HUMAN RESOURCE POLICIES AND PRODUCTIVITY IN SAROVA GROUP OF HOTELS; SAROVA STANLEY

BY

WAWERU SALOME WANJIRU

BHR/10041/81/DF

SUPERVISOR:

MR. MWESIGYE JIMMY

A RESEACH DESSERTATION SUBMITED TO THE FACULTY OF
BUSINESS MANAGEMENT IN PARTIAL FULFILMENT OF
THE REQUIREMENT FOR THE AWARD OF DEGREE
IN HUMAN RESOURCE MANAGEMENT OF
KAMPALA INTERNATIONAL
UNIVERSITY

MAY 2011

DECLARATION

I, **WAWERU SALOME WANJIRU,** hereby declare that this is my original work and has never been presented to any other educational institution for the award of degree.

Signature .... Date ....

WAWERU SALOME WANJIRU

(STUDENT)

APPROVAL

This is to certify that the research of **WAWERU SALOME WANJIRU** has been under my Supervision and is now ready for submission to the School of Business and Management for the award of a degree of Human Resource Management of Kampala International University.

Signature .... Date ...25-04-11

MR.MWESIGYE JIMMY

(SUPERVISOR)

DEDICATION

This book is dedicated to my parent *Mr. & Mrs. PETER WAWERU* for precious gift of education and their effort throughout my education.

My sister and my two brothers *MWASH* and *KIMSY* for their encouragement

My fiancé ALEX for his enduring love.

ACKNOWLEDGEMENTS

Table of Contents

ABSTRACT

The study set out to assess human resource policies and performance at Sarova Stanley. It was guided by a number of objectives which were to determine the how recruitment policy affect the organization productivity, how safety and health policy affect organization productivity, how promotion policy affect organization productivity at sarova Stanley hotel.

The study was carried out using a self administered questionnaire and the results were analyzed and presented in tables, pie charts and graphs. The study concluded that human resource policies were not effectively practiced in sarova Stanley which lead to poor production of the organization. There are still a number of challenges that need to be addressed at all levels of the organization and the ability to create rapport among the employees so as to create conducive work environment that motivates employees in their work. It is also important to enhance Communication skills acquired and applied during work management.

The researcher found out that there is a relationship between productivity and human resource policies. Employees are not only motivated by salary increment but most of them consider the working condition.

The researcher recommends that the organization should create a safe and healthy condition for the employees, to consider equal employment opportunities when recruiting, and to promote their employee on merit and their experience.

CHAPTER ONE

1.0 Introduction

1.1 Background to the study

Human resources management policies are general statements, which serve to guide decision-making. As such they direct the actions of the Human Resources Management function towards achieving its strategic objectives. Human resources management policies are generally put in writing and communicated to all employees, (Denisi, 2000).

Human resource policies in any organization are important because they reassure employees that they have been treated fairly and objectively. The policies also help, managers make quick and consistent decisions and also they give managers the confidence to resolve problems and to defend their decisions. Therefore policy provides generalized guidance on the approach adopted by the organization and therefore its employees concerning various aspects of employment. (Ricky, 2002)

This study therefore looks at the merits and demerits of having human resource policies. It focuses on assessing the impact of HR policies within an organization and how it affects the performance of an organization as a whole. This research acknowledges the contribution of the human resources field in managing safety and healthy human resource policies, which are based on linking an employee's productivity and commitment within his or her field in their organization.

Health and safety has not been applied with the same high standards at all hotels across the world. The goal is the total elimination of all employee and contractor fatalities with continuous improvement in overall health and safety performance. The aim is not only to continue at our current level of performance but also to eliminate all incidences of employee and contractor fatalities key measure of progress is the total recordable frequency rate (TRFR)

In Kenya there is a belief that the healthy employees contribute to the healthy company. They now have a global framework of health and well being benefits that each hotel operating company is encouraged to make available to all of its employees. This framework, called

1

lamplighter, involves coaching employees individually on their exercise, nutrition and mental resilience, and monitoring their progress through an initial check-up and six-monthly follow ups. Since 2005 the lamplighter progamme has been progressively rolled out from the Nairobi sarova headquarters to a number of its branches all over the country. The challenge is to encourage employees to change their behavior and sustain new habits, whether it is improving or increasing their exercise, being mindful of their eating habits or adapting how they manage daily pressures both in and out of the work environment.

The Sarova group of hotels has been in existence since 1902. It is one of the most reputable five star hotels in Kenya located all over the country providing refreshing hospitality has been one of their vital missions and mists competition in Kenya. They have eight units namely sarova Panafric, Stanley, Saltlick Sarova Mara Sarova Taitahill, Sarova Shaba and White sands. They are named according to their locations. According to the Brand Standards Booklet; their market brand image is trusted because they deliver consistent quality and genuine hospitality characterized by attention to detail.

The sarova Stanley is the first hotel that was established on 1902. It is located at Kimathi street Nairobi Kenya. The company has a workforce of Three hundred and Thirty Eight employees. It is headed by the General Manager who coordinates the activities of thirteen departments, which are managed by their respective managers. The Human Resources department being one of these departments and it has 217 luxurious rooms.

1.2 Problem Statement

The Sarova Stanley Hotel has recognized Human resources policies since it began its operations. Since then human resources policies which include recruitment policy, health and safety policy and promotion policy have not been practiced to the best way possible to meet organization productivity; this has largely affected employees' productivity.

The employees have raised concern over effective human resources policies process and have doubted human resources policies put in place. It has become increasingly clear that unless

human resources policies are properly implemented the employees' productivity will remain poor. There is also need for management to know and get views from employees before implementing the human resource policies. Though the concept of using human resources policies at the work place to the latter is really hard the managers break the policy that makes it difficult for employees to accept them. Managerial creativity and innovativeness in handling emerging issues in the organizations, has to be handled well if there are policies to be followed. Poor recruitment lead to poor performance since the acquired workforce doesn't have the required skills, knowledge and competence to meet the organization goals. Further still health and safety measures adopted by the organization, if poor it led to increased rate of accident. The above problems make the whole issue of Human resources policies to be a big challenge to Human resources practioners, (Aghazaderi, 2004). The present study aims to examine various issues, which are pertinent and instrumental to successful preparation for effective human resource policies.

1.3 Objectives of the Study

The specific objectives of the study are: -

To establish how recruitment policy affects organization productivity in Sarova Stanley.

To establish how safety and health policy affects organization productivity in Sarova Stanley.

To find out how promotion policy affects organization productivity in Sarova Stanley.

1.4 Research Questions

The study attempted to answer the following questions:

What are the effects of recruitment policy on organization productivity?

What are the effects of safety and health policy on organization productivity?

What are the effects of promotion policy on organization productivity?

3

1.5 Hypothesis

There is no significant difference between formal policies and informal policies at The Sarova Stanley Hotel.

There is no significance difference in policies between recruited and non-recruited employees of The Sarova Stanley Hotel.

There is no significant difference between fair treatment and improved performance of employees at The Sarova Stanley Hotel

1.6   Limitation of the Study

This research has been limited by the fact that the organization being studied is small. It was difficult to ascertain whether the sample selected is representative enough. Another problem that was faced is partial literacy levels on human resource policies indicated above of the respondents. The respondents were not hospitable and were not willing to give the information required by the researcher

1.7 Significance of the Study

Human Resources Policies in any organization are important because they determine the productivity of the organization. There are many potential reasons for implementing Human Resources Policies and providing solutions in order to increase the productivity and growth of an organization. Human Resources professionals are responsible for policies implementation. This study therefore seeks to get an in-depth study of why Human Resources Policies are vital. *Equity* in Human Resources Policy means providing equal opportunities to all.

