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Canon Chemicals Limited in Kenya**

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ISSN: 2616-8421

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How to cite this article: Muchiri, N.R., & Muli, j. V. (2021), Human Resource Management Practices and Employee Performance in Canon Chemicals Limited in Kenya, *Journal of Human Resource & Leadership*. Vol 5(3) pp. 61-73. <https://doi.org/10.53819/81018102t1002>

Abstract

Although several studies have been done on the notion and context of Human Resource Management Practices (HRMPs) and their influence on employee performance in numerous organizations, none has been done within the cosmetic industry in Kenya. Therefore, there was a need for a study to be carried out concentrating on Kenya's cosmetic industry on what HRMPs impact on employee performance. The study was conducted at Canon Chemicals Limited in Mavoko Sub County, Kenya. The specific objectives were to determine the effects of compensation and workers participation on employee performance. The study utilized descriptive research design. A sample of 40 participants was selected using census approach since the population at Canon Chemicals Limited was small. A structured questionnaire was used to collect data from the study participants and all the distributed questionnaires were duly filled and returned. Descriptive statistics used were frequencies and percentage distribution, while inferential analysis were correlations and regression. The findings of the study suggest a moderate relationship between HRMPs and overall employee performance. Contrary to expected results, regression analysis did not show a significant relationship between HRMPs under consideration and employee performance. Therefore, HRMPs should not be generalized to enhance employee performance; rather, other confounding factors that are out of scope in this current study may play a significant role in overall employee performance. The result of this study is an indication that Canon Chemicals Limited should improve on all the aspects of human resource management practices that include employee compensation and employee participation to spur overall employee performance. The organization needs to carry out regular surveys and have merit employee motivation and embrace a human resource management practices policy.

Keywords: *Human Resource Management Practices (HRMPs), Performance Management.*

1.0 Introduction

In this modern era, external economic factors that affect consumer and business buying habits and the company's performance face dynamic and continuous fluctuations. This variation is due to increased competition of product market, investor demand, globalization and the occurrence of ever-changing customer needs. To gain competitive advantage, organizations invest resources into lessening costs, advancing items and measures, and working on their exhibition by working on quality, efficiency, and speed in the market. With an end goal to acquire an upper hand, it has operated human resource management as a core intensive component within the organization. (Allameh *et al.*, 2014). Human resources are considered valuable assets to an organization. To ensure increased performance, there is need to come up with a solid human resource management system that uses the best practices to harness the maximum potential from the employees. The system is called human resource management (HRM) while the practices are called human resource management practices (HRMPs).

Employee performance is the utilization of information, abilities, experience, and capacities to achieve the allocated assigned mission required by their managers in a productive and successful manner. (Al_Qudah *et al.*, 2014). Employee performance is important because it helps organizations to know the costs of available resources, it helps to measure the quality and quantity of work and to compare organizational performance. In addition, it helps to ensure that firms track the achievement of their set goals; it helps employees increase their efficiency and thus improve the quality of an organization's output and general performance (Mathis & Jackson, 2010; Bowra, *et al.*, 2012).

HRM policies and procedures must be combined into business strategies for organizational success. HRMP can make organizations that are more canny, adaptable and fit than their rivals with strategies and practices that enlist, select, train talented representatives and put their earnest attempts inside the organization's asset heap of the firm. This might conceivably reinforce an organization's exhibition and give it an upper hand due to the verifiable affectability of human resources and the social intricacies of approaches and practices that contenders will most likely be unable to impersonate or repeat in their variety and profundity (Gong *et al.*, 2013). Organizations are motivated on attaining competitive advantage by utilizing talented human resources as a strategic asset. This means that organizations are working hard to ensure that HRMPs like job design and description, human resource planning, recruiting; selection, training and development, performance appraisal and management, compensation and employee relations are managed to perfection. This is because, the use of HRMPs geared towards the escalating commitment of an employee has been found to directly contribute to higher organizational performance.

