



**INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE SATISFACTION IN
MANUFACTURING FIRMS BASED IN NAIROBI CITY COUNTY, KENYA**

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ABSTRACT

This study sought to establish the influence of human resource management practices on employee satisfaction in manufacturing firms based in Nairobi City County, Kenya. The specific objectives of the study were to; establish how resourcing practices influence employee satisfaction in manufacturing firms based in Nairobi City County, Kenya and to examine how reward management practices affect employee satisfaction in manufacturing firms based in Nairobi City County, Kenya. The study used a sample size of 80 manufacturing firms registered in the Kenya Association of Manufacturers directory 2017. Primary data was collected through self administered questionnaires sent to the Human Resource Managers of the selected firms or the relevant personnel dealing with human resource issues in the firms. The study used a questionnaire to collect the required primary data while secondary data was obtained from published documents. With the help of the Statistical Package for Social Sciences (SPSS) regression analysis was done and the results were used to test the relationship of the variables. Based on the findings, the study concluded that resourcing practices and reward management practices were the major factors that affected employee satisfaction in manufacturing firms in Kenya. A longitudinal study should be carried out to monitor the relationship between demographic factors such as the age, marital status, family status, educational level and experience of employees and their satisfaction with their work in the organizations. Similar studies should also be done in other institutions in other counties in order to generalize the findings to manufacturing firms in the Country.

Key Terms: Resourcing Practices, Rewards Management, Employee Satisfaction

INTRODUCTION

Human resource is the most vital asset for organizational development. It is the resource that makes use of other resources and gets the best return out of them. Employee satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Katzenbach & Smith, 2015). But getting the best of human resource requires enormous moves by organization and their management. If the human resource or employees are happy and contented with the moves and actions of the employer they do their best for the good of the organization. But if they are not in this state they might cause organization unmatchable loss (Larkin, Pierce & Gino, 2012).

Employee satisfaction represents one of the most widely studied constructs in industrial psychology (Katzenbach & Smith, 2015). Employee satisfaction has most often been defined as a pleasant or positive emotional state resulting from the perception of work, conception and assessment of the work environment, work experience and the perception of all elements of the work and workplace (Tomažević, & Aristovnik, 2013). Avdija and Roy (2013) have distinguished between employee satisfaction and organizational commitment. In their opinion the latter refers to the bond formed between the worker and the employing organization. Organizational commitment reflects one's feelings toward an entire organization, not just a job (Nalla, Rydberg & Mesko, 2011) and consists of three factors (Thomas & Viswesvaran, 2010): a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization.

The different ways of satisfying the employees were found by the scholars and facilitated by the human resource managers to attract, motivate and retain the most committed workforce. Employee satisfaction has direct impact on level of absenteeism, commitment, performance and productivity. Furthermore, employee satisfaction improves the retention level of employees and reduces the cost of hiring new employees (Benson & Brown, 2010). Alternatively, the outcome of employee dissatisfaction is increase in the cost of recruitment, selection and training, discouragement of current employees and reduction in the growth of the organization (Dunham & Alpert, 2015). The dissatisfaction of the employees has adverse effect on the efficiency of the organization. So studying employee satisfaction is one of the most important topics of organizations setup.

In a global economy that has become increasingly competitive, there is need for efficient development of products that can quickly satisfy a more demanding customer and employee base and build long-term customer and employee trust. It must optimize its HRM practices, while seeking operational excellence at all levels (Njuguna, Mokaya & Mukhweso, 2015). Meeting these challenges requires human resource management practices that boost morale, improve operational efficiency, and enhance the overall employees' satisfaction and management of business.

Investigations on the link between HRM practices and employee satisfaction have extensively been done in the US and the UK. Several authors point out that research needs to be conducted in others contexts (Ericksen & Dyer, 2005; Wright et al., 2005). Uysal and Koca (2009) found out that recruitment, training and performance based pay all have a significant positive relationship with organizational performance. Additionally Khan (2010) investigated and found a significant positive

relationship between recruitment and selection, training and development, performance appraisals and compensation on one hand and organizational performance on the other.

The firm's HRM practices must develop employee's knowledge, skills, and motivation (Dessler, 2011). According to Katou and Budhwar (2007), HRM practices can be grouped into two, namely HRM system aiming at attracting and developing human resources, and those aiming at retaining human resources. Among the HRM practices aimed at attracting and developing employees are recruitment and selection, training and development; and those aimed at retaining employees are performance appraisals and reward and compensation systems.

