

ASSESSMENT OF THE RELATIONSHIP BETWEEN GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE IN KENYAN STATE CORPORATIONS: A CASE OF KENYA WILD LIFE SERVICES

by

Ruth Jemutai Cheruiyot

A thesis presented in the School of Business and Economic

of

Daystar University

Nairobi, Kenya

In partial fulfillment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION

in Human Resource Management

May 2018

APPROVAL

ASSESSMENT OF THE RELATIONSHIP BETWEEN GREEN HUMAN RESOURCE
MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE IN
KENYAN STATE CORPORATIONS: A CASE OF KENYA WILD LIFE SERVICES

by

Ruth Jemutai Cheruiyot

In accordance with Daystar University policies, this thesis is accepted in partial fulfillment of requirement for the Masters of Business Administration degree.

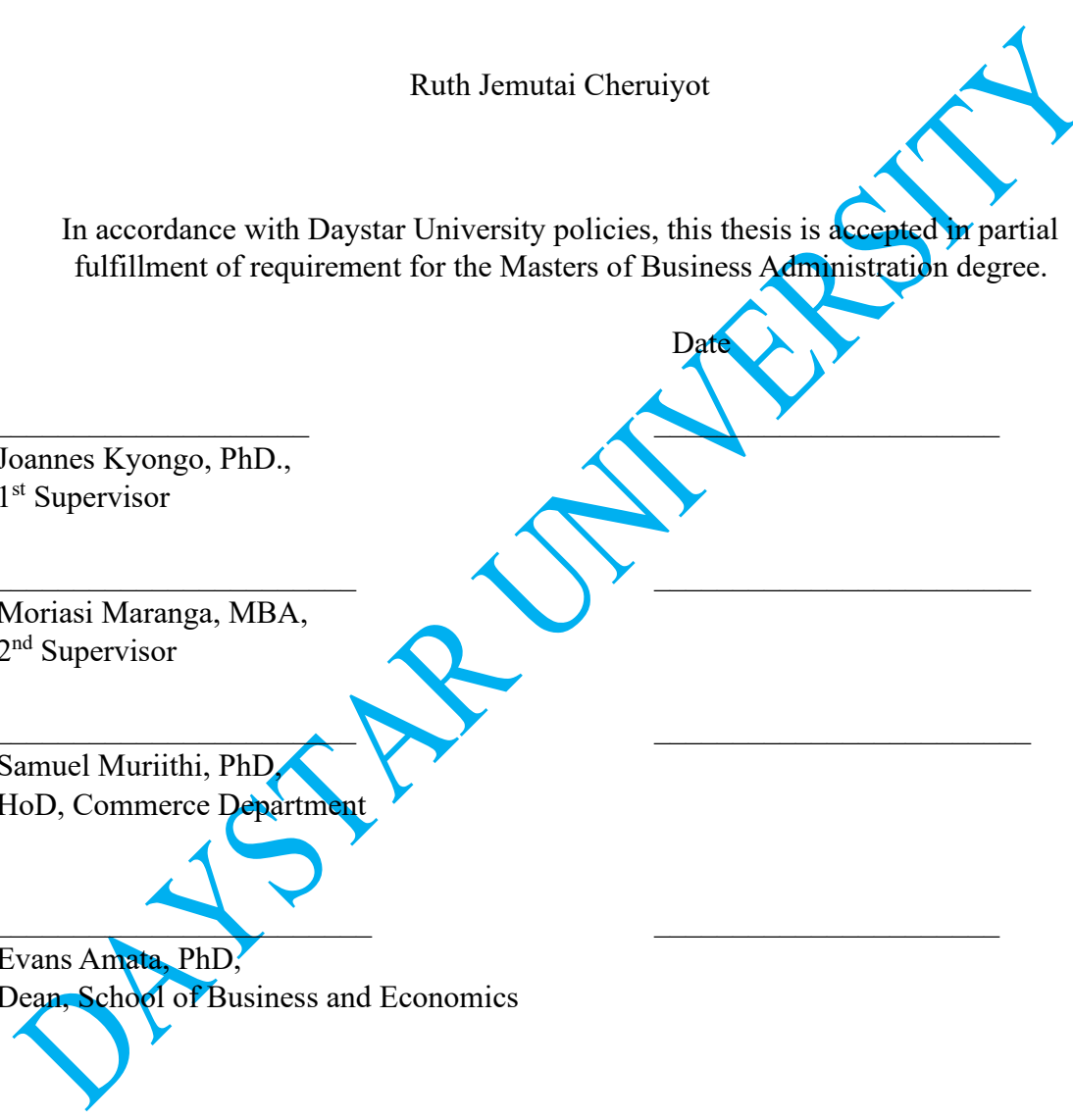
Date

Joannes Kyongo, PhD.,
1st Supervisor

Moriasi Maranga, MBA,
2nd Supervisor

Samuel Muriithi, PhD,
HoD, Commerce Department

Evans Amata, PhD,
Dean, School of Business and Economics



DAYSTAR UNIVERSITY

Copyright © 2018 Ruth Jemutai

DECLARATION

ASSESSMENT OF THE RELATIONSHIP BETWEEN GREEN HUMAN RESOURCE
MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE IN
KENYAN STATE CORPORATIONS: A CASE OF KENYA WILD LIFE SERVICE

