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## ANALYSIS OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATION EFFICIENCY IN THE PRIVATE SECTOR: A CASE STUDY OF NAKUMATT HOLDINGS LIMITED

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### ABSTRACT

*This study aimed at identifying the strategic human resource practices that are prevalent in Nakumatt Holdings Limited. It essentially sought to establish the benefits that are brought about by the application of certain strategic human resource practices in Nakumatt Holdings Limited. It also looked at the modes of efficiency which are gained by strategic human resource practices in Nakumatt Holdings Limited. The researchers adopted the descriptive form of research design. The sample was drawn from a population of about 100 Nakumatt Holdings Limited employees. The sampling technique used was stratified sampling technique. The findings of this study are expected to be of great benefit to Nakumatt Holdings Limited, its staff, researchers, as well as academicians. Additionally, customers and the general public are expected to increase their knowledge and understanding of the vital role of strategic human resource practices in Nakumatt Holdings Limited. Aspiring business persons may learn from the successes of Nakumatt Holdings Limited and emulate these successes while learning too from the hurdles faced by them.*

### KEYWORDS/ABBREVIATIONS USED

<b>BSE</b>	: Business Studies and Economics
<b>HRM</b>	: Human Resource Management
<b>HRM</b>	: Human Resource Management
<b>IHRM</b>	: Institute of Human Resource Management
<b>JKUAT</b>	: Jomo Kenyatta University of Agriculture and Technology
<b>NHL</b>	: Nakumatt Holdings Limited
<b>SHRP</b>	: Strategic Human Resource Practices

## 1.0 INTRODUCTION

### 1.1 BACKGROUND OF THE STUDY

Changing business environment in knowledge economy has made adoption of strategic human resource management (SHRM) imperative for competitive advantage and efficiency. The impact of HRM practices on business performance has been extensively studied in the recent past. However, the impact of strategic human resource practices on organizational efficiency has not extensively been done. Studies have found a positive association between HRM practices and firms' performance. Within Kenya, limited research has been done to examine the relationship of HRM practices and organizational performance and efficiency (Dyer and Reeves, 1995).

Organizations always strive to improve on their productivity, efficiency, performance and also to gain competitive advantages over other players within their respective industries. There are a number of ways through which organizations can improve on their performance and efficiency. Strategic human resource management practices can play a significant role for the achievement of competitive edges, efficiency and also in the overall performance of organizations. Hence, there is need for organizations to employ appropriate strategic human resource management practices that are capable of enhancing service delivery and thereby impacting on efficiency (Barley, 1991).

Unlike the public sector, there is rampant competition within the private sector as firms try to outperform their competitors. Firms within the private sector usually thrive to ensure that their customers are satisfied and hence service delivery is key factor in their operations. For the firms in the private sector to achieve their objectives of enhancing service delivery, strategic human resource management practices play a key role. In an effort to achieve this, employment of appropriate strategic human resource practices can play significant role (Pfeffer, 1995).

## 2.0 REVIEW OF LITERATURE

This review summarizes information from the available literature on related aspects of study. It has covered theoretical literature and empirical literature.

### 2.1 THEORETICAL REVIEW

There is general consensus that SHRM practices do not lead directly to business efficiency. Rather they influence firm resources, such as the human capital of the firm like skills, knowledge, potential, or employee behaviors, and it is these resources that may ultimately lead to efficiency (Wright et.al 1994; Delery 1998). This implies that there are mediating variables between SHRM practices and organizational efficiency, although, rather few researchers (Huselid 1995; Becker et al 1997; Fey et al 2000; Guest 2001; Boselie et al 2001; Park, et al 2003; Paul and Anantharaman 2003) who feel otherwise.

Delery (1998) argues that "it is important that future research attempts to specify the mediators and also attempts to collect measures of these constructs. This issue is crucial for continued theoretical development in HRM". Similarly, Bowen and Ostroff (2004) argue that the question still left unanswered is the process through which HRM practices impact on organizational efficiency. Moreover, Doty and Delery (1997) assert that HRM practices influence firm performance and efficiency by creating a workforce that is skilled, motivated, and empowered, all at minimal costs. Paul and Anantharaman (2003) assumed that the intervening

variables of employee competence, teamwork, organizational commitment, and customer orientation affect the organizational efficiency through employee retention, employee productivity, product quality, speed of delivery, and operating costs. These, they state, have direct effects on organizational efficiency.