Such activities have been linked to organizational competitiveness, increased productivity, higher quality of work life and greater profitability (Fine, 2012). Consequently, many researchers link the Human capital with organizational performance through the HRM practices - recruitment and selection, training and development, performance appraisal and reward and compensation (Schuler, 2012). This assumption is shared by Katou and Budhwar (2010) who are of the opinion that human resource are capable of contributing to organization performance. Previous studies indicate essential HRM practices, as workforce planning (Schuler, 2012); job analysis (Fine, 2006); training and development (Loo, 2014); recruitment and selection (Kulik, 2004); compensation and reward (Milkovich & Newman, 2009); performance appraisal; career management; human resource information system; quality of work-life, personnel diversity and employees attitude surveys (Armstrong, 20105) affect the performance of a firm. Recent studies (Katou & Budhwar, 2007) have identified four essential HRM practices namely; recruitment and

selection, training and development, performance appraisal and compensation and reward.

According to Kenya Association of Manufacturers (KAM, 2014), the Kenyan manufacturing sector remains the largest component of economy. The industry is organized under the Kenya Association of Manufacturers (KAM) which is the premier representative organization for manufacturing industries in the country. KAM was established as a private body in 1959 to promote trade and investment. The industry has 13 sectors categorized by the raw materials. In terms of structure, economic contributions, and performance within the manufacturing sector, this sector is the most important and largest comprising and encompassing everything from small family organizations to large multinational companies. Manufacturing in Kenya account for the greatest share of industrial production output characterized by relatively low value addition of 7.5 per cent recorded in 2010 to 2.3 per cent recorded in 2011, low employment and capacity utilization and a paltry 25 percent export volumes. However, the share of Kenyan products in the regional market is only 7 percent of the US \$11 billion regional market and its contribution to the GDP has remained at about 10 percent since the 1960s. This has given rise to the concern that practicing managers have put little effort to improve the situation (Awino, 2011).

The KAM directory further shows that the largest sector in the industry is the food and beverage sector with more than 181 industries. The industry is generally very old compared to other East African countries with 10% of the firms having been established in 1960 and about 47% of the firms established between 1980 and 2015. In terms of ownership, 48% of the registered firms are privately owned by Kenyan citizens, and 46% privately owned through partnership between Kenyans and non

Kenyans (KAM, 2015). Most of the firms are small with less than 50 employees and also in terms of invested capital and turnover. Further, according to the directory, the Kenya economy in the 90s experienced subdued performance but during the recent years there has been a remarkable improvement registering an impressive growth of 4.9% in 2014 and 5.8% in 2015 compared to negative growth experienced in 2007. The economy's gross domestic (GDP) grew from Ksh 1 billion in year 2011 to Ksh 1.4 billion in 2015. The manufacturing sector has contributed significantly to economic recovery in the country from a low annual growth of 1.6% in 2011 to an impressive 5% in 2015, a revision of the 4.5% growth recorded in 2014. The value of output in the sector rose by 12.8% from a revised value of Ksh 445.5 billion in 2014 to Ksh 502.1 billion in 2015. The sector that performed well included: tobacco, beverages, grain milling, paper and paper products and plastic products.

Statement of the Problem

In Kenya, it has been reported that stressful conditions affect employee satisfaction in many manufacturing firms. According to the performance audit of manufacturing firms (2014), the poor working environment of the employees put excessive pressure on the personnel and put them under severe stressful conditions. These stressful conditions of the employees affect their satisfaction. The Annual Report (Manufacturing Industry Annual Report, 2013) had in it that as a result of stressful conditions most employees intermittently fell sick. Further the report indicated that in year 2013, over 100 personnel per manufacturing firm were granted off duties for over 3 months accumulatively due to sickness. Theoretical and empirical studies have shown that there are many push and pull factors affecting employee satisfaction among them human resource

management practices such as remuneration (Munyiva, 2015), career advancement (Gupta, S., Karpowicz, I., & Tareq, 2015), work-life balance (Kar and Misra, 2013) and work environment (Winterton, 2011). Employee relations, employee design, recruitment and selection among others can also enhance employee satisfaction and attachment to the firms.

While some studies have been conducted on the role of HR practices on employee satisfaction and turnover in organizations, the available literature shows that most of these have been conducted in other countries like Pakistan (Rehman, 2012), India (Mathur, Chhitorgarh, & Agarwal, 2013) and United Arabs Emirates (Alnaqbi, 2011). Only a few have been done in Kenya such as Ngethe, et al., (2012); Bula, (2012); Kuria, Wanderi & Ondigi (2011); Kakui (2016); Kamau & Mberia (2012) and Kiambati, Kiio & Toweett (2013) and mostly in other sectors.