Kenya has witnessed growth in service industries and more so product-based organizations. Among these are the cosmetic distribution companies. The beauty and cosmetics industry has become Kenya's new center for investment. The industry continues to attract huge local and foreign investors who want to establish new lines of business and set up successful enterprises through multi-million-shilling acquisition deals (Mwencha, 2016). Furthermore, Kenya continues to experience growth in the middle-class that has great demand for new consumer and luxury goods. The demand for cosmetic goods has called for increased employment of staff in these companies to help in the distribution of cosmetics. This forms the basis to assess the HRMPs and their impact on the employee performance for these companies (Thakur, 2017).

1.1 Problem Statement

For the intent of augmenting performance, organizations must acquire and utilize human resources effectively. According to Noe *et al.*, (2011), HRM is basic to the achievement of organizations since human resources has extraordinary potential that make it important. Depending on the organization's strategy, the organization can be successful if it has a competitive advantage; therefore, organizations need to come up with policies and practices for their human resources that are aligned with organizational structures because this will help in achieving their goals and objectives (Bulla, 2016).

There has been rigorous research on the impact of HRMPs on the performance of organizations in both developed and developing countries. The results from these studies indicate that HRMPs have impacts on organizational performance. Organizational performance is key, as it is the mirror of the organization. To enhance performance, many organizations in the 21st century are moving away from looking at the balance sheet as a true reflection of performance. Instead, the focus is now on investing in human resource and intellectual capital to offer a competitive edge in the market today. Investment in human resource entails to employing qualified and skilled human resource. These are the employees.

Employees assume a vital part in the development and functioning of the organization (Riordan *et al.*, 2005). Employees build valuable human resources that need to be managed responsibly. In this regard, proper HRMPs are fundamental to guarantee that representatives are all around oversaw, spurred and compensated to guarantee the accomplishment of the organization. In order for organizations to be sustainable in the medium to long haul, employees must be encouraged to ensure that they value any work they do, and to get as much information as possible about the skills to do any job to the best of their ability.

Observation by the researcher in Canon Chemicals Limited indicates that employees are not content with their prosperity as far as pay rates for example their benefits and entitlements. As a result, there has been a high degree of workforce attrition, with top performing employees going on to other firms. Since top management seldom charts a deliberate potential path, weak governance results in a lack of consistent guidance. Management has failed to communicate a coherent message about the strategy to all members of the organization. Employees feel a lack of awareness in the organization. They are not motivated as the managers take their eyes off the teamwork ball. Leaders have become premeditated and have failed to recognize their subordinates, failed to involve them in decision-making, and failed to better invest in the processes, practices, and actions of reviewing time. Some employees have then been displaced; feeling marginalized, and lost focus and commitment.

The study leverages on the fact that past research work on the impact of HRMPs on employee performance has been carried out in various fields. Below is an overview of related studies. The study by Singh, and Kassa, (2016) measured the impact of human resource management practices on organizational performance at Debre Brahan University. The findings showed that HR practices: recruitment and selection, training and development, performance evaluation and compensation have a critical relationship with university performance.

Nancy Quansah (2013) studied the impact of HRM practices in the turbulent region of Ghana on the organizational performance of selected rural banks. The study revealed that HR practices were

ill conceived, carried out and oversaw by non-HR specialists, and that their employees had poor perceptions about the practices, programs and policies of these rural banks. The study also showed that these rural banks are missing substantial benefits of managing human resources effectively. Rural banks were recommended to dedicate a department for human resources for proper management of human resources through which to generate competitive advantage.

Meanwhile, the study by Abu-Mowgli and Abo-Rumman (2012) brought about the relationship between the management of human resource practices and the organizational performance of five-star hotels in Jordan's hotel and service industry. The research concluded that a huge part of the change in performance is attributed to the human resource management practices of Jordan's hotels. The most persuasive measurements in organizational performance were selection and appointment policy, performance evaluation and teamwork policy.