## 2.2 EMPIRICAL REVIEW

In meta-analysis of 104 articles, Boselie et al., (2005) concluded that the top four HRM Practices are efficient recruitment and selection, training and development, contingency and reward system, and performance management that have been extensively used by different researchers. Their study investigated five HRM practices namely; training and development, recruitment and selection, compensation and reward, performance appraisal, and employee relation and examined the effects of these practices on subjective measures of performance on product quality, productivity efficiency and overall perceived performance compared to industry average.

In a study of 428 firms in Finland, HRM practices had positive influence on firms' performance Lahteenmaki et al. (1998). Guthrie (2001) studied 128 companies in New Zealand and found positive relationship between high-involvement work practices and firms' performance. In Taiwan, Chang and Chen (2002) studied 62 firms to determine the effects of HRM practices on business performance and found a positive association. Stavrou and Brewster (2005), in a study of 3702 firms from European Members countries discovered a positive association between strategic HRM practices and business performance.

## 2.3 CRITIQUE OF THE EXISTING LITERATURE

Some researchers seem to suggest that there is a correlation between strategies and performance. They however fail to not whether this influence is skewed towards positively inclined or negatively declined (Becker & Huselid, 1998; Boselie, 2002; Guest, 1997). Others argue that HRM practices and efficiency research have common attributes as well as contradictions (Boselie et al., 2005; Katou&Budhwar, 2006; Wall & Wood, 2005, Wright & Boswell, 2002). Most studies had generally covered areas of HR consulting, HR motivation, workforce and productivity among others, however no studies were until now done in this area of strategic HRM practices and the organization efficiency.

## 3.0 IMPORTANCE OF THE STUDY

The findings of this study will benefit among others, Nakumatt Holdings Limited, Human Resource Managers, researchers and academicians. The recommendations suggested will enable Nakumatt Holdings Limited improve on their overall performance as well as the performance of employees. All these will culminate in better service to the masses.

Human resource managers will also gain from the study that uncovers some of the strategic human resource management practices that work best for organizations. Researchers as well as academicians will in turn better improve their understanding and knowledge about strategic human resource management practices. Besides, customers as well as the public in general would enhance their knowledge as well as understanding of the vital roles that are played by strategic human resource management practices.

## 4.0 STATEMENT OF THE PROBLEM

Organizations always strive to improve on their efficiency, performance, and also to gain competitive edges over their competitors. Gaining efficiency as well as competitive edges has been a big challenge to organizations. There are a lot that organizations, mainly those within the private sector can do to improve on their efficiency. Besides, strategic human resource practices can play very big roles in enhancing overall efficiency besides enhancing performance and competitive edges. A number of organizations, have, however, not explored this (Abert, 2012).

This is because strategic human resource management practices have direct influences on the quality of products and services that are offered by organizations and hence influences customer satisfaction. Numerous organizations, however, have not realized the benefits that are brought by strategic human resource practices (Williamson, 2012). This study therefore elaborated how effective application of appropriate strategic human resource practices can impact on organizational efficiency. It also looked at the modes of efficiency gained by strategic human resource management practices.

## 5.0 OBJECTIVES OF THE STUDY

### 5.1 GENERAL OBJECTIVE

The general objective of the study was to establish the importance of strategic human resource management practices in Nakumatt Holdings Limited.

### 5.2 SPECIFIC OBJECTIVES

The specific objectives of this study were:

1. To identify the strategic human resource management practices prevalent in Nakumatt Holdings Limited.
2. To establish the significance of strategic human resource management practices in Nakumatt Holdings Limited
3. To find out the modes of efficiency gained by strategic human resource management practices.

## 6.0 RESEARCH METHODOLOGY

### 6.1 INTRODUCTION

This aspect looks at the research design, target population, sampling design and sample procedure, sample size, data collection methods and data analysis and presentation.

### 6.2 RESEARCH DESIGN

The researchers adopted a descriptive study approach in this area. This was because the design is concerned with the answering the questions who, what, which, when, where or how much (Cooper & Schindler, 2001), making it informative.

### 6.3 TARGET POPULATION

The population of interest in this study consisted of 50 respondents covering employees of NHL from branches which were selected randomly. The major concentration was at their regional office in Kisumu and its other branches in Mombasa and Nairobi. This was because of practical accessibility, capacity, time and budgetary constraints.