In particular none has been done on the role of HRM practices on employee satisfaction in manufacturing firms based in Nairobi County. It is against this background that the researcher carried out a research to explore the role of resourcing practices and reward management on employee satisfaction in the manufacturing firms in Kenya to provide a better insight into the relationship between these variables.

Objectives of the Study

The main objective of the study was to establish influence of human resource management practices on employee satisfaction in manufacturing firms based in Nairobi City County, Kenya. The specific objectives were:-

- To establish how resourcing practices influence employee satisfaction in manufacturing firms based in Nairobi City County, Kenya.

- To examine how reward management practices affect employee satisfaction in manufacturing firms based in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Review

Theoretical review explains about a phenomenon and according to Mugenda (2008), theoretical framework provides the researcher the lens to view the world. Several theories and models were put forward by scholars to explain employee satisfaction.

Stacey Adam's Equity Theory

According to Gupta, (2011), Stacey Adam's Equity theory is based on the premise that people want to be treated fairly at work. It presumes that employees do not work in a vacuum and asserts that employees weigh what they put into an employee situation (input) against what they get out of it (outcome) and then compare their input-outcome ratio with the input-outcome ratio of relevant others with whom they compare themselves. If ratios are equal, a state of equity is said to exist; they feel their situation is fair and that justice prevails. If the ratio is unequal, inequity exists. That is employees tend to view themselves as under rewarded and would therefore attempt to correct the inequity. Thus the theory asserts that employees' level of motivation is dependent on the perception of whether they are being fairly treated for tasks related efforts, when compared with other employees (Wilton, 2011).

According to the theory an individual's motivation level is correlated to his or her perception of equity, fairness and justice as practiced by the management. Robbins and Decenzo (2012) and Gupta (2011) assert that equity exists if the employee's input output ratio is comparable to that of other peers in the professional network.

However, if their ratios are lower than others, inequity is perceived; the employees become dissatisfied and would be motivated to seek ways to attain equity. Inequity brings a state of disequilibrium that makes employees perceive the existing work environment and culture as hopeless and might choose to quit the current employer in pursuit of a better and more equitable work environment (Wilton, 2011).

The theory thus guides in understanding what may influence an employee to leave or stay, in that they keep comparing what employees earn in other comparable organization in order to realize a balanced state of the input-outcome ratios. This in turn contributes to labour mobility inside and outside the organization. This theory was used in explaining how reward management practices affected employee satisfaction in manufacturing firms based in Nairobi City County, Kenya.

Vroom's Expectancy Theory

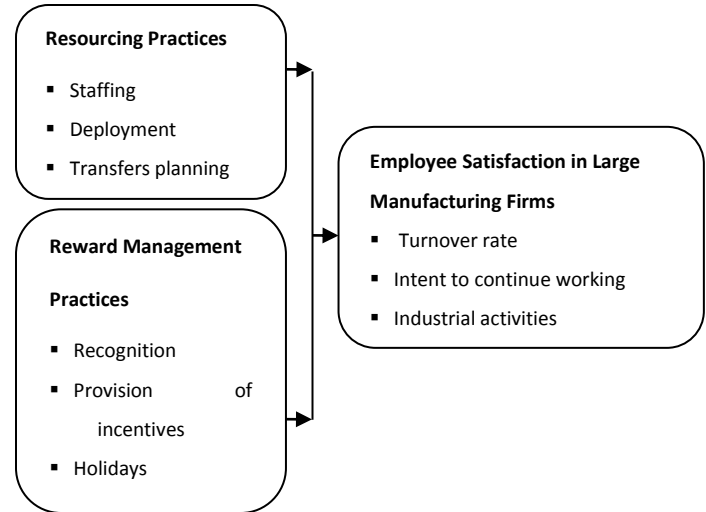
Victor Vroom's expectancy theory (1961), asserts that individuals have different sets of goals and can be motivated if they have certain expectations. This theory is about choice. It argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act would be followed by a given outcome and on the attractiveness of the outcome to the individual. It includes three variables namely, attractiveness, performance - reward linkage and effort - performance linkage. Thus, whether one has the desire to produce at any given time depends on one's particular goals and one's perception of the relative worth of performance as a path to the attainment of those goals (Wilton, 2011).

According to Wilton (2011), this theory developed by Vroom in 1964 suggests that employee motivation to perform depends on the individual's

specific needs and the expectation of fulfilling those needs through productive behaviour. According to Nalla et al (2008), the expectancy theory developed by Edward Tolman in the 1930s is based on cognitive processes and motivation where people engage in certain behaviour (s) because they expect or believe they would get something good in return. Edward Tolman describes it as a goal directed behaviour. By the words of Armstrong (2012), motivation theory explains the factors that affect goal directed behaviour and therefore influence the approaches used in HRM to enhance engagement such as Training and Development.