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

Signed: _____
Ruth Jemutai Cheruiyot
13-0501

Date: _____

ACKNOWLEDGEMENTS

I thank the Lord God Almighty for being my all in all. My special gratitude goes to my 1st supervisor, Dr. Joannes Kyongo, who tirelessly through his effort and initiative guided me through the whole process to see to it that this project attained professionalism and high academic standards. I also thank my 2nd supervisor for his time and contribution towards completion of this thesis. I would like to acknowledge my Family especially my husband, Timon, friends, colleagues and everyone who stood by me, encouraging me and availing their support whenever I needed it.

TABLE OF CONTENTS

APPROVAL	ii
DECLARATION	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
LIST OF ABBREVIATIONS AND ACRONYMNS	x
ABSTRACT	1
INTRODUCTION AND BACKGROUND OF THE STUDY	2
Introduction.....	2
Background of the Study	3
Statement of the problem.....	13
Purpose of the Study	14
Objectives of the Study.....	14
Research Questions.....	14
Significance of the Study.....	15
Assumptions of the Study.....	15
Scope of Study.....	16
Limitations and Delimitations of the Study.....	17
Definition of Terms.....	17
Summary.....	18
CHAPTER TWO.....	19
LITERATURE REVIEW	19
Introduction.....	19
Theoretical Framework.....	19
General Literature Review.....	24
Empirical Literature Review.....	41
Conceptual Framework.....	44
Summary.....	46
CHAPTER THREE.....	47
RESEARCH METHODOLOGY	47
Introduction.....	47
Research Design	47
Population.....	48
Target Population.....	48
Sample Size	48
Sampling Techniques.....	49
Data collection Instruments	50
Validity and Reliability of Data	50
Pretesting	51
Data Analysis Plan.....	51
Ethical Considerations	52

Summary.....	53
CHAPTER FOUR.....	54
DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	54
Introduction.....	54
Presentation, Analysis and Presentation.....	54
Summary of the Key Findings.....	70
Summary.....	71
CHAPTER FIVE.....	72
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.....	72
Introduction.....	72
Discussion of Key Findings.....	72
Conclusions.....	74
Recommendations.....	75
Areas for Further Study.....	76
REFERENCES.....	77
APPENDICES.....	84
Appendix A: Questionnaire.....	84
Appendix B: Research Permit.....	89
Appendix C: Ethics Approval.....	90
Appendix D: Anti-plagiarism Report.....	91

LIST OF TABLES

<i>Table 4.1: Response Rate</i>	54
<i>Table 4.2: Gender of the Respondents</i>	55
<i>Table 4.3: Age Bracket</i>	55
<i>Table 4.4: Educational Level</i>	56
<i>Table 4.5: Years Worked</i>	57
<i>Table 4.6: Departments Involved</i>	57
<i>Table 4.7: Relationships</i>	58
<i>Table 4.8: Green HRM Practices</i>	59
<i>Table 4.9: Performance Measures</i>	61
<i>Table 4.10: Green Human Resource Management and Organizational Performance</i>	63

LIST OF FIGURES

<i>Figure 2.1 Conceptual Framework</i>	45
--	----

LIST OF ABBREVIATIONS AND ACRONYMS

EM	Environmental Management
GHRM	Green Human Resource Management
HR	Human Resources
HRM	Human Resource Management

ICT	Information Communication and Technology
KWS	Kenya Wildlife Services
NEMA	National Environment Management Authority
RBV	Resource Based View
UN	United Nations
UNEP	United Nations Development Programs

DAYSTAR UNIVERSITY

ABSTRACT

As the corporate world is going global, the business is experiencing a shift from a conventional financial structure to a modern economy which is ready to explore green economic aspect of business. Green human resource management (GHRM) has become one of the business strategies for the significant organizations where human resource departments play an active part in going green at the office. Human resource management is an essential part of an organization because it manages the most significant asset, which is the human capital. This study focused on the various green human resource practices pursued by the organizations focusing on one of the state corporations in Kenya. The study population was 5044 employees of Kenya Wildlife Service. The study adopted a descriptive research design. The sample size of the study was 75 respondents. Data was collected using questionnaires and then analysed using Statistical Package for Social Sciences (SPSS). Data was presented using tables. The study revealed that KWS indulged in green human resource management practices that helped in conservation of the environment. The green HRM practices identified included green recruitment, green training, green performance management, green rewards, green employee relations and green HR initiatives. Green HRM practices improved organizational performance at the KWS. The study concluded that HRM practices improved usage of resources, contributed to environmental conservation, motivated employees and enhance appraisal process. The study the organization should effectively involve all right measures of performance in the organization in regards to green HRM practices. This will encourage and motivate the stakeholders to trust the organization's endeavors and support it where necessary.