TABLE 6.1: TARGET POPULATION

NAKUMATT	Target Population (N)	Percentage (%)
Branch managers	2	2
Supplies managers	18	18
Marketing managers	30	30
<b>TOTAL</b>	<b>50</b>	<b>50</b>

Source: Researchers, 2013

### 6.4 SAMPLE SIZE AND SAMPLING TECHNIQUE

A ratio of fifty percent was chosen from the population of the study thereby making it convenient but nevertheless representative of the target populous. The sample characteristic was summarized in the table below:

TABLE 6.2: SAMPLE SIZE

Outlets	Target Population (N)	Ratio	Sample Size (n)
Branch managers	2	0.5	1
Supplies managers	18	0.5	9
Marketing managers	30	0.5	15
<b>TOTALS</b>	<b>50</b>		<b>25</b>

Source: Researchers, 2013



6.5 DATA COLLECTION

Survey method was used to collect data. both primary and secondary data was required. Primary data was collected by use of questionnaire method whereas secondary data was collected from the past research works, Internet, relevant journals, magazines, newspapers and the IHRM publications. The questionnaires were structured in such a way that they elicit specific information from the respondents. The questions comprised of multiple choice, open-ended and dichotomous questions. In addition, scale attitude type of questionnaires was used to evaluate the strength of attitudes held by the respondents.

7.0 RESULTS AND DISCUSSION

7.1 INTRODUCTION

This aspect presents the findings of the research and presents the same systematically. A discussion of the research findings is provided hereunder.

7.2 GENERAL INFORMATION

TABLE 7.1: RESPONSE RATE

Questionnaire	Frequency	Percent,%
Returned	25	100%
Not returned	0	0%
<b>Total</b>	<b>25</b>	<b>100</b>

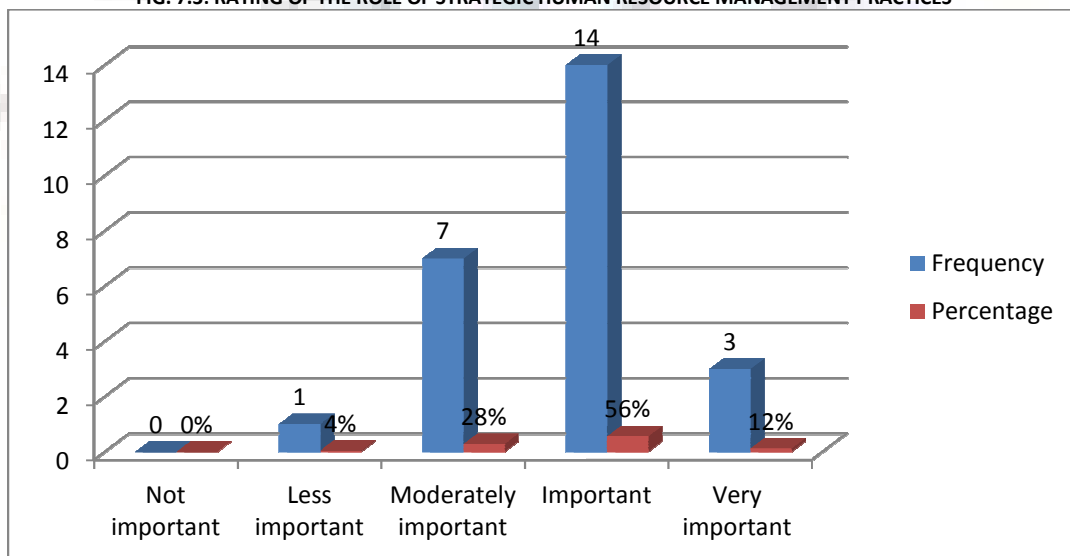
Twenty five questionnaires issued were returned fully filled. The response rate reflected the view of Mugenda & Mugenda (2003) who indicated that a response rate of 70% and over is very good as it gives a representative sample for meaningful generalization and minimizes errors.