Armstrong (2012) contends that this theory focuses on the content of motivation in the shape of needs whereby an unsatisfied need creates tension and a state of disequilibrium. To restore the balance a goal is identified that would satisfy the need. Behaviour is therefore motivated by unsatisfied needs. Going by Agba and Ushe (2010) a need that has not been satisfied is a motivator. Employment security is a need that can be classified in the third category of needs in the Abraham Maslow's 1954 hierarchy of needs. Agba and Ushe (2010) points out that with a decreasing land resource and with the prevailing level of unemployment in Kenya, paid employment or employees have become the only means of livelihood. A guarantee of these employees is essential. Security or safety in one's employment remains one very important employment practice that employers should adopt in order to keep their employees committed. This theory was important in the study because it stated how resourcing practices influenced employee satisfaction in manufacturing firms based in Nairobi City County, Kenya.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Resourcing Practices

The recruitment and selection process determines the decisions as to which candidates would get employment offers. The aim of this practice is to improve the fit between employees, the organization, teams and work requirements and thus, to create a better work environment (Tzafir, 2006). Sophisticated recruitment and selection system can ensure a better fit between the individuals' abilities and the organization's requirement (Fernandez, 2012).

Hunter and Schmidt (2012) concluded that employment stability can be achieved through a selection procedure based on ability. Katou and Budhwar (2007) also found that recruitment and selection was positively related to all organizational performance variables such as effectiveness, efficiency, innovation and quality. Though most of the studies have been conducted in the western world it is now well established that HR practices have significant impact on productivity, corporate financial performance and employee turnover (Arthur, 2014).

Pollit (2004) found that the HRM practices of Nokia played a vital role in helping the company in reaching its 40% percent share of the global handset market, and industry leading profit margins of 20%-25% at a time of unmatched change and competition. Katou and Budhwar (2007) through an in-depth study on 21 institutions of learning of Greece found that HRM practices such as recruitment, training, promotion, incentives, benefits, involvement and safety and health were positively related with the elements of organizational performance such as innovation and satisfaction of stakeholders . Two recent studies (Rimi & Yusoff, 2011) in context of Kenya also found that HRM practices have significant association with employee turnover and organizational commitment.

Reward Management Practices

Compensation refers to all types of pay or rewards going to employees and arising from their employment (Dessler, 2007). Compensation is very much important for employees because it is one of the main reasons for which people work. Employees' living status in the society, satisfaction, loyalty and productivity are also influenced by the compensation (Niazi, 2014). Delaney and Huselid (1996) found that incentive compensation was associated with perceived market performance in USA. Employee compensation system resulted in better organizational performance in Indian firms (Singh, 2004).

Moyeen and Huq (2001) studied HRM practices of 92 medium and large business enterprises (Public and private sector) located in Dhaka, Bangladesh. They found that only 62% of surveyed organizations had an HR/Industrial Relations (IR) department. HRM practices of ten higher institutions of learning in Bangladesh were examined by Akhter (2002). She measured correlation between employees' opinions regarding HRM practices in their institution, their

age, education and experience. When we hear of employee recognition, we think of merit, acknowledgement, gratitude, appreciation and some thanks for the job/work well-done by an employee.

Employee recognition may be in the forms of awards, employee merits, promotions and monetary incentives. However, a simple saying of thanks and round of applause can also become a good form of recognition that may boost the morale of a certain worker (Dessler, 2007). Recognizing your personnel is as important as making them productive and achieving organizational goals. That's why, a failure to properly recognize your best assets (human resources), may result to a total organizational disaster (Dessler, 2007).

The responsibility of employers and managers to recognize employees does not only extend to their ability to quickly judge people –whether these people are worthy of acknowledgement or not. Their obligations should also stretch to their abilities to rightfully diagnose and deeply monitor their personnel for their hidden acts that help the organization. This involves reliable employee performance review and evaluation (Wilton, 2011). Employees are humans, hence managers should take extra care on their morale and emotions. This is why employee recognition should always be preceded by a careful employee assessment. One wrong recognition of an undeserving employee can destroy the morale of other employees; and one failure to recognize a worthy employee can raze his self esteem and can also result to the destruction of the confidence of his co-workers (Wilton, 2011).

Finally, employee recognition should still not just stop at acknowledgement and evaluation of employees. Employers should also be happy to see their laborers accomplish their tasks well (Dessler, 2007). Therefore, they should also have the initiative to guide these workers to do their tasks

effectively and efficiently. To conclude, managers and employers should always observe fair employee recognition which is ensured by proper employee evaluation and maintained by constant employee direction (Hoque, 2014). This should be applied to all the members of the organization and not just to selected people. Remember that everyone can contribute and affect the whole organization – positively or negatively (Wilton, 2011).