A similar case has been observed in Kenya where studies have focused on HRMP and performance on a similar scale across regions. Vidiya et al. (2016) study, dealt with the impact of HRMP on employee outcomes on firms listed on the Nairobi Securities Exchange. The study concluded that human resource management practices were an important link to employee outcomes and recommended firms to ensure that they create HRMPs that advance employee outcomes that enhance employee commitment, competence, and empowerment.

Kajira (2014) conducted a study to analyze the relationship between human resource management practices and employee commitment in retail banking at Standard Chartered Bank Kenya. Mbugua (2014) designed a descriptive survey research on employees' perception about the impact of human resource management practices on Menon's performance. Kefa (2014) conducted a study on the impact of human resource management practices on the performance of employees in research institutes in Kenya.

None of the previous studies focused on the cosmetic industry and in the Kenyan context in particular. One thing for some is that these studies found significant and positive effects of HRMP on employee performance in related industries. It is this gap that the research attempts to fill by using the impact of compensation and workers' participation as the key HRMPs.

1.2 Specific objectives

1. To establish the effect of compensation on employee performance of Canon Chemicals Limited.
2. To determine the effect of workers' participation, on employee performance of Canon Chemicals Limited

2.1 Theoretical Review

2.1.1 Human Capital Theory (HCT)

This theory as pointed out by Schultz (1961), offers the view that the appreciation of the expansion of individuals within an association can add to the more likely presentation of the firm. The hypothesis of human resources perceives individuals as resources and not as an expense within an association. As per Bontis (2008), HCT refers to the human factor in the association. These are common abilities, insights and skills that give the association its unique character. It accentuates the extra worth that people can add to an association. Human resources are an inescapable resource. In addition to the absence of real responsibility for human accounts, firms can and do profit from the undeniable degrees of training and information on their workers through strategies such as building a learning culture to create unity.

The theory is divided into categories of capital such as the symbolic, economic, social and cultural capital. Economic activity is measured by the ability to perform a function that generates income. Education, job training and appealing skills are ascribes that increase the capacity of individuals to obtain information and to create higher wages. The human resources hypothesis is that the higher education, the higher the pay. This is accomplished by going to the classroom; obtaining instruction that builds skills, increases in skills, increases in profitability and increases in efficiency is equally remunerated through a higher salary. (Becker, 1964; Mincer, 1974). It represented the view that education and training would bring future profitability, not only in the use of assets. From this point of view, firms and employees rely on the same human resource interests to be increased. Boxall (1996), places that social, symbolic and cultural capital alludes to the connections and impact that people have on society. Social, cultural and symbolic capital is difficult to gage, but it is essential to understand its value. Suspicion of the HCT hypothesis is based on the limitless idea of a number of structures that are largely fundamental to including human resources.

2.1.2 Resource Based View Theory (RBV)

The hypothesis is established by the major works published by Penrose (1959). There is strong evidence that the RBV vision shows that organizations are struggling in a dynamic business environment. Barney, (2001), a supported upper hand can be achieved by associations through their workers. This can be refined if the company acquires a large number of personal assets that can be imitated by its competitors or competitors. As a competitive profit system, RBV is actually based on the use of a number of valuable company assets. Galbreath, (2005) the firm must decide on potential assets that can satisfy the volatility of value, unusual, immeasurable and unchanging competing organizations in the positions in which the company operates.

The central issues of the RBV hypothesis are that organizations must be constrained to decide on their potential key assets and to assess whether these assets meet the resulting standards identified as valuable, rare, inimitable and non-substitutable (VRIN). An asset should be significant in adjusting a firm to use a value-added methodology, either by beating its rivals or by reducing its own shortcoming. Rare – to be significant, an asset, by definition, should be uncommon. In an appropriate competitive and vital issue, the asset market, the estimation of the asset was a reflection of the normal limited future on top of normal returns. Inimitable – if a significant asset is constrained by just one firm, it can be a source of competitive profit. (Barney, 1986; Barney, 2001; Amit and Schoemaker, 1993). Within the long-standing period, this favorable position could likely be property if contenders are unable to easily copy this essential quality (Peteraf, 1993; Barney, 1986).