This research paper seeks to challenge the Human Resources practice not only in The Stanley, but elsewhere to shift their thinking and focus on using their Human Resources Policies rather than keeping them and not following them to the latter. This leads to a significant reduction of turnover and good employee relation in the organization. This study has benefited organizations especially in developing countries to be more aware of the significance of Human Resources policies and its risks

and benefits. More organizations need to reach a point where after they formulate new policies through effective consultation with other parties they are implemented and all staff made aware. Therefore Human Resources practitioners should come up with concrete policies and defined ones to reduce its staff complaints.

1.8 The Scope of the Study

The study have attempted to gather the views of the respondents of various cadre in the organization and how effective human resource policies are employed in that the productivity of the employees are met.

1.9 Definition of Terms

Policies – Is the continuing guidelines on the approach the organization intends to adopt in managing its employees. (Raymond et al, 2004)

Employee – It's an individual employed for wages or salary (Definition from Employment Act)

Indicators - Refers to the signs that give on ideas of the presence, absence nature, quantity or degree of something. (Gary, 2004)

Productivity – Refers to the speed or effectiveness in generating output. (Prasaad, 2001)

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter looks at the variables being defined, and how they contribute to the research being undertaken. Finally it takes into account reports of studies that are closely related and what has not yet been researched. Thus it comes up with further recommendations that can further the research.

2.1 Conceptual Framework

Independent variables   Dependent variables

Source: Researcher 2011
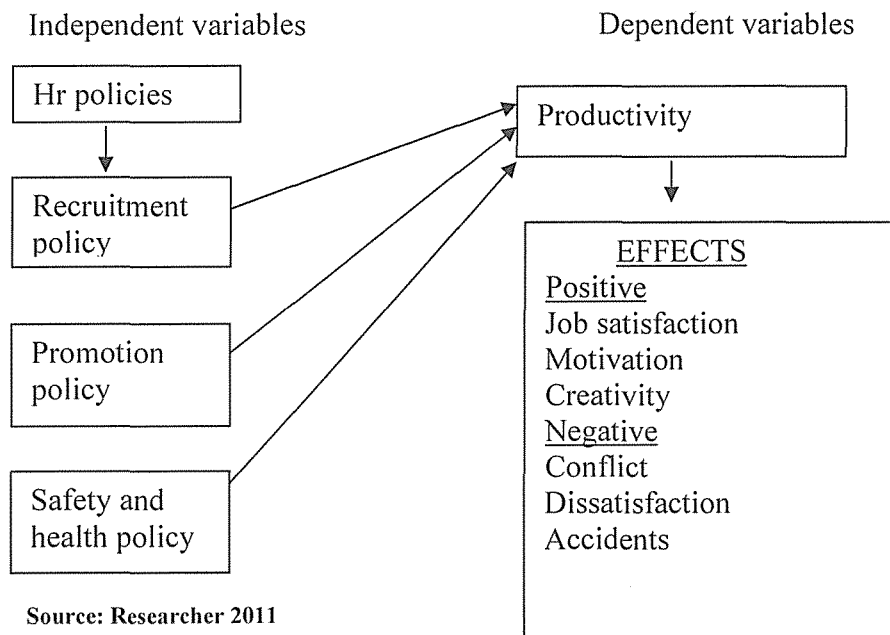
2.1.0 Interpretation

2.1.0.1 Recruitment policy

Every organization has a recruitment policy whereby it states the procedures to be followed when recruiting new staff. The recruitment procedure therefore must be carefully planned so as to ensure the best person for each position is selected. By having a recruitment policy, recruitment becomes easy and fair which contribute   productivity giving the organization a positive and negative impact due to how it is practiced.

2.1.0.2 Health and safety policy

The Health and Safety at Work Act 1974 places a general duty on all employers to maintain standards in healthy, safety and welfare of people at work, to protect the general public and visitors against risks to safety and to prevent pollution of environment. Healthy and safety is very vital to any organization and every employer has an obligation, so far as is reasonably practical, to provide information, instructions, training and supervision on safety, to maintain any places of work in a safe condition, to ensure a working environment which is without risk to health and with adequate facilities and this affect productivity bringing up the positive and negative impact.

2.1.0.3 Promotion policy

Every organization has criteria to use in promoting their staff. The criteria might be based on work performance, competence and so on. According to how it is used in the organization it brings the above impact go organization productivity. Promotion policy state the organization intention to promote from within wherever this is appropriate as a means of satisfying its requirement for high quality staff .it should emphasize that the only criterion for selection or promotion should be ability to do the job, and training ,the belief ,irrespective of age that the employee will benefit, (Michael, 2009).

2.2 Effect of recruitment to organization productivity

Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization. It includes all the activities managers engage in to develop a pool of qualified candidates for open position.

According to Michael (2006), it involves the process of searching for prospective employees, and it is concerned with the range of sources of supply of labour and the techniques involved in getting the employees into an organization. He continues to state that it is an intermediate activity whose primary function is to serve as a link between human resource planning (HRP)

and selection. The purpose of recruitment is to provide a large pool of job candidates so that the organization was able to select qualified candidates it needs. During recruitment, selection is relied upon to pick candidates who have the ability, skills and motivated to become productive employees of the organization

Recruitment enables organizations to receive a large pool of job applicants from where short listing and selection of the right candidates can be done. Recruitment is an activity used by organizations to fill job vacancies with qualified individuals and hence the attainment of competent employees which lead to quality production of quality product which help the organization to achieve the organizational goals and become competitive. Otherwise, when it is not done in the best way it leads to poor productivity which affects the image of the organization, (Bratton et al 1996).

According to Ricky (2002), failure to generate adequate numbers of reasonably qualified job candidates can be costly to an organization in the following ways: It may greatly complicate the selection process for example by leading in extreme cases, to the lowering of the set hiring standards, lower qualities hires mean an extra expenditure on employee development and supervision to attain satisfactory levels of performance.

When recruitment fails to meet organizational needs for talent, a typical response is to raise the pay level but this may however distort traditional wage and salary relationships in the organization. A rise in pay level will be needed to attract highly skilled manpower that will be stimulated and encouraged to apply for an organization vacant position which help the organization have high productivity.

Enhance conflict. Managers use recruitment as a component of human resource system to attract and hire new employee who have the ability, skills and experiences that help the organization to achieve effective performance. It helps to translate broad strategies into operational tasks. The major responsibility lies with the human resource manager although it is shared with the line managers. They are responsible for determining recruitment policy, ensuring equal employment

opportunity (EEO). Conflict occurs between human resource managers when their priorities diverge. For example line manager may be much concerned about filling the position quickly while human resource manager may be more concerned about affirmative action guidelines and equal employment opportunity which affect the productivity because the person may not be qualified enough to perform as expected thus poor production, (Michael, 2006).

2.3 Effect of promotion policy on productivity

According Scapello, (1988), there are two mostly used criteria in promoting staff namely; Promotion based on seniority and promotion by merit. Arguments for and against the promotion by seniority can be advanced as follows:

2.3.1 Promotion by seniority

It is preferred by organizations as well as trade unions because of the following reasons, when all workers are assured of promotion at one point of time or the other. It is easily understandable and can be implemented very easily; it is also economical because it avoids external recruitment cost. It builds the morale of employees because it satisfies the person thus promote job satisfaction among the employees and provide them an opportunity to have a continuous and unbroken service. Job satisfaction is the degree at which individual feel positively about their job. The employees are able to like their job where their morale is motivated internally which lead to high productivity of the organization, (Michael, 2006).