Employee Satisfaction

Employee satisfaction refers to an employee's overall sense of well-being at work. It is an internal state based on assessing the employee and employee-related experiences with some degree of favor or disfavor (Locke, 2014). Since employee satisfaction is an intangible concept, conceptualizing employee satisfaction is vital. Locke (2014) argues that due to the fact that satisfaction is an emotional response to one's job, this concept can only be explored by self-diagnosis of the content. For this reason he suggests that "employee satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. For example, Locke claimed that employee satisfaction is due to the difference between the employee's expectation of the job and the reality of the job (Locke, 2014). On this premise, employee satisfaction of manufacturing firms is vital to explore due to the major differences in employees expectation of the job when coming in and the reality of the job.

Employee satisfaction represents one of the most widely studied constructs in industrial psychology (McShane & Von Glinov, 2007). Employee satisfaction has most often been defined as a pleasant or positive emotional state resulting from the perception of work, conception and assessment of the work environment, work experience and the perception of all elements of the work and

workplace (Mihalič, 2008). Some authors (Griffin, Hogan, Lambert, Tucker-Gail and Baker, 2010) have distinguished between employee satisfaction and organizational commitment and seen the latter as a broader concept – in their opinion, organizational commitment refers to the bond formed between the worker and the employing organization. Organizational commitment reflects one's feelings toward an entire organization, not just a specific job (Garland, McCarty and Zhao, 2009).

According to Meyer and Allen (2011), commitment is a psychological state that has three separate components reflecting the: (a) desire (effective commitment); (b) need (continuance commitment); and (c) obligation (normative commitment) to maintain employment in an organization. An employee can experience all three forms of commitment to varying degrees. Organizational commitment has also been conceptualized as a force that binds an individual to a course of action that is relevant to a particular target and can be accompanied by different mind-sets that play a role in shaping behavior (Meyer & Herscovitch, 2001).

Spector (2003) defines employee satisfaction as the extent to which people like their job. According to Weiss (2012), employee satisfaction is an attitude toward one's job resulting from the net sum of the individual's positive and negative emotions experienced at work. Employee satisfaction is a pleasant feeling a person has when their expectations from work have been fulfilled. Henceforth the term "employee satisfaction" would be used as it encompass the notion of satisfaction with the job itself (duties, working conditions, salary) as well as other facets such as leadership, relationships, autonomy, the reward and promotion system, possibilities of professional development, trade union activities, employee security, internal and external communications, possibilities of a work-life balance.

Empirical Review

Resourcing Practices and Employee Satisfaction

Mutahi and Busienei (2015) did a study on the effect of Human Resource Practices on the performance of public universities in Kenya. This study sought to establish the relationship between strategic human resources management practices and performance of public universities in Kenya. The study was guided by the following specific objectives: To establish the effect of resourcing practices on performance of public universities; to determine the effect of reward management on performance of public universities; to assess the effect of training and development on performance of public universities and to determine the combined effect of resourcing practices, reward management and training and development on performance of public universities in Kenya. The study was a census with a target population of the public universities in Kenya and their constituent colleges. Senior HR officers and administrators were the units of analysis where a response rate of 58% was obtained. Data was collected using semi-structured questionnaire and was subsequently analyzed using SPSS.

Mutahi and Busienei (2015) research findings suggested that strategic human resource management practices have a significant effect on the performance of public universities in Kenya. Further, findings revealed that reward management, training and development and resourcing practices respectively influenced the performance of public universities. Based on the findings, the following key recommendations were made: Management of public universities to develop employment policy that encourages employee security; invest in HR information systems to automate resourcing practices; government to ensure that selection in public

universities is based on equal employment opportunity principle, management to conduct a staff competency analysis in order to address training and development needs.

Alusa and Kariuki (2015) did a study on the Human Resource Management Practices, Employee Outcome and Performance of Coffee Research Foundation, Kenya. To address recent calls for research to address the role of employee outcome, this study examined the mediating role of employee outcome on the influence of HRM practices and performance. Data was collected from 84 employees of a government organization. Seventy eight (78) filled the questionnaire and returned the questionnaire. Using multiple regression analysis the result showed that HRM practices have a significant influence on organizational performance. Further, using stepwise regression analysis, the study established that employee outcome fully mediates the influence of HRM practices on organizational performance.