TABLE 7.2: STATEMENT ON STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES

Variable	Score	N	(%)	Mean score/5	Sdev	Skewness
Without management’s commitment the implementation of competitive strategic human resource practices is impossible.	1	0	0%	4.28	0.792	-0.564
	2	0	0%			
	3	5	20%			
	4	8	32%			
	5	12	48%			
It is the responsibility of management to allocate resources required for the training and development of the employees to impact the desired practices so as to enhance organization’s efficiency.	1	0	0%	4.56	0.917	-2.839
	2	1	4%			
	3	1	4%			
	4	5	20%			
	5	18	72%			
The management can ensure effective implementation of right strategic human resource practice without other employees.	1	2	8%	4.25	1.363	-1.547
	2	2	8%			
	3	2	8%			
	4	1	4%			
	5	18	72%			
I think it is the responsibility of management to identify changes in the level of efficiency in the firm and implement remedial mechanisms in order to remain relevant.	1	0	0%	4.72	0.614	-2.127
	2	0	0%			
	3	2	8%			
	4	3	12%			
	5	20	80%			
The management must ensure that employees are effectively trained to adapt to the performance demands in the firm	1	0	0%	4.52	0.770	-1.261
	2	0	0%			
	3	4	16%			
	4	4	16%			
	5	17	68%			

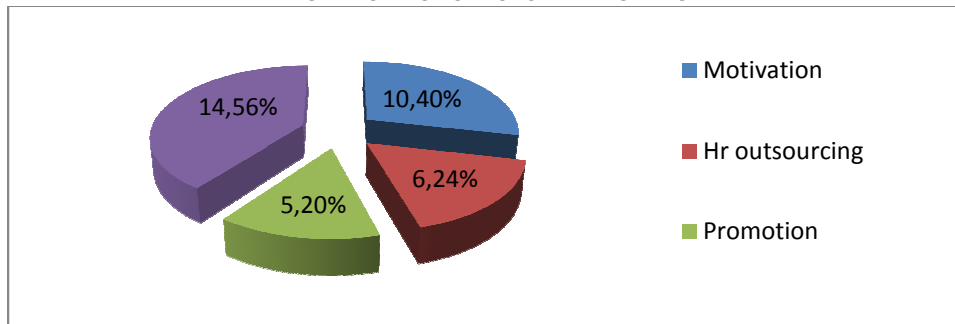
From the study, all twenty five respondents, 68% (17) strongly agree, 8% (4) agree and 8% (4) moderately agree) agreed that the management must ensure that employees are effectively trained to adapt to the performance demands in the firm. The mean score was 4.52 with a standard deviation of 0.770. This is a strong indication that management must ensure that employees are effectively trained to adapt to the performance demands in the firm. A skewness figure of -1.261 indicates a negatively skewed distribution and hence the concentration of a larger value on the left side. As a result the distribution curve is left tailed.

FIG. 7.3: RATING OF THE ROLE OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES



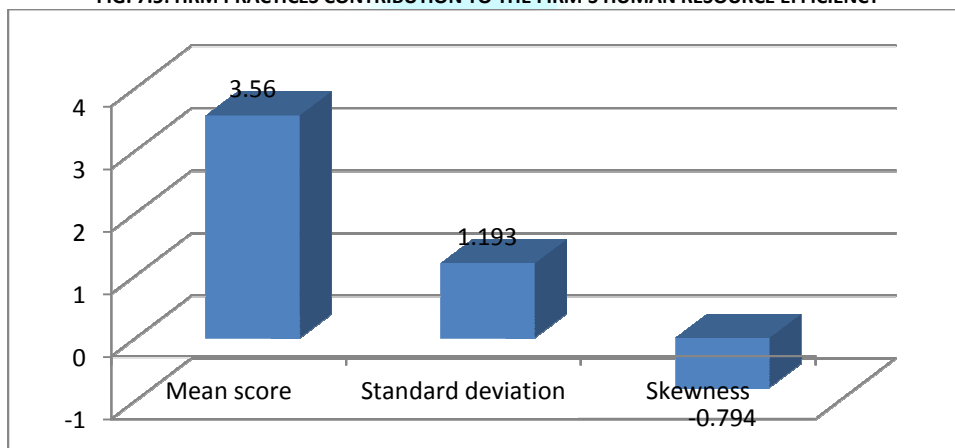
The Fig./table shows that 12% (3) respondents rated the role of strategic human resource management practices in organizational performance as very important, 56% (14) important, 28% (7) moderately important and 4% (1) said less important. A mean score of 3.76 and standard deviation of 0.723 is a further indication that the role of strategic human resource management practices is truly importance in organizational performance. A skewness value of -0.312 indicate asymmetric distribution. The distribution is negatively skewed and hence the concentration of a larger value on the left side of the distribution. Consequently, the distribution curve is distorted on the left side.

