge of the company's procedures which creates confidence at work, 15% agreed that it enables them to link the job description to the company's goals and objectives, and 5% agreed that it enables them to prioritize job tasks.

**Additional effects of the policy on training and development on staff performance at Lavington Security Limited.**

From the discussion above, it is clear that majority of the employees comprising of 92.5% were of the view that the HR policies above have positive effects on staff performance.

**Effect of the policy on training and development on staff performance at Lavington Security Limited.**

Respondents were asked to give their views on the much they agreed or disagreed with the effect of training and development. Their views were varied as summarized in Table 3 above. According to the responses received from the employees of Lavington Security Limited, it is evident that most employees recognise the policy on training and development as a good one and they agreed with most of its effects on staff performance which included granting several opportunities for employees to develop their skills, preparing employees for promotions and also developing their careers. The findings relate to the literature where Telsang, (2008) [27] stated that training enables the achievement of desired modifications in skills, attitude and knowledge which enhances job performance. The findings further relate to the literature where Jon, *et al.*, (2003) [23] stated that a good training and development improves the entire performance of the organisation.

Since most of the employees received communication of the training and development policy during their induction and also continued coaching, they managed to interpret, understand and perceive it in the right way as management's effort to better their performance thus it is most likely to keep the staff working as expected and they will also expect certain rewards like promotions among others in return and this impacts on their performance and that of the organisation as a whole.

When an employee has knowledge of the company's intentions, it helps him or her link the job description to the goals and objectives giving him or her right knowledge of the job which consequently motivates them and enables good performance which also reflects on the company as a whole. This relates to the literature where Purcell, (2003) [28] stated that it is important to link each individual's performance objectives to the organisation's overall mission and goals to enhance performance.

**Discussion**

**Effect of the policy on training and development on staff performance**

Results from the study clearly showed that a larger percentage of employees agreed that the policy on training and development was strongly appreciated in the company by most respondents. This is credited to the fact that the policy gives the employees an opportunity to gain the knowledge required of them by the employer to perform the designated jobs better

(Nel, *et al.*, 2008) <sup>[18]</sup>. When an organisation has a policy of training and development in place, it enables the achievement of desired modifications in skills, attitude and knowledge of its employees who go through the training (Telsang, 2008) <sup>[27]</sup>. When the management manages to identify the training needs, the training should be designed very carefully (Armstrong, 2000) <sup>[20]</sup> and the training design should be in accordance to the employees' needs. Development of a good training design depends on the employees' needs and if implemented it yields good results, however a bad training design results into loss of time and money (Tsaur & Lin, 2004) <sup>[21]</sup>.

The management of Lavington Security Limited also conducts training on the job which empowers the employees with practical skills. This is similar to the findings by (Baum, *et al.*, 2007) <sup>[22]</sup>. It is necessary to note that on the job training is cost effective and saves time for the company (Taylor, *et al.*, 2004) <sup>[24]</sup>. For training and development to be successful, the trainers ought to have a good delivery style (Armstrong, 2000) <sup>[20]</sup> as training without a good delivery style is a waste of resources if the trainer fails to capture the attention of the employees (Griffin, *et al.*, 2000) <sup>[25]</sup>. It is therefore imperative to state that a well-planned training and development policy based on the training needs of the employees improves the entire performance of the organisation (Jon, *et al.*, 2003) <sup>[23]</sup>.

### Summary

From the study, majority of the respondents constituting of 60% have worked for the company for five years and below. 30 respondents constituted the majority which was 75% of the respondents who learnt of the policy on training and development during their time of induction. Findings also showed that majority of the respondents constituting of 50% strongly agreed and appreciated the policy on training and development and stated that it equips them with the necessary knowledge to perform better. Other respondents said that the policy is used to prepare employees for promotion opportunities in the company that the policy enables career development and that training and development allows job rotation which enables them to perform several job tasks in the organisation.

### Conclusion

Majority of respondents agreed that having the policy on training and development plays a vital role in equipping them with the necessary skills and knowledge needed for their performance. Most of the respondents reported that having a good training and development policy in place, which is planned to identify their training needs, have in place a good training design and a good delivery style is sufficient enough for them to ably acquire the knowledge and skill required to better their performance and that of the company as a whole. The study on training and development policy reported a positive effect thus this study concluded that having a well-planned policy on training and development improved their performance.

### Recommendations

The study recommended among other things, that managers need to correctly understand the policy on training and development and also possess better communication skills for them to ably and adequately train and develop the skills and competencies of the employees, allocation of adequate time

for induction, adequate refresher trainings and putting in place performance indicators to enable improved performance for better service delivery.

### Suggestions for further research

There is need for further research to be carried out on how to create and maintain the right and correct perception of the human resource policies amongst the employees given their vast diversities. Much as employees go through induction, coaching and on the job training, they are likely to still hold the wrong perception due to their diversities (cultural, religious, upbringing, education background among others), if the same is not done right, thus the need for continuous follow ups and evaluation of the same.

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