

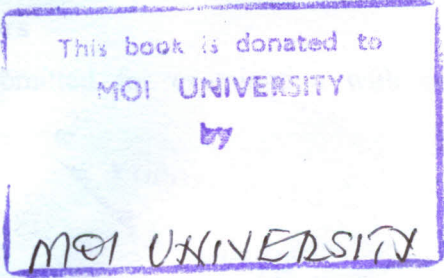
NAT

**THE PRACTICE OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON
ORGANIZATIONAL PERFORMANCE AT KENYA SEED COMPANY-
KITALE**



BY

JANE AGUSI AMADI - NYANDIKO



5000005

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF PHILOSOPHY IN
HUMAN RESOURCE DEVELOPMENT**

**SCHOOL OF HUMAN RESOURCE DEVELOPMENT
MOI UNIVERSITY**

JUNE 2012



ABSTRACT

Strategic Human Resource Practices are particular to any organization and are meant to contribute to productivity, expansion and growth of a company. However, not all organizations realize these organizational performance related benefits. This study was therefore on The Practice of Strategic Human Resource Management on Organizational Performance at Kenya Seed Co., Kitale. The objectives of the study were: to explore strategic human resource strategies practiced in the organizations; to examine the effect of strategic human resource on organizational performance; to establish the challenges associated with implementing strategic human resource in organizations. The study was aided by the theory of high performance management approach to strategic HRM as propounded by Stevens. The study targeted a population of 314 from Kenya Seed Company - Kitale, and a sample size of 115. The target population was first stratified into three groups representing the three levels of management, namely: management, supervisory and lower cadre. Simple random sampling was then used to select the cases from each group to raise the sample size. Data was collected through the questionnaire and interview schedule and analyzed through descriptive statistics (frequency and percentage). The study revealed that Kenya Seed Co. makes use of the following strategic human resource practices: employee development strategy, motivation strategy, maintenance strategy and staffing strategy. The effects of human resource strategies and practices are increased performance, increase in levels of employee motivation, and reduction in employee turn over. The suggestions for effective use of human resource strategies and practices included the need to involve all employees of the company especially in strategy implementation, training the company employees on strategic management process, linking motivation strategy and employee performance, relating appraisal strategy to organizational objectives, and creating a conducive organizational culture that is performance oriented. The findings of the study will be beneficial to the company, and other manufacturing companies in their quest to improve their performance. Other researchers in strategic human resource and organizational performance will equally find the study useful literature, and a base from which to formulate further studies.