2.3.2 Promotion by Merit.

When promotions are given according to merit the following would be the possible payoffs: Meritorious work, extra competence, effectiveness, and efficiency are getting rewarded merit promotion. Merit promotion scheme motivates the workers to work hard and contribute to higher productivity lest they may lose the chances of advancement in the organization, (Michael, 2009).

9

Merit promotion results in better working condition, higher productivity, and satisfaction to the individual employees as their hard work is getting rewarded in terms of merit promotion. It is undisputed fact that promotions have a salutary effect on the satisfaction of promoted employee's need for achievement, belonging and security, esteem and growth in the organization. It put the workers in a position where he feels that his experience in the organization is suitably rewarded in terms of promotion and the consequent increase in the pay. This motivates the employee through Reward an employee and encourages him for higher performances which promote organization productivity, (Scapello et al, 1988).

Create a sense of contentment among the employees that their option to join the current organization was justified. Promotion is a significant aspect in human resource management. Promotion is significant because the newcomer does not face any problem in handling the new job. Promotion motivates the employees for higher productivity resulting in higher profits and dividends to the shareholders, (Susan et al, 2003).

Promotion also reduces the cost of training the employees significantly. This is where on the job training is done for the employee who is getting promoted thus help in the career development of the employee where they are able to add their skill through promotion. Finally, several labour problems (such as indiscipline, accident, labour turnover) will be solved by promotion. (Bohlander, 2004)

2.4 Effect of Health and Safety policy on performance

The Health and Safety at Work Act 1974 places a general duty on all employers to maintain standards in healthy, safety and welfare of people at work, to protect the general public and visitors against risks to safety and to prevent pollution of environment. Healthy and safety is very vital to any organization and every employer has an obligation, so far as is reasonably practical, to provide information, instructions, training and supervision on safety, to maintain any places of work in a safe condition, to ensure a working environment which is without risk to health and with adequate facilities, (Michael, 2009).

10

Part (IV) of the safety and health act deals with provisions ensuring the health of workers in the conditions under which work is carried on in the organization. These provisions are as follows: Cleanliness Overcrowding, Lighting, Ventilation, Sanitary convenience.

Employee safety can be taken care of in order to protect the employee against accidents, unhealthy working condition and to protect the workers productivity capacity. In fact it stimulates certain requirement regarding working condition with a view to provide favorable working condition environment. These provisions relate to cleanliness, disposal of waste and artificial humidification. The provision relating to safety measures include protection of eyes, precaution against inflammable dust, fencing of machinery and others. Thus help the organization to reduce accidents that are likely to occur in the industry. (Aswathapa, 2008)

According to workmen's compensation act 1923, it intends to meet the contingency of invalidity and death of a worker due to an employment injury or occupational disease specified under the act at the sole responsibility of the employer. The amount of compensation depends on the nature of the injury. (Michael, 2009)

The employee state insurance act 1948 deals comprehensively about the health benefit to be provided. It enhances a sense of belonging to employee because they are catered for in terms of sickness benefits, maternity leaves, disablement benefits which encourage them and hence improving the organization productivity. (Boudreu, 2003)

2.5 Need for Human Resources Policies

The need for formulating Hr policy is basically two-fold: one, to have a formal statement on corporate thinking, which serves as a guideline for action. To establish consistency in the application of the policies on organization gets a fair treatment.

i.   The basic need and requirement of both an organization and its employees require deep thought. The management is required to examine its basic convictions as well as give full consideration to practices in other organization.

ii.   Established policies ensure consistent treatment of all personnel throughout an organization. Favourism and discrimination are thereby minimized.

iii.   A certainty of action is assured even though the top management personnel may change. The tenure of the office of any manager is finite and limited; but the organization continues, and along with it continues the policies; and this continuity of policies promotes stability in an organization.

iv.   Because policies specify routes towards selected goals, policies serve as standards or measuring yards for evaluating performance. The actual results can be compared with the policies to determine how well the members of an organization have lived up to their professed intentions.

v.   Sound policies help to build employee enthusiasm and loyalty. This is especially true when they reflect established principles of fair play and justice, and when they help people to grow within an organization.

vi.   They set patterns of behavior and permit participants of plan with a greater degree of confidence.

vii.   Policies are "control guides for delegated decision-making" "they seek to ensure consistency and uniformity in decisions on problems that are similar but not identical, circumstances."(Scapello.V.G.et al 1988).

According to (Rudareba, 2000), have described the objectives of these policies thus, "Carefully defined personnel policies serve as stabilizing influence to prevent the waste of energy in following programmes not in harmony with the company objectives. They promote cooperation in the organization as a whole and foster initiative, particularly at lower levels of supervision. Policies not only establish goals; they also form the basis of controls and procedures (so that managers are restricted from taking undesirable action or from mishandling situations). *In substance, they may be thought of as the fight plan to be followed in getting from where the business is to where it wants to go.* Business policies serve as a directive in planning, organization and control of business enterprise."

12

According to (Steven 1997) the management must gear its policies and objectives in such a fashion that the employees perform their work and do their assigned tasks. It implies a consideration of human being as a resource, i.e., as something having peculiar psychological properties, abilities and limitations that require the same amount also engineering attention as the properties of any other sources, e.g., copper. It implies also a consideration of the human resources as having, unlike any other resources, personality, citizenship, control over whether they work, how much and how well, and thus requiring motivation, participation, satisfaction, incentives and rewards, leadership, status and function. And it is management, and management alone, that can satisfy these requirements. They must be satisfied through work and through the job within the enterprise and management is the activating organ of the enterprise.

Conclusion

The literature review look at the effects of human resources policies, like recruitment policy, promotion policy safety and health policy on employee productivity and how those policies have been dealt with by different researchers. Human resources policies are inevitable and having positive as well as negative aspects, but the most clear thing is that the negative aspects of human resources policies are what most organizations desire to get rid of the human resource policies.

Therefore organizations should have systems that enable them to identify the gaps between employees' productivity and human resources policies and to find new ways to reduce employee complaints so as to have a peaceful working environment. The literature review of Human resources policies in conclusion will help the researcher probe more meaningfully into the Human resources policies situation at The Sarova Stanley Hotel.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter present and describe the methods and techniques of data collection and analysis.

3.1 Research design

The study adopted a survey design; people's opinions were collected using a structured questionnaire and percentage was generated. It was involving quantitative and qualitative approach which helped to get sufficient and relevant results (Russell, 1999) on the effect of human resource policies on productivity.

3.2 Population of the study

The study populated was 338 employees of which sample were described in table 3.3.1 below.

3.3 Sample size determination

The sampling sizes were employees who were selected from various departments in the origination. The researcher used simple random sampling which requires some procedure that generates numbers so as to come with the right sample size.

TABLE 3.3.1 – Population and Sample

DESCRIPTION	POPULATION	SAMPLE
Finance and stores	28	20
Human Resources	6	6
Housekeeping	57	40
Food and beverage	168	76
Health Club	15	7
Front Office	47	20
Information and Technology	2	2
Sales	13	9
Marketing	1	1
TOTAL	**338**	**181**

3.4 Sampling Procedure

The researcher used both probability and non probability sampling techniques. Stratified sampling was used to come up with a representative sample. According to Amin (2005) tables have been developed which the researcher can rely onto obtain a sample which is appropriate for the target population the researcher intends to carry out his research. In this case therefore the population study is 338and therefore the sample size was 181.