FIG. 7.4: OPINION ON POLICY AND WORKING



A survey was conducted to determine opinion on policy and working with regard to some of strategic human resource practices. 40% (10) of the respondent well understood motivation, 24% (6) had knowledge on HR outsourcing, 20% (5) had knowledge of promotion and 16% (4) knew something about customer relationship management. Furthermore, a mean of 2.12 and standard deviation of 1.13 is an indication that the respondent had knowledge of these practices.

FIG. 7.5: HRM PRACTICES CONTRIBUTION TO THE FIRM'S HUMAN RESOURCE EFFICIENCY



The findings illustrate that 44% (11) of respondents were of the opinion that HRM practices contribute to the firm's strategic human resource efficiency. 20% (5) believe it is very well, 16% (4) said moderately well, 12% (3) of the respondent said the contribution was fairly well while 8% (2) indicated that such practices do not contribute to the firm's human resource efficiency. A mean score of 3.56 is an insinuation that there is well contributes of such HRM practices to the firm's human resource efficiency. A standard deviation of 1.193 is an indication that the staff understands the contribution of such hrp to the firm's human resource efficiency. A skewness value of -0.794 indicates negatively skewed distribution, therefore, the concentration of a larger value on the left side of the distribution. Consequently, the distribution curve is slightly distorted to the left.

TABLE 7.6: STATEMENTS HR POLICIES

Variable	Score	N	(%)	Mean score/5	Sdev	Skewness
I think without the right HR practices, Retail Chain Management is impossible.	1	0	0%	3.88	1.201	-1.005
	2	1	4%			
	3	4	16%			
	4	10	40%			
	5	9	36%			
Skills is dynamic hence the need to continuously train the employee.	1	0	0%	4.44	0.870	-1.452
	2	1	4%			
	3	3	12%			
	4	5	20%			
	5	16	64%			
Knowledge is directly proportional to the level of education.	1	4	16%	3.28	1.487	-0.277
	2	5	20%			
	3	3	12%			
	4	6	24%			
	5	7	28%			
I think in order for good results of knowledge to be achieved one must be motivated.	1	0	0%	4.68	0.627	-1.858
	2	0	0%			
	3	2	8%			
	4	4	16%			
	5	19	76%			
I think organization efficiency can only be achieved through management commitment.	1	0	0%	4.20	0.957	-1.053
	2	2	8%			
	3	3	12%			
	4	8	32%			
	5	12	48%			

With regard to organization efficiency and management commitment, 92% (strongly agree 48% (12), agree 32% (8), and moderately agree 12% (3)) felt that organization efficiency can only be achieved through management commitment while 8% (2) disagreed. The mean score was 4.20 and a standard deviation of 0.957 indicating that there was management commitment which ensures efficiency at NHL. It displays a coefficient of skewness of -1.053. This is also a negatively skewed distribution meaning the data is left tailed.

## 8.0 FINDINGS

### 8.1 SUMMARY

From the study, most of the statements had negative skewness values and this shows uneven distribution of views. Majority of the employees had positive comments of impact to strategic human resource practices. 88% indicated that there were laws which regulated strategic human resource policies. As depicted such policies majorly originated from shareholder (40%), management (36%) and government (24%). It was clear that the policies relation with the labor law was effective (64%). The study also found out that HR policies play an important role in relation to the realization of the firm's strategic human resource performance target.

### 9.0 RECOMMENDATIONS

- NHL needs to enhance operational efficiency through adoption of sound strategic human resource management practices. These practices should meet the employee demands in term of job satisfaction and conducive working environment.
- The choice of any practice should be one that maximizes the positive impact and minimizes the negative consequences on the work force and organization efficiency at large.
- The strategic human resource management practices and policies must always be in line with the labor law. Such will assist in avoiding law suites and disputes which might be costly at the end.

### 10.0 CONCLUSION

From the study the researchers conclude that, good strategic human resource management practices contribute to business success through efficient operations. In this way, the employees are able to maintain good relations and remain motivated enhancing individual employee performance. This leads to better overall performance of the firm. Sound strategic human resource management practices also leads to satisfactory integration with other policies.

