The role of strategic Human Resource Management in organizational performance in Kenya (a case of Kenya Ports Authority and Kenya Sugar Research Foundation)

Author: Juma, Flaura Kidere

Abstract: The study examined the role of strategic Human Resources Management in Organizational performance especially in relation to parastatals in Kenya. The study provides some insight on strategic management as an approach to organizational performance. The foundation of the study is laid in the literature review. The literature review explains the nature of strategic Human Resources Management, the concept definitions and approaches in strategic decision making. The scope of the study centers on one parastatal namely the Kenya Ports Authority which is based in Mombasa, Coast Province. The data was collected from one level of staff by use of interviews and mail survey. The major findings of the study are as follows: That all the Human Resources factors are crucial in determining staff morale and the general performance of individual members of an organization. Organizations therefore, need to balance up their act on Human Resources aspect in order to maintain a moribund work force that is willing to perform at their best. The indicators of an organizational performance was found not only in profitability result but also seem to be highly determined by other factors such as production levels, efficiency in service delivery, customer satisfaction, return on investment, staff morale among others. The strategic human resources management approach was found to impact positively on performance but a high degree of suspicion was also detected in areas where members of an organization were not fully informed about the approach. The general recommendation therefore is that for an effective introduction and implementation of a strategic human resources management approach there is need to involve all members of the organization since an "inclusion" policy may be necessary in order to create and maintain an enabling environment. A well instituted human resources programme will ensure achievement of individual and organizational goals.