3.5 Data collection methods

3.5.1 Questionnaires

The study used self-administered questionnaires. The questionnaires were issued to various respondents in the organization. Questionnaires helped the researcher to get results which were accurate, gave the respondents time to verify their answer and they were easy to administer (Russell, 1999).

The questionnaire was designed in a simple and descriptive way to facilitate accurate and prompt responses. In close-ended questions and open ended questions, choice was provided for the respondents to pick the most appropriate answer. This helped in saving time by confining respondent within a given range of answers. The respondents were not be given an option to

provide their names because they normally fear and it affects the outcome of the result. The researcher used interview schedule to counter the limitations of questionnaires.

The questionnaire was divided into three areas as indicated below:

❖ Profile of respondent

❖ Questions designed to show effects of human resources policies on employees productivity

❖ Respondents' suggestions on the outcome of the human resource policies.

The questionnaires were used by all the employees in service of the organization. The questionnaires were filled respectively.

3.5.1 Interviews

This technique was used to supplement in questionnaire. It helped to get in-depth data which was not possible when to acquire when using questionnaires, interviews have various advantage such as yield higher response rate since respondents won't completely refuse to answer questions. Facilities immediate feedback and question confusion can be clarified. There is face to face intervention with the respondent.

3.6 Data control and measurement

It help the researcher to get viable information about the effects of human resource policies on productivity of employee in an organization, researcher also used standardize and un-standardize interviews, to help the respondent to give deeper information about the problem. This helped the researcher to get variable and reliable information about the effect of human resource policies of performance.

3.7 Data processing and analyzing

The study adopted a qualitative and quantitative model. In this model, descriptive statistics was used. The information then was then arranged and grouped for early tabulation. Presentation will include tables, pie charts and other diagrams to make the work precisely readable and catchy to both the reader and other future users.

16

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF THE RESULTS.

4.0: Introduction.

This chapter presents and discusses the analysis of data collected from various respondents who filled the questionnaires .the study entirely about the human resource policy and orgganization productivity in a hotel industry a casestudy of Sarova Stanley. The structured question generated quantitative data, while the unstructured questions generated qualitative data. The quantitative data is analysed using descriptive statistics and presented in the form of tables and charts. The qualitative data is analyzed through the use of content analysis. Results of the data analysis provided information that formed the basis for discussion and interpretation of the findings of this study.

4.1 Data Presentation

The data collected through questionnaires was looked into and it was found that most employees agreed that the policies made are not well followed. They acknowledged that recruitment, promotion and health and safety of employees need to be looked into.

4.2 Response Rate
The researcher administered 181 questionnaires to randomly selected employees in the organization. There was 127 response to all the questionnaires that were presented to the employees. This may be because the researcher was present during the presentation of the research of the questionnaires and hence helped clarify any unclear issues.

:3 Presentation, analysis and interpretation of results are done under the following themes.
4:3:1: Outcome of human resource policy on organization productivity.

The researcher established the outcome of human resource policies on employee productivity. This was established through correspondent 1-5.

Response	Very rarely	Rarely	Neither nor	Oftenly	Very oftenly
Decision making (1)	25	7	9	2	6
Fair promotion (2)	11	1	19	3	3
right recruitment (3)	6	5	7	2	4
Fair payment (4)	6	4	4	3	5
Working condition (5)	2	9	1	29	3
Total	50	26	40	39	21

The above information have been presented in the graph A1

GRAPH: A1
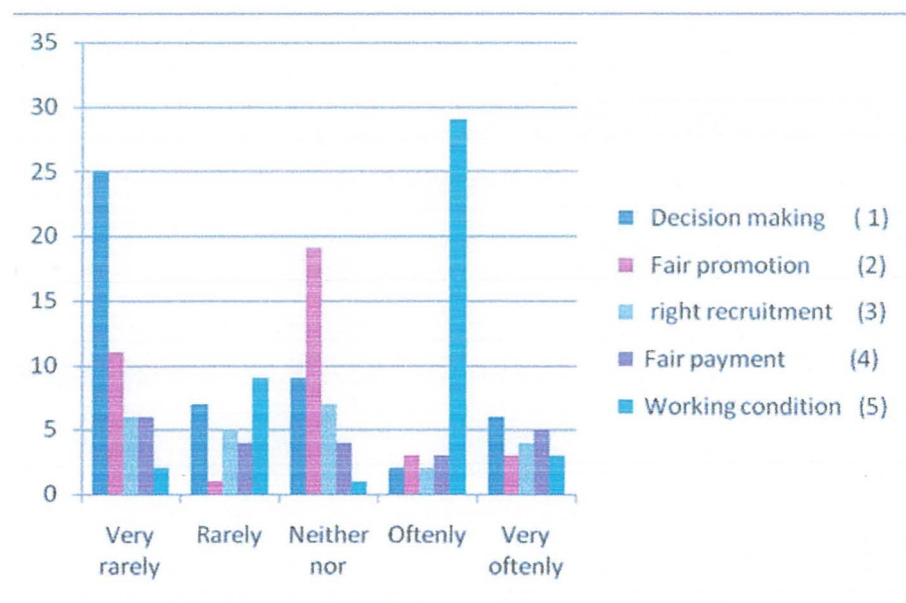
Interpretation:

researcher inquired from the respondent on whether they believe that satisfaction of employees

really high. The results are indicated in graph A1.Where they stated that employee satisfaction

rarely in Sarova Stanley when it came to decision making, while working condition of Sarova is

that satisfy them thus help them in production of high quality product.

4.3.2 Activities that lead to employee motivation

ording to table (A2) the activities that are performed by the manager to motivate employee are
1 selection and recruitment of employees, promotion of employee by merits, safe and health
king condition. Employee used an option of yes, no or not aware as per the table A2

3LE: A2

ACTIVITIES	NO	YES	NOT AWARE	TOTAL
Selection and recruitment	18	30	2	40
Promotion on merit	9	50	1	70
Safe and health condition	10	7	0	17
TOTAL	40	87	0	127

The above table is represented by the graph below:A2.a

Selection and recruitment

NO   YES   NOT AWARE

4%

36%

60%
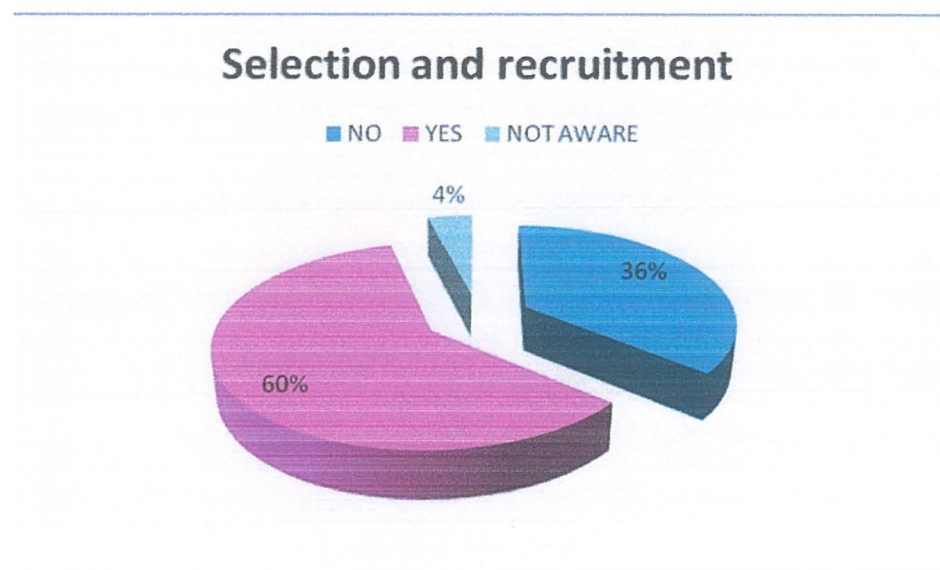
e: field findings)

shows that some of the employees as per pie chart A2a are motivated by the practice of selection
nd recruitment policy in the hotel. A few of the employees are not motivated by safety and health
id promotion in the hotel while relatively few are not aware.