### 11.0 LIMITATIONS

The following limitations were faced during the study.

1. The respondents were hesitant in giving information for fear of breach of confidentiality in favor of competitors. To counter this, the researchers assured them that the findings of the study were for academic purposes only.
2. Some respondents were unwilling to cooperate thus leading to so much time being spent explaining about the significance of the study and trying to find more information. This resulted to a few questionnaires being collected.

### 12.0 SCOPE FOR FURTHER RESEARCH

The study was only conducted in the retail outlet. Similar studies could be replicated in other sectors to examine the implication of strategic human resource management practices on organization efficiency.

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## APPENDICE

### QUESTIONNAIRE

This questionnaire has been set in relation to the objectives of the study. All the questions relate to the effects of strategic human resource practices on organizational efficiency. Kindly read the questions carefully and answer them as honestly as possible by ticking (✓), rating, specifying or writing the correct answers precisely on the spaces provided.

#### PART 1: GENERAL INFORMATION

1. Gender
  - a) Male
  - b). Female

- b. Age  
 Below 25years      25-35 years      35years and above
2. What is the name of your organization? \_\_\_\_\_
  3. In which department do you work? \_\_\_\_\_
  4. What's your designation? \_\_\_\_\_
  5. How long have you worked in this retail chain? \_\_\_\_\_
  6. What is your academic qualification?  
 a) Certificate      b). Diploma      c).Graduate      d). Post graduate
  - f). other (specify) \_\_\_\_\_

**d. What is your present area of specialization?**

- Human resource Management
- Marketing
- Procurement
- Sales
- Administration
- Finance
- IT

Any other (Specify).....

**PART2: ROLE OF MANAGEMENT IN THE IMPLEMENTATION OF THE SUITABLE STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES?**

1. Does your Company use any strategic human resource practice?  
 Yes      No
2. If YES, which one (s)? \_\_\_\_\_
3. Who has been responsible for the implementation of appropriate strategic human resource practices in the retail chain?  
 a).Management      b).Employees      c).Stakeholders
4. Did that process of implementation receive any support from the management?  
 Yes      No
5. If YES, specify the form of support \_\_\_\_\_
6. What efforts does your management execute to apply strategic human resource practices? (specify) \_\_\_\_\_
7. What improvement mechanisms does your management put in place to enhance the alignment of the employee skills and the strategic human resource practices?(specify) \_\_\_\_\_
8. In your opinion how do you rate the improvement mechanisms of your management towards the alignment in (.7) above?  
 a). Excellent      b).Very Good      c).Good      d). Fair      e).Poor
9. Kindly read the following statements relating to the role of management on the implementation of best strategic human resource practices and show the degree to which you agree or disagree by ticking where appropriate. Please note that the numbers indicated therein in the table represent your level of agreement ranging as follows:  
 a). Strongly disagree-1      b).Disagree-2      c).Moderately agree-3      d). Agree-4      e).Strongly agree-5

No	Statement	1	2	3	4	5
1	I think without management's commitment the implementation of competitive strategic human resource practices is impossible.					
2	It is the responsibility of management to allocate resources required for the training and development of the employees to impact the desired practices so as to enhance organization's efficiency.					
3	The management can ensure effective implementation of right strategic human resource practice without other employees.					
4	I think it is the responsibility of management to identify changes in the level of efficiency in the firm and implement remedial mechanisms in order to remain relevant.					
5	The management must ensure that employees are effectively trained to adapt to the performance demands in the firm.					

10. How do you rate the role of strategic human resource management practices in organizational performance?  
 a) Very important  
 b) Important  
 c) Moderately important  
 d) Less important  
 e) Not important

**PART 3: IMPORTANCE OF ACADEMIC QUALIFICATIONS TO THE STRATEGIC HUMAN RESOURCE EFFICIENCY AND COMPETITIVE PERFORMANCE.**

11. Do you have any academic qualification that fits your job assignments?  
 Yes      No
12. If YES, how does it assist you to achieve efficiency in your job and team performance in general?(specify) \_\_\_\_\_
13. From the following information human resource practices listed below, which ones do you have knowledge about? (Tick where appropriate).