Reward Management Practices and Employee Satisfaction

Ahmed and Ali (2008) carried out a research on the “impact of reward and recognition programs on employee motivation and satisfaction”. Research design used was exploratory. Sample chosen for the study was 80 employees of Unilever companies in Kenya and data collection instrument used was a questionnaire.

Major findings indicated a positive relationship between rewards and work satisfaction as well as motivation. Factors affecting satisfaction were identified; payment 86%, promotion 74%, work conditions 61%, personal 37%. Analysis showed support for a positive relationship between reward and employee satisfaction. The researchers recommended that further studies can be done on impact of reward and recognition on motivation

and satisfaction for diverse groups of people example gender, race and disability.

In their study on the effect of cash bonus on firm performance, Njanja and Kibet (2012) sought to establish the extent to which the rewards adopted at KPLC have influenced employee performance. The research adopted correlation research design, 68 management employees out of 84 responded. Data was collected using questionnaires. Descriptive statistics were used to present data. Inferential statistics (chi-square) was used to analyze the relationship between cash bonuses and employee performance. The findings of the study showed that cash bonus have no effect on employee performance. The research found out that performance for those who received cash bonuses and those who did not was the same. The organization should therefore focus on changing the intrinsic nature and content of jobs.

RESEARCH METHODOLOGY

This study used descriptive research design. The study sought to be descriptive in nature as it is deemed appropriate because it involves use of written questionnaires administered to respondents. Target population was the entire set of units for which the study data was to be used to make inferences. The sampling frame of this study was drawn from 399 manufacturing firms distributed across Nairobi City County registered by Kenya Manufacturers of Association (KAM, 2016). The unit of analysis was manufacturing firms in Nairobi Kenya. The study collected primary data using questionnaires. Secondary data was gathered from existing credible and recognized sources.

FINDINGS AND DISCUSSIONS

The study targeted a sample size of 80 respondents from which 60 filled in and returned the questionnaires making a response rate of 75%.

The respondents were requested to indicate their gender in order to establish if there was gender

balance in the positions indicated. The findings indicated that majority (55%) were male respondents with (45%) being females respondents. On the respondent's age distribution, the study found out that; most of the respondents 20% were aged between 26 to 35years, 32 % of the respondents 36 to 45 years, 28% of the respondents were aged 46 to 55 years, whereas 5% of the respondents were aged 18 to 25 years and 15% 56 and over years. This implied that participants were well distributed in terms of their age and that respondents of all ages were represented during the study. On level of Education of the Respondents, from the study findings majority (50%) indicated that they had diploma certificates, followed by those who indicated that they had university degree at (35%) , 10% of the respondents stated that they had secondary certificate (10%) with few (5%) indicating that they had master's degree. This implied that respondents were well educated and that they were in a position to respond to research questions with ease.

The study determined the working experience held by the respondents in order to ascertain the extent to which their responses could be relied upon to make conclusions on the study problem using their working experience. From the findings, (60%) indicated to have had a working experience of 6-10 years, 20% had a working experience of less than 5 years, 15 % had a working experience of 11-15 years and 5% had a working experience of 16 years and above. These findings were in line with Braxton (2008) that respondents with a high working experience assist in providing reliable data on the study problem since they have technical experience on the problem being investigated by the study.

Resourcing Practices

The study sought to establish the extent to which respondents agreed with the statements relating to

resourcing practices on employee satisfaction in manufacturing firms. A scale of 1-5 was used. The scores “Very Small Extent” and “Small Extent” were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Small Extent} \leq 2.5$). The scores of ‘Moderate’ were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Moderate} \leq 3.5$). The score of “Great Extent” and “Very Great Extent” were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Great Extent} \leq 5.0$). The results were presented in mean and standard deviation. The mean was generated from SPSS and was as illustrated in Table 1.

The study findings indicated that majority of the respondents stated that the firm ensures that it offers noticeable opportunities of attraction and retaining qualified personnel (mean of 3.586), The firm has a strategy for attracting competent

personnel (mean of 3.654), The complex recruitment process would generate more qualified applicants than a simple process (mean of 3.531), There were clear policies that govern renewal of employment contracts in the firm (mean of 3.876), The recruitment policy is suitable and sensitive to the employee needs (mean of 3.572), The organization ensures that keeping employees enables them to be satisfied with their job (mean of 3.762). The recruitment and selection process determines the decisions as to which candidates would get employment offers. The aim of this practice is to improve the fit between employees, the organization, teams and work requirements and thus, to create a better work environment (Tzafrir, 2006). Sophisticated recruitment and selection system can ensure a better fit between the individuals’ abilities and the organization’s requirement (Fernandez, 2012).