19

Pie chart;A2b this table show the response of employees on how the employees are motivated.

CHART: A2b

Promotion on merit

2%
15%
83%

■ NO
■ YES
■ NOT AWARE
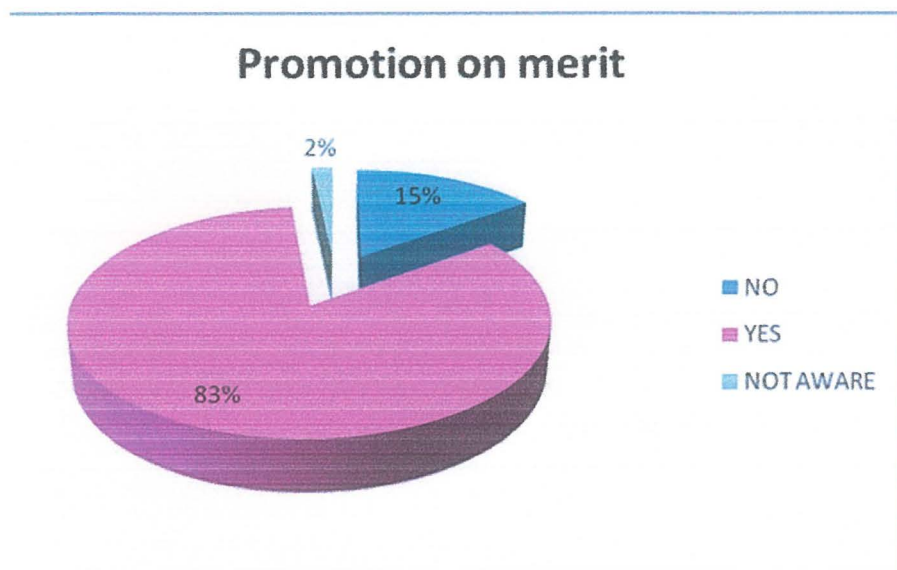
ce: field findings)

nterpretation:

ows that promotion policy is the policy that brings most motivation to employees in the
nization because it has the highest percentage of 83. Safety and health policy and selection policy
15% thus the employee are averagely motivated by promotion policy rather than other policies
h are practiced in the hotel. On the other hand 2% of the employees are not aware whether
otion policy motivates them.

CHART A2c

Safe and health condition

■ NO   ▦ YES   ■ NOT AWARE

0%

41%

59%
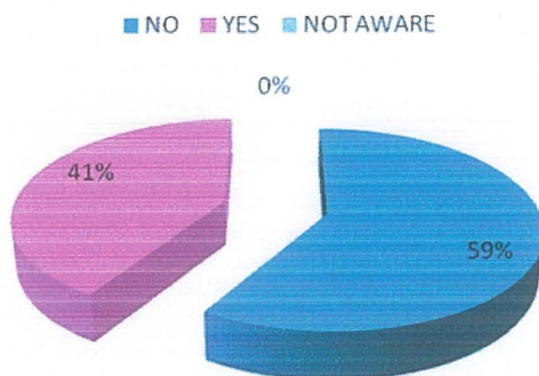
rpretation

ording to pie chart A2c 59% of the employees are not motivated by safe and health conditions

e 41% are motivated by safe and health conditions.

.4 How human resource policies are being used

is area we are looking at how the human resource policies are being used in achievement of

iization goals.

.4.1 How recruitment policy is being used

e (B3). Respondent employees on use of recruitment policy

Category	YES	NO	NOT AWARE	PERCENTAGE
Equal employment opportunities	30	22	5	40%
Recruitment process outsourcing	33	20	6	46%
Both	10	0	1	14%
Total	73	42	12	100

table representing the respondent response is represented in the pie chart B3.

how recruitment policy is being used

Both
14%

Equal
employment
opportunities
40%

Recruitment
process
outsourcing
46%
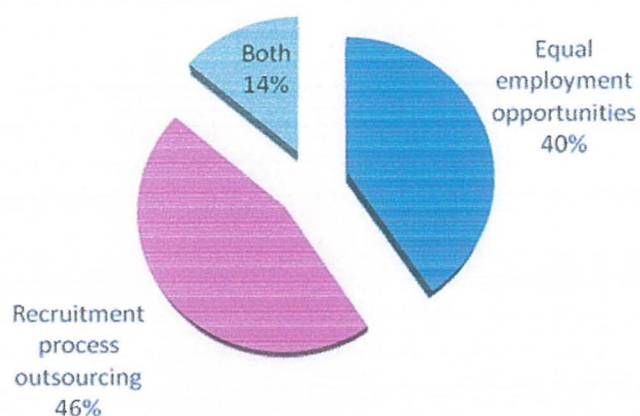
ce: field findings)

rpretation

researcher found out that 40% of the respondents had equal employment opportunities (EEO)

used, 46% gave a response that of recruitment process outsourcing (RPO) is used in the hotel

14% gave a response that both are being used. Thus recruitment process outsourcing is highly

thus has the highest percentage in the organization.

.4.2 The relationship between human resource policies and productivity

research wanted to establish the relationship between human resource policies and productivity.

the administered questionnaire; respondents were asked if there were any relationship between

n resource policies and productivity where some responses were descriptively analyzed and later

nted as in table below. The researcher came with the following data. The response was ranging

highly agree to highly disagree.

Table B4

Policies	Highly agree	agree	Neither	Disagree	Highly disagree
Recruitment policy	24	40	0	1	0
Promotion policy	14	15	0	2	0
Safety and health policy	13	17	0	1	0