No.	HR practices	Yes	No
a	Motivation		
b	Promotion		
c	HR outsourcing		
d	Customer Relationship Management		

14. How well are the practices above are contributes to the firm's strategic human resource efficiency?  
 a) Very well  
 b) Well  
 c) Moderately well  
 d) Fairly well  
 e) Not at all
15. (i). Have you ever been trained on any of the HR practices mentioned in no.13 above?  
 Yes      No  
 (ii). Who organized the training?  
 a). Management      b). Government      c).Stakeholders  
 b). any other (specify) \_\_\_\_\_  
 (iii). How often are you trained on the customer service and customer service management?  
 a) Very often

- b) Often  
 c) Less often  
 d) Not at all
16. Do you utilize any of the following sources of knowledge on HR practices and retail merchandise management?

No.	Source	Yes	No
a	Consultancy		
b	Management		
c	The Internet		

17. Are the HR training available in your company adequate?  
 Yes No
18. Briefly specify how vital HR knowledge and skills is sustained in your company? \_\_\_\_\_
19. Kindly read the following statements relating to the importance of HR practices to a Retail Chain Management and show the extent to which you agree or disagree by ticking where appropriate. Kindly note that the numbers indicated below represent the level to which you agree or disagree.  
 a). Strongly disagree-1 b).Disagree-2 c).Moderately agree-3 d). Agree-4 e).Strongly agree-5

No	Statement	1	2	3	4	5
1	I think without the right HR practices, Retail Chain Management is impossible.					
2	Skills is dynamic hence the need to continuously train the employee.					
3	Knowledge is directly proportional to the level of education.					
4	I think in order for good results of knowledge to be achieved one must be motivated.					
5	I think organization efficiency can only be achieved through management commitment.					

20. How do you rate the importance of HR academic qualifications to the realization of a sound organizational efficiency?  
 a) Very important  
 b) Important  
 c) Moderately important  
 d) Less important  
 e) Not important

**PART4: ROLE OF HR POLICIES IN THE RELATION TO THE MODES OF EFFICIENCY ADOPTED BY THE RETAIL CHAIN.**

21. Is there HR practices in your company regulated by any policies?  
 Yes No
22. Based on your knowledge and experience in the field, who is the source of these policies used in the implementation of sound HR practices in the firm?  
 a). Management b) Government c).Shareholders d). any other (specify) \_\_\_\_\_
23. Is it important to have policies regulating the employee behavior and practices?  
 Yes No
24. What are the effects of HR policies on the firm’s efficiency and performance?  
 a) \_\_\_\_\_  
 b) \_\_\_\_\_
25. (i). In your opinion, are the negative effects of policies on the organizational efficiency more than the positives effects?  
 Yes No  
 (ii). If NO, what do you recommend? (Specify) \_\_\_\_\_
26. How does your company ensure that the employees abide by the policies? (specify) \_\_\_\_\_
27. (i). Are the policies applicable in your organization regulated by the government in any way?  
 Yes No  
 (ii). If YES, do you conduct your HR management in accordance to the labor laws of Kenya?  
 Yes No  
 (iii). How do you rate the effectiveness of the law?  
 a) Very effective  
 b) Effective  
 c) Moderately effective  
 d) Slightly effective  
 e) Ineffective
28. How does the application of HRpolicies integrate with other policies in your organization?  
 a) Very well  
 b) Well  
 c) Moderately well  
 d) Bad  
 e) Very bad
29. Kindly read the following statements relating to the role of HR policies and show the degree to which you agree or disagree by ticking where appropriate. Please note that the numbers indicated therein represent your level of agreement or disagreement with the statements.  
 a). Strongly disagree-1 b).Disagree-2 c).Moderately agree-3 d). Agree-4 e).Strongly agree-5

No	Statement	1	2	3	4	5
1	Policies result to conflicts in the employee interests and the firm’s goals					
2	Policies should be well communicated for them to be followed.					
3	The management must oversee the implementation of policies.					
4	Policies alone cannot ensure efficiency in the Retail chain’s performance.					
5	Policies hinder the integration of individuals’ own prowess to discharge duties since this can be ignored, penalized, or unrewarded.					

30. How do you rate the role of HR policies in relation to the realization of the firm’s strategic human resource performance target?  
 a) Very important  
 b) Important  
 c) Moderately important  
 d) Less important  
 e) Not important

Thank you for your invaluable information and cooperation.



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