2.1.3 Expectancy Theory

Victor Vroom suggested the expectation principle of performance management in 1965. According to him, people act in a particular way because the desired result of such actions motivates them. An individual's performance should always be in line with the organization's expectations regarding the achievement of future goals (Salaman et al. 2005). An incentive for people to act in a certain way in certain types of actions is their expectation. This expectation is related to the effect of the selected action. Anticipation is determined by the individual's expectation that the performance of a particular type of behavior will definitely help the person achieve the desired performance objectives. This property therefore enables individuals to assess if they have the requisite skill sets to effectively perform a job. However, the resulting motivation often decreases when success targets are beyond accomplishment (Bhattacharya, 2016).

In organizational performance appraisal, this concept works to interpret a particular characteristic of an employee's performance in terms of individual expectations. It should be noted here that the doctrine of waiting often suggests that different people want different things in their organization. This ranges from a good salary to job security to professional advice. As a result, in terms of organizational training, this perspective contributes to the results of the behavioral map. In other words, this view helps to identify specific decisions on the consequences of student behavior (Lunenburg 2011; Bhattacharya, 2016).

Expectancy theory is more beneficial in various ways than other theories. It helps, for example, to identify employees in an organization who are willing to perform at a higher level. These employees can achieve maximum job satisfaction if they are provided with the right facilitator. Therefore, theory helps to interpret the minds of the individual. It helps to identify individual influences that influence people to make decisions based on their expectations (Kanfer 1990; Ramlall 2004). In addition, this perspective focuses on people's expectations and organizational ideas about their ethical behavior. It is therefore helpful to make each employee aware of the organizations' conduct and the outcomes expected by the organization. Therefore, it is helpful in making each employee aware of the conduct of the organizations and the results expected by the business.

2.2 Empirical Literature Review

2.2.1 Compensation and Employee Performance

Compensation refers to what is paid to an employee in return for their services (Deckop et. al. 1999). While investigating the impact of compensation on employee performance using the banking sector in Pakistan, Hameed et al., (2014), concluded that compensation had a statistically significant positive effect on employee performance. This was in agreement with other several studies (Abdullah et. al., 2009; Mangale, 2017). Therefore, good compensation improves employees' performance (Milkovich, 2002).

In Kenya, Jean et al. (2017) investigated the effect of compensation strategies on the performance of employees in using a case study of Mombasa Cement Limited. Using stratified sampling, the study used 153 employees and administered questionnaires on them. The study focused on salary and benefits on the performance of employees. Using quantitative methods, the study found that recognition through benefits and rewards in terms of fair pay, allowances, has a positive impact on employees' performance. The study was carried out with Bishop (1987) and Bowen (2015) who found that recognizing and rewarding employees improves their performance.

A similar study in Jordan, by Abou-Moghli et. al. (2012) investigated the relationship between HRMPs and organizational performance using 13 five-star hotels in the capital city of Amman. They sampled 170 from hotels. The HRMPs included, as independent variables were selection and placement, training and development, performance appraisal, reward and incentives, employee participation, internal communication systems, and work groups. Their diversity was based on organizational performance that was strongly influenced by employee-related performance, market-related performance, and performance-related performance. The study used linear regression analysis and descriptive statistics to draw conclusions. Research has found that HRMPs have a positive impact on the performance of these hotels. The most influential HRMPs were policy selection and placement, performance evaluation, and finally performance groups.