Table 1: Influence of Resourcing Practices on Employee Satisfaction

Statement	VGE	GE	ME	SE	VSE	Mean	Std deviation
The firm ensures that it offers noticeable opportunities of attraction and retaining qualified personnel	5%	50%	20%	15%	10%	3.586	.258
The firm has a strategy for attracting competent personnel	2%	44%	36%	15%	3%	3.654	.729
The complex recruitment process would generate more qualified applicants than a simple process	8%	36%	32%	13%	11%	3.531	.278
There are clear policies that govern renewal of employment contracts in the firm	4%	48%	26%	12%	10%	3.876	.928
The recruitment policy is suitable and sensitive to the employee needs	2%	14%	46%	32%	6%	3.572	.429
The organization ensures that keeping employees enables them to be satisfied with their job	10%	18%	40%	30%	2%	3.762	.628

Reward Management Practices

The study sought to establish the extent to which respondents agreed with the statements relating to reward management practices on employee satisfaction in manufacturing firms. A scale of 1-5 was used. The scores “Very Small Extent” and “Small Extent” were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Small Extent} \leq 2.5$). The scores of ‘Moderate’ were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Moderate} \leq 3.5$). The score of “Great Extent” and “Very Great Extent” were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Great Extent} \leq 5.0$). The results were presented in mean and standard deviation. The mean was generated from SPSS and is as illustrated in Table 2.

From the results, majority indicated to a small extent that salaries and benefits provided are adequate to the employees in the organizations as

shown by a mean of 3.018. There are periodic salary reviews for the employees in the organizations as shown by a mean of 2.992. Salaries and benefits are paid promptly to the employees in the organizations as shown by a mean of 3.003. Provision of incentives such as risk allowances, overtime pay, strenuous allowances, pension are adequate as shown by a mean of 2.334. Payment system provided is competitive, fair and equitable in the organizations as shown by a mean of 2.654; there exists employee benefits such as car loans, mortgage, paid holidays and other fringe benefits as shown by a mean of 2.336. Employee recognition are in the forms of awards, employee merits, promotions and monetary incentives. However, a simple saying of thanks and round of applause can also become a good form of recognition that may boost the morale of a certain worker (Dessler, 2007). The importance of recognizing your personnel is as important as making them productive and achieving organizational goals.

Table 2: Influence of Reward Management Practices on Employee Satisfaction

Statement	VGE	GE	ME	SE	VSE	Mean	Std deviation
Salaries and benefits provided are adequate to the employees in the organization	4%	12%	50%	14%	20%	3.018	.440
There are periodic salary reviews for the employees in the organization	2%	18%	22%	55%	3%	2.992	.650
Salaries and benefits are paid promptly to the employees in the organization	4%	36%	48%	8%	4%	3.003	.323
Provision of incentives such as risk allowances, overtime pay, strenuous allowances, pension are adequate	10%	16%	12%	58%	4%	2.334	.442
Payment system provided is competitive, fair and equitable in the organization	2%	10%	34%	52%	2%	2.654	.323

There exist employee benefits such as car loans, mortgage, paid holidays and other fridge benefits 2% 14% 32% 50% 2% 2.336 .368

Employee Satisfaction

The study went further to establish the extent to which employee satisfaction in the study area in terms of completion of tasks in time, intent to continue working, loyalty and commitment and creativity in the organizations. The data was collected from the different indicators of the variable employee satisfaction which was ordinal categorical. The data was therefore presented in frequency tables with the median being used as the appropriate measure of central tendency. The results were presented in Table 3. The first indicator for the dependent variable required to know what the employee satisfaction in terms of level of completion of tasks in time was, 15% of the respondents had 0% , 30% had less than 10%, 20% stated 10-20% , 15% indicated 21-30% , 10% posited 31-40%, 10% indicated over 40% . The mode was found to be 2 which imply that on average the most of the level of completion of tasks in time is less than 10%.The next indicator required

the respondents to state level of intent to continue working, 7% of the respondents had 0% , 40% had less than 10%, 12% stated 10-20% , 20% indicated 21-30% , 13% posited 31-40%, 8% indicated over 40% The mode was found to be 2 which implied that on average the most of the respondents intent to continue working is less than 10%.

When the respondents were asked what the level of loyalty and commitment in the organization was, 8% of the respondents had 0%, 44% had less than 10%, 12% stated 10-20%, 16% indicated 21-30%, 8% posited 31-40%, and 12 % indicated over 40%. The mode was found to be 2 which imply that on average the most of the loyalty and commitment in the organization is less than 10%. Finally, when the respondents were asked what the level of creativity in the organization was, 12% of the respondents had 0%, 40% had less than 10%, 10% stated 10-20%, 20% indicated 21-30%, 8% posited 31-40%, 10% indicated over 40%. The mode was found to be 2 which imply that on average the most of the level of creativity in the organization is less than 10%.