The following data is presented in pie chart form B4

PIE CHART:B4

Relationship between human resource policie and productivity
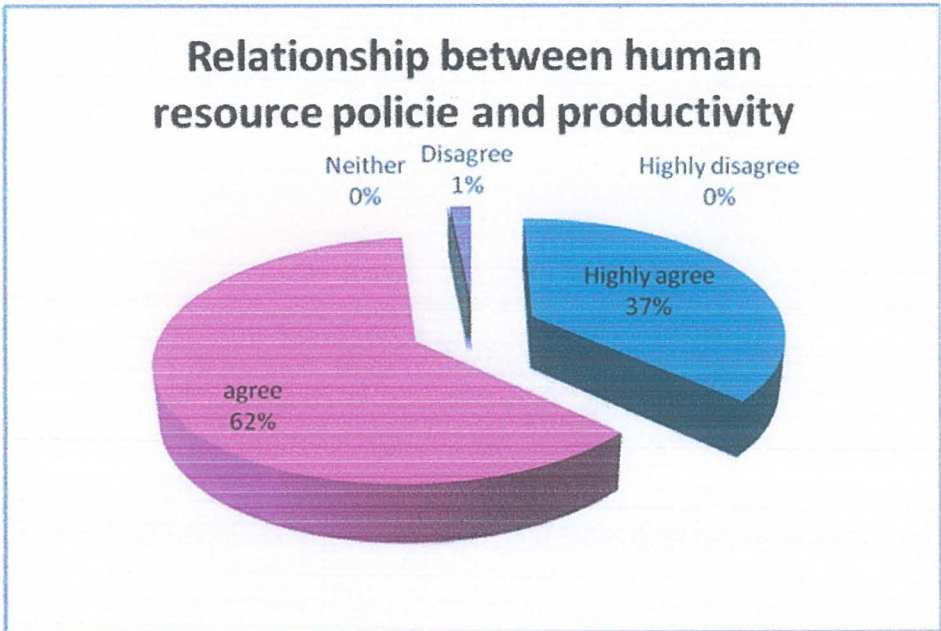
Source: (Field finding)

Interpretation:

It shows that the relationship between the human resource policies and productivity is there in Sarova Stanley where 37% of respondent highly agreed with the statement, 62% agreed thus showing there is relationship between human resource policies and productivity.

4.4.3 How is promotion policy being used?

TABLE B5

	Frequency	Percent
Agree	10	24.4
Neutral	11	26.8
Disagree	5	19.5
Strong disagree	8	12.5
Strongly Agree	7	17.1
Total	41	100

ECHART: B 5
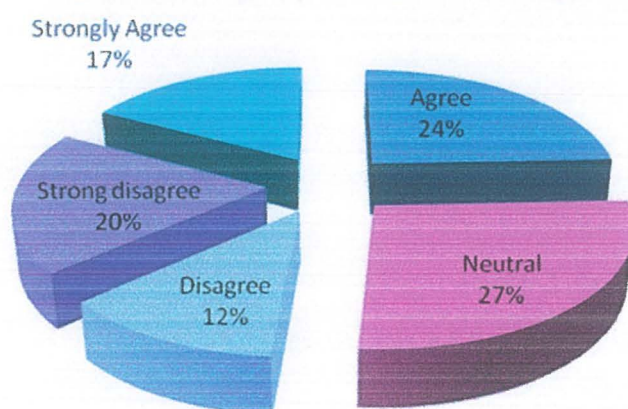
Source: field findings

Interpretation

From the above table 24% agreed that there is poor promotion policy in the organization while 27% are neutral 20% disagreed, 12% strongly disagreed while 17% strongly agreed. This indicates that here is a high belief that poor promotional policy could be one of the reasons for a low production in he organization because it is not practiced as required.

4.5 BACKGROUND

Table 4.5.1 Gender of respondents

The respondence comprise of both male and female in the organisation of study there distribution is as hown below

TABLE C1

Location	Category/ department	Targeted sample no of respondent		Percentage of	
		Female	Male	Female	Male
Sarova Stanley	Front office	10	10	21.2	12.5
	House keeping	10	20	21.2	25%
	F &B Service	15	35	31.9	44%
	Finance&Stores	4	6	8.5	8%
	Health Club	3	4	6.3	5%
	Sales	5	5	10.6	6.3%
Total		47	80	100	100

Source: field findings

The above table can be presented in graph C1

GRAPH:C1
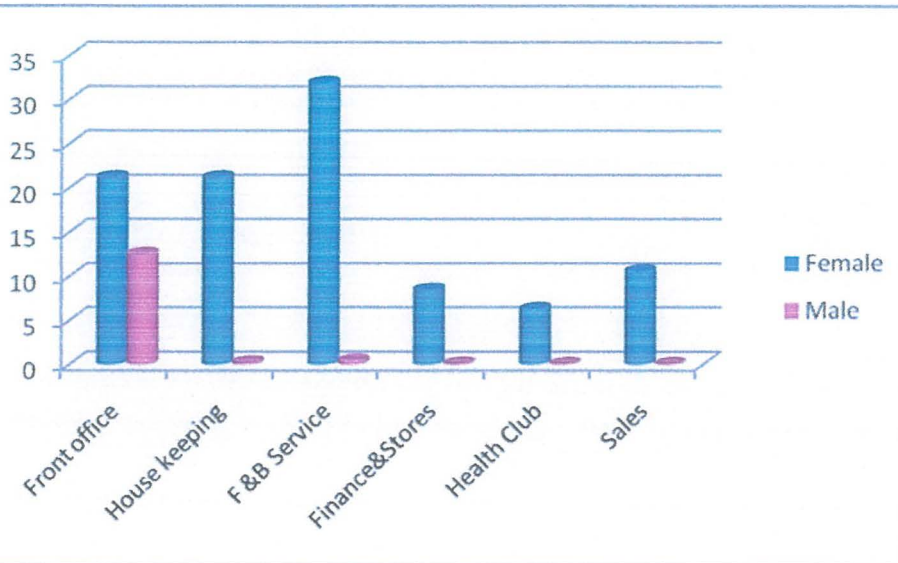
Interpretation:

From the above it shows that front office 21.2%, male, 21.5%, housekeeping 21.2%, male 25%, f&b 31.9%, male ,44%, finance 8.5% female, 8%, male, health club female6%, male5%,thus from the above it shows that the was the highest percentage of female who participated than male in the organization.

4.5.2 Age of the respondents

TABLE C2

Age in years	Front office	Housekeeping	F&B Service	Health Club	Sales	Finance& stores	% Distribution
18-25	10	5	25	5	5	0	50%
26-35	5	15	20	2	5	5	52%
36-40	5	5	5		0	5	20%
Above40 years	0	5	0	0	0	0	5%
Total	20	30	50	7	10	10	127%

26

PIE CHART:C2

The following information can be presented in the format shown below;

age

36-40
16%

Above 40 years
4%
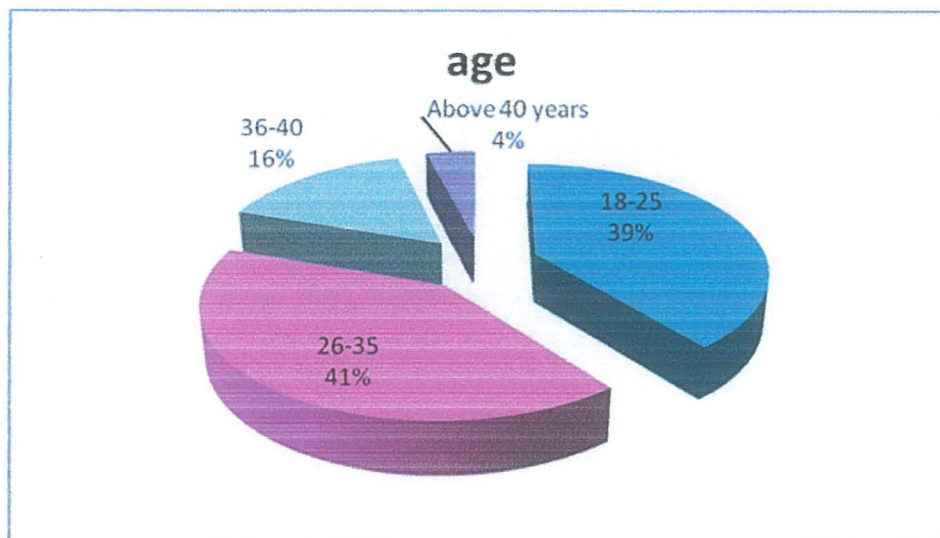
18-25
39%

26-35
41%

Source: field findings

Interpretation:

From the above information its evident that most of the employee in the organization are 26-35 years which is 41% ,18-25 which is 39%,36% the respondents age in the hotel were the same in all levels of ages.

