

EFFECT OF HIGH COMMITMENT MANAGEMENT PRACTICES ON EMPLOYEE
PERFORMANCE AMONG SELECTED NON-GOVERNMENTAL
ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA

by

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APPROVAL

EFFECT OF HIGH COMMITMENT MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE AMONG SELECTED NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA

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DECLARATION

EFFECT OF HIGH COMMITMENT MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE AMONG SELECTED NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

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DEDICATION

I dedicate this work

To

My mother, Mrs. Irene Mmboga Sindani, for her wisdom, courage and selfless nature which made me who I am today. She continues to be my source of inspiration.

My Wife, Grace Nambasi Lukhoba, who supported me throughout the program, always encouraging me to stay on course even during tough times. She selflessly sacrificed more to ensure I succeeded in my academic endeavors.

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LIST OF ABBREVIATIONS AND ACRONYMS

HCHP	High Commitment High Performance
HCMP	High Commitment Management Practice
HRS	Human Resource Systems
NGO	Non-Governmental Organization
NGOB	Non-Governmental Organization Coordination Board
SMART	Specific, Measurable, Attainable, Realistic and Time bound
SPSS	Statistical Package for the Social Sciences
TQM	Total Quality Management

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ABSTRACT

High commitment management practice is an important aspect of managerial undertaking in attaining success in any organization as it bears direct relationship with employee performance. Employees desire to be engaged in tasks that create a sense of inclusivity, that make the job environment conducive, leading to job satisfaction, and that in the end, reduce employee turnover. This study sought to investigate different high commitment management practices and their effect on employee performance on selected NGOs in Nairobi City County, Kenya. The arguments in this study were drawn from secondary sources from different journals and articles on high commitment management practices under different cultural contexts. The study adopted the descriptive research design entailing the process of collecting data in order to investigate research questions designed to evaluate the relationship between high commitment management practices and employee performance. Questionnaire was used as data collecting tool and the data collected was analyzed by SPSS version 23. From the study findings, it was evident that employee performance in executing assigned duties with competency and efficiency was significantly influenced by high commitment management practices; with 63% of the respondents confirming that these practices influenced employee performance. Most respondents particularly, acknowledged functional flexibility at work place of to have had the greatest impact of 72% on employee performance and 80% on quality of work by the employees. The study shows how these practices inspired employees into attaining high performance, which led to competitive advantage in innovation, high productivity and pursuit of both short and long-term organizational goals. It was observed from the study findings that performance in the respective organizations was characterized by increased productivity, innovation and quality of work. Thus it concluded that high performance management practices improved productivity, innovation, and quality work. The study recommends that employer-employee relationship be guided by high professional moral standards, and a participatory approach be preferred where managers involve employees more in the setting of specific, measurable, attainable, realistic and time bound organizational goals. Further recommendation is that organizations need to identify and formulate shared meaning and purpose for the contributions made by employees.

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