Table 3: Employee Satisfaction

Statement	0%	< 10%	10-20%	21-30%	31-40%	Above 40%	Mode
What is the level of completion of tasks in time?	15%	30%	20%	15%	10%	10%	2
What is the level of intent to continue working in your organization?	7%	40%	12%	20%	13%	8%	2
What is the level of your loyalty and commitment to the organization?	8%	44%	12%	16%	8%	12%	2
What is the level of your creativity in the organization?	12%	40%	10%	20%	8%	10%	2

CONCLUSION AND RECOMMENDATIONS

The study findings indicated that majority of the respondents stated to a small extent that the firms ensure that it offered noticeable opportunities of attracting and retaining qualified personnel. The firms had strategies for attracting competent personnel. The complex recruitment process would generate more qualified applicants than a simple process. To a small extent there were clear policies that govern renewal of employment contracts in the firms. The recruitment policy was suitable and sensitive to the employee needs. The organizations ensure that keeping employees enables them to be satisfied with their job. The firms ensure that they offer noticeable opportunities of attracting and retaining qualified personnel. To a moderate extent the firms had strategies for attracting competent personnel.

From the results, majority of the respondents indicated to a small extent that salaries and benefits provided were adequate to the employees in the organization. There were periodic salary reviews for the employees in the organizations. Salaries and benefits were paid promptly to the employees in the organizations. Provisions of incentives such as risk allowances, overtime pay, strenuous allowances and pension were adequate. Payment system provided was competitive, fair and equitable in the organizations. To a very small extent there existed employee benefits such as car loans, mortgage, paid holidays and other fringe benefits.

The study sought to determine the influence of human resource management practices on employee satisfaction in manufacturing firms based in Nairobi City County, Kenya; attributed to the influence of resourcing practices and reward management practices. The level of completion of tasks, employee intent to continue working, loyalty and commitment and creativity recorded low achievements in the firms. From inferential

statistics, a positive correlation was seen between each determinant variable and employee satisfaction in manufacturing firms. Both the independent variables were found to have a statistically significant association with the dependent variable at ninety-five level of confidence. This was since the p values of their coefficients were all less than 0.05.

Conclusions of the Study

Based on the findings, the study concluded that resourcing practices and reward management practices were the major factors that mostly affected employee satisfaction in manufacturing firms in Kenya.

The study concluded that resourcing practices constituted the first important factor that affected employee satisfaction in manufacturing firms. The regression coefficients of the study showed that resourcing practices had a significant influence on employee satisfaction in manufacturing firms. This shows that resourcing practices have a positive influence on employee satisfaction in manufacturing firms.

Additionally, the study concluded that reward management practices were the second important factor that affected employee satisfaction in manufacturing firms. The regression coefficients of the study showed that reward management practices had a significant influence on employee satisfaction in manufacturing firms. This showed that resourcing practices had a positive influence on employee satisfaction in manufacturing firms.

Recommendation of the Study

The study recommended for the adoption of resourcing practices to enhance employee satisfaction in manufacturing firms. There was need for the firms to ensure that they offer noticeable opportunities of attracting and retaining qualified personnel. The firms should have strategies for

attracting competent personnel. The recruitment policy should be suitable and sensitive to the employee needs. The firms should ensure that they offer noticeable opportunities of attracting and retaining qualified personnel.

The study recommended for the adoption of reward management practices to enhance employee satisfaction in manufacturing firms. There should be periodic salary reviews for the employees in the organizations. Salaries and benefits should be paid promptly to the employees in the organizations. Provisions of incentives such as risk allowances, overtime pay, strenuous allowances and pension should be adequate. The payment system provided should be competitive, fair and equitable in the organizations. There is need to have employee benefits such as car loans, mortgage, paid holidays and other fringe benefits.

Recommendations for Further Studies

This study was done in manufacturing firms in Nairobi County in Kenya. A longitudinal study should be carried out to monitor the relationship between demographic factors such as the age, marital status, family status, educational level and experience of employees and their satisfaction with their work in the organizations. Secondly the study only explored the influence of resourcing and reward management on employee satisfaction in manufacturing firms in Nairobi County. For better insight into the role of these human resource management practices in the manufacturing firms, similar studies should also be done in other institutions in other counties in order to generalize the findings to manufacturing firms in the Country. Further research in this area should focus on the role of management style, employee motivation, recruitment practices, employee participation and involvement, communication and performance management among others on employee satisfaction in manufacturing firms in the County.

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