2.2.2 Workers' Participation and Employee Performance

In Kenya, Kubaison (2015) examined the extent to which organizational employee participation practices contribute to organizational performance. Its main purpose was to investigate the extent to which direct, indirect and financial participation schemes affect performance in the public sector. The study used a sample framework consisting of 86,878 employees from a list of 178 state-owned companies that participated in the 2010/2011 performance agreement. The study collected data from managers, supervisors and general staff using a questionnaire. The study found that, unlike indirect involvement, direct participation in the team significantly affected employee performance. Kees *et al.* (2011), tried to understand the impact of workers' participation on organizational performance using an integrated model in Western European countries and specifically the Netherlands. According to them, current investigations were lacking an integrated model in which to investigate the impact of both direct participation and indirect participation by workers on organizational performance. They found that direct employee participation did not only enhance their skills and improved their performance, but also improved the overall organizational performance.

3.1 Research Methodology

This study used descriptive research as it describes a phenomenon and it entailed data collection in order to answer questions about the current status of the subject of the study. It enabled the investigator to describe, document, analyze, and report on phenomena as they occurred. The target population was the whole aggregation of respondents that met the designated set of criteria and thus was considered in research (Burns & Grove, 1997). The target population for this study was Canon chemicals Limited and the respondents were employees from the HR and Industrial relations departments who would have the requisite knowledge of what was required by the study. As the population was small, census study was implemented and the total number of employees in the department of HR and Industrial relations were considered. The complete enumeration was considered a befitting study as it takes place when the populace is little and recommended when the components are altogether dissimilar from one another (Cooper & Schindler, 2007). In addition, HR managers and industrial relations workers at all levels were in a superior situation to give the important data that might be associated in human resource management practices and employee performance. The study used a semi-structured questionnaire designed on 5-point Likert scales varying from strongly disagree to strongly agree to obtain data. Questionnaires were administered to employees in the Human resource and Industrial relations departments in Canon Chemicals Limited on a one-on-one basis.

4.1 Results, data analysis and discussion

4.1.1 Response Rate

The purpose of this study was to evaluate the impact of human resource management practices on employee performance in Canon Chemicals Limited. The study enrolled forty participants from the Human Resource and Industrial relations departments in Canon Chemicals Limited. The respondents at Canon chemicals Limited were made up of 6 senior and middle management personnel, making up 15% of the employees, 10 supervisory management personnel, which is 25% of the employees, and 24 (60% of all the employees) general staff. In this study, 40 questionnaires were distributed to the employees in Canon Chemicals Limited to gather appropriate data for the study. All the dispersed questionnaires were properly filled and returned, the project attained 100%

response rate. Thus, the response rate was excellent according to Mugenda and Mugenda (2003).

4.1.2 Human Resource Management Practices and Employee Performance

The human resource practices under consideration were compensation and workers participation and employee performance in Canon Chemicals Limited. This study was in accordance with the factors applied by Abou-Moghli *et al.* (2012), who investigated the relationship between HRMPs and organizational performance using 13 five-star hotels in the capital city of Amman. They sampled 170 from hotels. The HRMPs included, as independent variables were selection and placement, training and development, performance appraisal, reward and incentives, employee participation, internal communication systems, and workgroups. Twenty-four statements were used for all the managerial practices under investigation. A Likert scale in which 5,4,3,2 and 1 indicated the continuum scores was used.

Employee Compensation

The participants were required to point out the level in which they agree with the statements under-compensation and how compensation affects employee performance. Respondents agreed to all aspects of compensation with the highest mean being compensation enhances employee performance at Canon Chemicals Limited organization (mean=4.28 \pm 1.086) while the least being compensation package of the organization is efficient to meet your basic needs (mean=2.55 \pm 1.209). However, from the results, it was observed that most respondents were not in agreement with the statements that in Canon Chemicals Limited, the rules of minimum wage policy are followed (mean=2.68 \pm 1.228), and that the compensation package of the organization is efficient to meet your basic needs (mean=2.55 \pm 1.209). To a moderate extend, participants agreed that proper compensation influences employee performance in Canon chemicals limited (3.36 \pm 1.173). This was in tandem with the research study carried out by Hameed *et al.* (2014) on the effect of compensation on employee performance using the banking sector in Pakistan, which concluded that compensation had a statistically significant positive effect on employee performance. This was in agreement with several other studies (Abdullah *et al.*, 2009; Mangale, 2017). Therefore, reasonable compensation improves employees' performance (Milkovich, 2002) to a certain extent. However, the higher standard deviation value implies that most of the participants had varied opinions on this aspect.