4.5.3 Departments

The respondence came from the following departmentst table C3

Departments	No.	Percentage
Front office	20	16%
House keeping	30	24%
F&B Service	50	39%
Health Club	7	5%
Sales	10	8%

Finance/Stores	10	8%
Total	127	100%

Source: field findings

The above data can be presented using the format below:Piechart c3

PIE CHART :C3
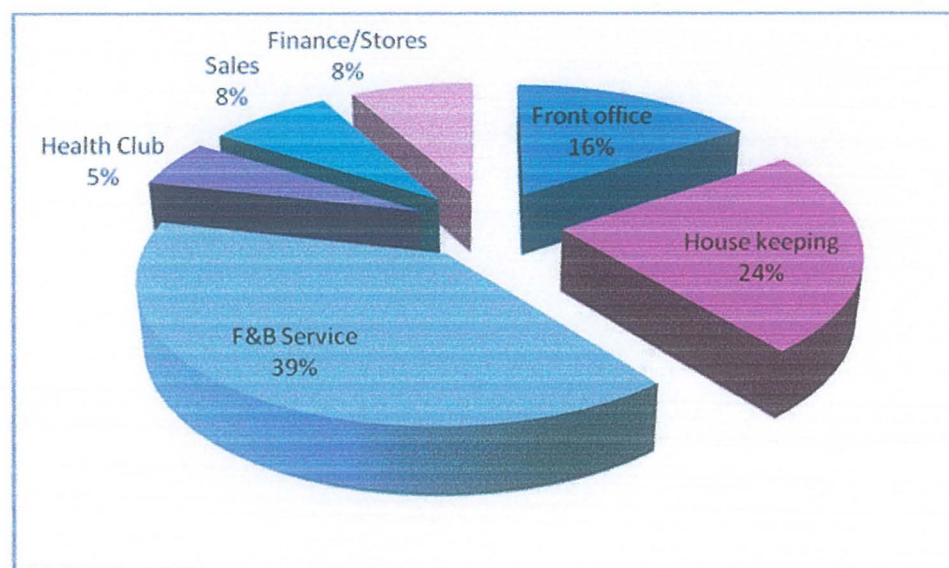
Source: field findings

Interpretation

A majority of the respondents were from Food and Beverage Service with 39% which is the highest percentage it shows surbordinates from f&b have the highest population in the organization.24%of the employee are from housekeeping,16% front office,finances and sales with 8% and the least employee in the organization is health club with 5%.

4.5.4 Position and designation

Table C4:The respondence held position and designation as shown below

Front Office	Housekeeping	F&B Service	H/Club	Sales	Finance/Stores
Receptionist5	Floor Superviso 5	Waiter 10	Masseuse 3	Account managers 5	Payables 3
Cashiers 5	Room Stewards 10	Supervisor 10	Pool attendant 2	Sales Coordinator 2	Credit Control 3
Porters 5	Public Area 10	Barmen 5	Fitness Instructor 2	Marketing Executive 3	Storekeeper 4
Telephonist 5	Laundry Operator 5	Hostess 5			
		Cooks 20			
20	30	50	7	10	10

Source: field findings (2011)

Interpretation

The results indicate that there was higher a higher proportion from food and beverage category compared to the other categories. The distribution of the respondents to the various positions seem quite fair and proportionate considering it is a hotel f&b service have the biggest population.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This final chapter deals with the summary, conclusions and recommendations derived from the survey.

5.2 Summary of Findings

This study took an investigation into the effect of human resources policies on employee productivity in The Sarova Stanley Hotel. The study looked into the relationship between the human resources policies and organization performance in relation to the employee productivity. Questionnaires and interviews were conducted to the research sample that elicited their responses. The researcher then investigated these responses that helped come up with findings for the research.

The findings established that:

- Most employees' especially non management staff was dissatisfied with the way human resources policies were being handled. (source table A1)
- There are no clear health and safety policies in the hotel to avoid many accidents and diseases. (source table A2)
- Promotion on merit is preferred by most staff in the hotel because it builds the morale of employees hence satisfies them.(table B5)

- The researcher established that there is high relationship between the human resource policy and productivity of the hotel.(table B4)
- The researcher established that the recruitment system is not based fairly (table B3)
- The researcher also established the organization consider the age of the employees they are employing in the organization.(table C2)

- The researcher also found out that the f&b department have the biggest number of employee in the organization (table C4).

- The researcher found out that remuneration of each employee, especially non-management staff, was rarely increased and that decreased motivation of employee of Sarova Stanley(table A1)

- The researcher also found out that there is a bigger number of female than male in the organization (table C1).

5.4 Recommendations

From the research, the following recommendations were made.

- There should be ways of controlling and preventing accidents through proper selection, placement and training of employees in the organization

- The recruitment system should be fair and based on qualifications of candidates. Every person should have an equal chance to be recruited and it should not be based on tribalism or nepotism.

- The recruitment system within the human resources department needed to be revised.

- There ought to be an integration between the needs of the employees and the needs of the organization to enable a harmonious working relationship in the hotel

- A recruitment system is not just about the organization getting someone to fill the position. It is instead the very basis of promoting productivity of both the individual and organization.

- Healthy and safety policy should be put in place so as to avoid employees from absenteeism, many sick offs because all this brings about unproductively and the organization looses so much when employees are not working as expected.

- Introduction of a Job Congruence System. This will help facilitate organizations to know which workers can handle the challenge of the job, especially those in management

31

positions. It is also designed to identify personal characteristics associated with successful job performance.

- Organizations need to establish rapport and an open atmosphere with their employees. In this way they will be able to meet adequately the needs of their employees thus enabling both the organization and employees to be more productive.

- Supply the right tools and the right conditions of work, for the better the tools facilities and working conditions, the larger the output produced with the same human effort at lower costs so that the ultimately, higher wages may be paid and more good jobs provided.

- Employees should be put in the right place by a careful selection and placement to make sure that he is physically, mentally and temperamentally fit for the job he is expected to do and that the new employee

5.5 Areas for further studies

- Exit interviews need to be conducted more regularly by the human resources department and a follow up on the results taken into account so as to facilitate lowered turnover because it can also affect organization productivity.

- Make the organization a coordinated team through a proper coordinate and administration of different departments and divisions, so that there is a minimum amount of friction and unproductive or unnecessary work. This calls for proper planning and organization, control and direction of the entire organization without destroying the initiate of the individual employee.

- Communication in the organization can also affect organization productivity.

Conclusion: It is therefore important for all organizations to have a human resources policies that are being practiced effectively because they have a big relationship with organization productivity .They also directly and indirectly reduces the costs because if the policies made are clear and are being followed there would be no negative effects and thus it ensures there is high productivity for the organization and employee also benefit.

QUESTIONNAIRE
SELF ADMINISTERED QUESTIONNAIRES FOR A HOTEL INDUSTRY SAROVA STANLEY FOR HUMAN RESOURCE POLICIES AND PERFORMANCE.