Workers Participation

Participants from Canon Chemicals Limited were required to point out how they agree with the statements on how workers' participation in the company's decision affects employees' job performance. Most respondents opined that employees in Canon Chemicals Limited do not have a lot of input on how decisions are made in the organization (mean=2.28 \pm 1.320). In addition, the respondents agreed that neither does their team leaders include all members in problem solving and in decision making (2.95 \pm 1.377), or employees in all departments are valued equally and fairly (mean=2.57 \pm 1.196). Generally, largely the findings strongly extent that Canon Chemicals Limited rarely accepts employees' ideas and opinions and hardly implements them (mean=2.74 \pm 1.791) (table 4.7). However, the large standard deviation from the mean is a pointer that respondents had a diverse opinion on this matter. It was observed from these results that although most participants agreed that workers participants largely affects their work performance since it makes them feel that their efforts are recognized and are part of the organization, in Canon Chemicals Limited. This agrees with the findings of Defourney and Jones (1985) investigated the effects of employee involvement on business performance. The value-added function of participation in profits,

collective membership, and ownership was observed to be increasing, even when a wide range of business-specific and ecological conditions are considered; thus, workers' participation alone is broadly not recognized as a means to improve employee performance.

Employee Performance

In the current study, it was observed that an increase in human resource management practices would lead to an eventual increase in employment performance (mean=4.14 \pm 0.8284). This is in tandem according to Hassan (2016) who stated that employee's performance is inextricably related to the organization's growth. This is because; improvement of productivity of an employee is a focal issue in organizations in the 21st century (Pradhan & Jena, 2017). Employee performance assessment is now a sought-after developmental intervention in many HR portfolios and their quest to grow organizations and in ensuring that they retain the best employees (Fay & Lührmann, 2004). Generally, respondents agreed to a moderate extent on the aspects that there is increased employee performance at their organization (mean=3.30 \pm 1.324). However, the large standard deviation implied that the respondent had varied opinions on the matter.

On the other hand, most of the study participants agreed that an increase in quality outcome determines employee performance (mean=4.23 \pm 0.768). Besides, employees of Canon Chemicals Limited agreed that internal communication (mean=4.33 \pm 0.656), increase of an employee's knowledge of the organization (mean=4.32 \pm 0.888), and improvement in employee motivation (mean=4.50 \pm 0.506) greatly impacts on employee performance (table 4.10). The study implies that most of the employees of Canon Chemicals limited believe that the organization should improve on its human resource management practices to promote employee performance and efficiency.

4.1.3 Regression Analysis

Relationship between Employee Compensation and Employee Performance

Interestingly, further analysis using regression analysis to test the hypothesis that the regression model on compensation cannot reliably predict workers' performance. The regression analysis results showed that the groups of the predictor variables on compensation do not reliably predict employee performance in Canon Chemical Limited, $F(5, 34) = 1.952$, $p = 0.111$ (Table 1). However, the model explains 22% (R square) of the observed variation on compensation and employee performance (Table 2). Besides, slope coefficients that inform on whether a change in the independent may affect the dependent variable indicated that for every increase of employee compensation by 1 unit, it would lead to an increment of employee performance by 4.37 units (employee performance predicted=4.334+0.292+0.043+0.264+0.107).