Sarova group of hotels

Department of human resource

The Sarova Stanley

Dear sir/madam

I am carrying out survey in sarova Stanley whose purpose is to establish the relationship between human resource policies and productivity which is necessary for the achievement of the organization goals. The questionnaire below is for human resource manager. The human resource managers use the following policies to enable them to achieve their objectives. Your contribution to the outcome of this study by answering the questions will highly be appreciated. Your responses will be kept confidential. Please endeavor to fill the questionnaire within two weeks and return it to human resource management.

Yours faithfully

Salome Waweru.

SECTION A: DEPENDENT VARIABLE: PERFORMANCE.

This section of the questionnaires looks at the organization outcomes. It includes the issues related to human resource policies in the hotel as outcome of organization performance.

A 1 job satisfaction Please indicate your view ranging from very rarely to very often on the activities which bring job satisfactions by writing the corresponding numbers from 1-5 in the adjacent space. 1=Very rarely, 2=Rarely, 3=Neither nor often, 4= Oftenly, 5=Very oftenly	1	2	3	4	5

	Which of the following activities are practiced in the hotel that brings job satisfaction?					
1.1	Employee participating in decision making?					
1.2	Employees are promoted fairly?					
1.3	Managers use the right recruitment channels?					
1.4	Employees are paid fairly?					
1.5	Managers should ensure favourable working environment?					

	A 2 motivation Indicate your views on the following activities as part of the activities a manager can perform to be a motivator. Your views will range from Yes – No denoted by the corresponding numbers 1-3 in the adjacent space. 1=Yes, 2=No aware and 3=No **Which activity is practiced by a manager as a motivator in the hotel?**	1	2	3
2.1	Good selection and recruitment of employee			
2.2	Promotion of employee in the organization on merit			
2.3	Providing a safe and healthy working condition			

SECTION B: INDEPENDENT VARIABLE 1: TYPES OF HUMAN RESOURCE POLICIES.

This section looks at the types of human resource policies used by sarova Stanley to help the organization achieve its goals. It looks at recruitment, promotion and safety and health policy.

	B 3: recruitment policy Please indicate your views about how recruitment policy is practiced ranging from Yes – Not aware by writing the corresponding number from 1-3 in the space adjacent to the question. 1=Yes, 2=No and 3=Not aware **Which of the following recruitment policy is used in the hotel for the organization goals?**	1	2	3
3.1	Fair selection of employee			
3.2	Equal employment opportunities			

3.3	Both are used			

Others:...

specify...

....

	Your views on the relationship between recruitment and performance of the organization. Your views should range from highly agree to highly disagree denoted by numbers from 1-5 in the space provided adjacently. 1=Highly agree, 2=Agree, 3=Neither agree nor disagree, 4=Disagree and 5=Highly disagree **Which of the following human resource policies is the most suitable for the organization goal?**	1	2	3	4	5
4.1	Recruitment policy					
4.2	Safety and health policy					
4.3	Promotion policy					

	B 4: safety and health policy Please indicate your views about the following safety and health policy practices ranging from Yes – Not aware by writing the corresponding number from 1-3 in the space adjacent to the question. 1=Yes, 2=No and 3=Not aware **Which safety and health policy is practiced in the hotel?**	1	2	3
5.1	Sanitation			
5.2	Ventilation			
5.3	Both are highly used			

	Your views on the relationship between human resource policy and productivity of the organization. Your views should range from highly agree to highly disagree denoted by numbers from 1-5 in the space provided adjacently. 1=Highly agree, 2=Agree, 3=Neither agree nor disagree, 4=Disagree	1	2	3	4	5

		1	2	3	4	5
	and 5=Highly disagree **Which of the following human resource policy is suitable for organization productivity?**					
6.1	Recruitment policy					
6.2	Promotion policy					
6.3	Safety and health policy					

		1	2	3	4	5
	Your views on the most suitable way of promoting employee of sarova Stanley ranging from highly agree to highly disagree denoted by numbers 1-5 in the corresponding space provided.					
7.1	Promotion on merit					
7.2	Promotion on experience					
7.3	Both are used					
7.4	None is used					

PARTC: BACKGROUND OF THE RESPONDENT

This section of the questionnaire covers the background of the respondent to enable the researcher to understand the responses according to the various classifications.

16.1 Sex

1= Male   2=Female

16.2 Age

1=18-30   2=30-42   3=42-54   4=54 and above

16.2 positions

……..

16.3 departments

……

Thanks for your time and contribution. Now kindly pass the questionnaire to human resource department.

REFERENCES

Aghazaderi, S. M (2004) *Managing Work Force Diversity an Essential Resource for Improving Organization Performance International Journal of Productivity and Performance Management.*

Armstrong. (2006)*A Hand book of Human Resource Management Practices.* (10th.ed).London: Kogan Publisher.

Aswathapa, K. (2008). *Human Resource Management: Text and Cases.* (5th.ed). Delhi: McGraw Hill Publishers

Boudreu, J, W & Milkovic, G, T (2003). *Personnel/Human Resource Management,* 5th Edition, Business Publications.

Bohlander, G., & Snell, S. (2004). *Human Resource Management:* (13th ed). Australia: Thompson Publishers.

Dennis, A. Griffin, R. W. (2001) *Human Resource Management.* New York: Houghton Mifflin Publishers.

Gary D. (1994) *Human Resource Management.* (7th Edition) Prentice Hall, New York.

Mathis, R.L., & John, H.J. (1988). *Personnel/Human Resource* Management: (5th.ed). New Jersey: West Publishing Company

.

Michael Armstrong (2009) *Hand book of human resource management practice,* (11th ed) Kogan page. London.

Prasad, L. M. (2001*) Principles and Practice of Management* (3rd Edition) New Delhi: Education publishers.

Randall. S.S. (1995).*Managing Human Resources*. (5th.Ed).New York: West Publishing Company.

Raymond, A. N., Hollenbeck, Barry G., Patrick M. W. (2004*) Fundamental of Human Resource Management.* Mc Graw, New York.

Ricky, W. G (2002) *Management* (7th Edition) Boston: Houghton Mifflin company.

Rudareba, M.N.S. (2000). *Dynamics of Personnel management: Human Resources Management.* (10th.ed).Delhi: Himalayas Publishers

Russell .K. Schutt, (1999) *Investigating of the social research,* pine forge press. California.

Scapello.V.G. & Ledvinka, J. (1988). *Personnel /Human Resource Management: Environment and Functions.* Boston: PWS Kent Publishing Company.

Steven, R.P. (1997). *Managing today:* New Jersey: Prentice Hall Publishers
Subba. P.R. (2001). *Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games.* Delhi: Himalayas Publishers.

Susan, E.J., & Randal, S.S. (2003). *Managing Human Resources through Strategic partnership:*
(8th.ed).Australia: Thompson south west .Publishers

APPENDIX A

TIME PLAN

ACTIVITY	TIME
Prepare research project	October 2010 (2 weeks)
Finding a relevant topic	October 2010 (2 weeks)
Gathering data	November 2010 (1 Month)
Defining questionnaire and Pre setting Interviews	December – January 2011 (1 Month)
Collecting data – Giving out questionnaires and conducting interviews	February 2011 (1 Month)
Analyzing Data	March 2011 (1 Month)
Writing Research Draft	April 2011
Submitting Final Draft	May 2011

APPENDIX B
BUDGET PLAN

ITEM	AMOUNT (Ug shs)
1) Stationery	100,000
2) Designing Questionnaire	100,000
3) Transport	150,000
4) Internet Services	90,000
5) Miscellaneous	60,000
Total	**500,000**