Therefore, from the logistic regression results, it can be deduced that as much as employee compensation is only responsible for 22% of the total performance, it does not solely predict the overall employee performance in Canon Chemical Limited, the interaction of other factors associated with human resource management practice may determine the overall employee performance. This research finding is supported by the findings of Bulla (2016), which states that depending on the organization's strategy, the organization can be successful if it has a competitive advantage; therefore, organizations need to come up with policies and practices for their human resources that are aligned with organizational structures because this will help in achieving their goals and objectives.

Table 1: Regression results on the Relationship between Compensation and Employee Performance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.782	5	1.756	1.952	.111 ^a
	Residual	30.593	34	.900		
	Total	39.375	39			

Source: Author (2021)

Table 2: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472 ^a	.223	.109	.949

Relationship between Workers Participation and Employee Performance

To expound further on the impact of workers' participation on employee performance at Canon Chemicals Limited, regression analysis was performed to test the hypothesis of whether there is a relationship between workers' participation and employee performance in Canon Chemicals Limited. The regression analysis showed that the group of the variable on workers participation does not show any statistically significant relationship to employee performance in Canon Chemical Limited $F(4, 35) = 2.992, p = 0.032$. The model could only explain 25.5% (R square) of the observed variation on compensation and employee performance. However, the slope coefficient on whether a change in the predictor variable leads to a change independent variable showed that for every increase in workers participation by one unit, there is a positive increase in employee performance by 1.38 units (employee performance predicted = $0.929 + 0.32 + 0.141 + 0.005 + 0.108$). Therefore, contrary to the human resource management practices at Canon Chemicals Limited, it was observed that workers' participation might play a significant role in the overall employee performance. This is supported by the findings of Odero and Makori (2018). They used a sample of sixty freelance lecturers from four public campuses in the Western part of Kenya to look at the impact of involvement in policymaking on performance by part-time lecturers. The research established that participation in decision-making accounted for inequality within the work of freelance staff and significantly influenced their performance. Therefore, there is a need for Canon Chemicals Limited to incorporate workers' participation in their HRMPs as a way to motivate their staff and improve employee performance.

Table 3: Regression results on Workers Participation and Employee Performance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.115	4	.279	2.992	.032 ^a
	Residual	3.260	35	.093		
	Total	4.375	39			

Source: Author (2021)

Table 4.16: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.505 ^a	.255	.170	.305

Source: Author (2021)

5.1 Conclusions

The following conclusions were drawn based on the findings of the current study:

The fact that the respondents agreed that the human resource management practice on employee compensation was not being upheld largely. Additionally that neither does the company follows the rule of minimum wage or the compensation package of the organization is efficient to meet your basic needs, means that Canon Chemicals Limited employees are demotivated and cannot give all that they have to meet the company’s goal and objectives. This, therefore, calls for transformation in how the company runs its human resource management practices.

The overwhelming strong response that at Canon Chemicals Limited workers participation was largely not recognized, as a means to improve employee performance and that employees are not valued equally across all the departments could mean that the practice is neither communicated nor not upheld. This makes the employees feel that they have no sense of belonging in the organization and their opinion does not matter, as such, it negatively affects their overall performance and productivity.

6.1 Recommendations

Based on the research findings and conclusion of this study, it seems that Canon Chemicals Limited does not uphold employee compensation as one of their human resource management practices as a means to improve employee performance. It is with this information that the investigator endorsed that the human resource managers should embrace proper employee compensation-supported job evaluation and salary surveys. The current study has highlighted to a larger extent that at Canon Chemicals Limited, employees strongly believe that the HRM practice on workers participation is largely not upheld as a means to improve employee performance. In addition, neither do employees have a lot of input on how decisions are made in the organization nor do team leaders include all members in problem solving and decision making. The researcher thus recommends that Canon Chemicals Limited should adopt human resource management policies that encourage teamwork and workers participation. This will make employees feel part of the organization and that their opinions do matter in running the organization.

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