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Influence of Elements of Work Realities on HRD Mandate Capability in Banking Organisations in Nairobi County, Kenya

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ABSTRACT

Globally, business organizations recognize that engaging human resource management practices on an international standard is imperative. But realizing target performance from just scarce resources is a challenge to most organisations. Many organisations are continuously spending time trying to control and master change making them losers. With the current practice, HR has not been able to deliver on training line management in methods of achieving high employee production. This paper investigated the Influence of Elements of Work Realities on HRD Mandate Capability in Banking Organisations in Nairobi County, Kenya. The main objectives pursued included to establish the relationship between employer-employee champion and HRD mandate capability in Banking Organisations in Nairobi County, Kenya; to determine the association between continuous transformation agent and HRD mandate capability in Banking Organisations in Nairobi County, Kenya. A survey of banking institutions was used while a questionnaire and interview schedule and content analysis were used to gather primary data. The target population was 850 and a sample size of 272 was used. Statistical analysis was done using Statistical Package of Social Sciences (SPSS) current version. The findings confirmed that there are problems facing human resource mandate delivery capability. It was concluded that all the two elements of work realities have significant influence on HR mandate delivery capability. It was therefore recommended that organisations need to consider factors such as employer-employee champion and continuous transformation agent elements which are capable of influencing HR mandate delivery capability. Human resource should therefore discontinue their non-value adding traditional practices to service delivery.

Keywords: Elements of Work Realities – Employer-Employee Champion, Continuous Transformation Agent and HR Mandate Delivery Capability

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Introduction

Globally, achieving competitive advantage through the employee establishment for a highly committed and capable workforce using an integrated array of cultural, structural and personnel techniques is critical. But employing the services of human resources to realise this has not delivered the desired output. Many organisations continue to face experiences such as go-slow, downing of tools and strikes, behaviours such as forced Collective Bargaining Agreements (CBAs), return to work formulas are current organisational threats that human resource has shown unable to deal with (Gathaiya, R. N., 2017; Hamlin, R. G., 2015). It seems like human resource practitioners too consider themselves as other employees hence indirectly participate in strikes or any form of industrial strife. What would make employees to have one among them as head of their union to champion for their rights is a concern that HR must deal with. This is because the way in which employment relationships experience is handled carries a wide range of political, social and economic implications (Ang, J., 2016).

The above situation is a concern to most managers. This worry focuses on the link between the management of employment relations and competitiveness. In the world over, Asia, Africa, Europe and America, the professional bodies like banking sector, health sector, legal sector, education sector, the trend is unending CBAs and other form of industrial strife leading to disruption of work (Aslam H. D., Aslam M., Ali N., Habib B., & Jabeen M., 2013). Such environment may lack management decisions and actions that affect the relationship between the organisation and employees. It looks like employees are running the show instead of HR. This is a testation that HR has failed to adequately prove to employees of their importance. Yet many a company chairman's statement, make the same point that it is people which make the difference implying that the workforce is the most vital asset (Burma Z. A., 2014).

Resources and practices such as advanced technology and capital can be acquired while traditional forms of competitiveness such as cost, technology, distribution, manufacturing and product features can be copied. However, the real, sustainable competitive advantage, or edge, ultimately becomes capable and motivate teams who utilize these resources (Aslam H. D., et. al., 2013). Acquiring and owning these resources build a table stakes making one a player, but not guaranteeing winning. Yet organisational drive to have speed, responsiveness, and agility, learning capacity and employee competence is a challenge. The desire to have HR that can quickly turn strategy into action; manage processes intelligently and efficiently; maximize employee contribution and commitment; and create the conditions for seamless change is critical but missing (Sisson, K. and Storey, J., 2000).

Attempts by HR to withdraw the old security and predictable promotion opportunities and pay increases based employment contract which have been the tradeoff for employees' loyalty, commitment and skills. Such practices have been replaced with faint promises of trust and loyalty, which is a transactional based making employees to respond in kind, give their time without achieving that target output (Cardillo, S., 2012). Moreover, organisations are struggling to adapt, learn, and act quickly to respond to the pace of change. Yet HR is expected to participate in change management teams and takes the responsibility to communicate changes internally and gain the trust of employees. This implies that HR should lead initiatives to prepare employees to live in a new organization (Choi, M., and Ruona, W., 2011). But employee voice in management discussions is missing; opportunities for employee personal and professional growth are lacking while resources that help employees meet the demands put on them are missing. Moreover, no one is taking the responsibility for orienting and training line management on the

importance of high employee morale and how to achieve it (Sisson, K. and Storey, J., 2000).

HR practices such as appraisal and reward, involvement and participation, training and development and status and security; the evidence is hardly supportive of a paradigm shift. The non-effective traditional approaches continue to be used. HR practitioners find it difficult in ensuring that employees deliver what they are supposed to, yet management is buying the right to exploit the individual's contribution and nothing more. There is a yawning gap between the rhetoric and the reality of employment relations. Desired tools, such as workshops, written reports, and employee surveys which are critical in training and developing line managers. Although these tools are recognized as capable of helping managers understand the sources of low morale within the organizations specifically and conceptually, they are inadequately designed and developed to be effective (Chartered Institute of Personnel and Development (CIPD), (2015).

HR practitioners in most organisations continue to face the challenge of intensifying competitive pressures, largely generated in a global marketplace, technological innovation, and information access. Instead of encouraging continuous change and cost-cutting, building the organization's capacity to embrace and capitalize on change, the practice adequately proves otherwise. Although it is recognized that being a continuous change agent is critical, it can enhance creation of change initiatives that are focused on creating high-performing teams, reducing cycle time for innovation, or implementing new technology are defined, developed, and delivered in a timely way (Garcia-Cabrera, A. M., and Hernandez, F. G-B., 2014). However, most HR continues to practice and focus more on their traditional approaches. The evidence is hardly supportive of a paradigm shift in the work environment. Yet these changes require HR to also have a new face, bring impetus, ensure that broad vision

statements is transformed into specific behaviours. In order to make the vision real, HR must be capable of helping employees to figure out what work they can stop, start, and keep doing (Hamlin, R. G., 2001a: 2001b).

Furthermore, most organisations continue to struggle on how to replace resistance with resolve, planning with results, and fear of change with excitement about its possibilities. So HR practices should be focused more on the deliverables of their work and less on just getting their work done. This could lead to the articulation of their roles in terms of the value they create. It will also make them create mechanisms that are quickly followed in business operations. Moreover, there is need for ensuring competitive effectiveness and not employee comfort, lead cultural transformation rather than consolidate, reengineer, or downsize in order to turn a company around (Hurt A. C., 2010 and Vince, R., 2014).

Factors such as championing for employers and employee space is considered useful. It can enhance ensuring that employees are engaged to feel committed to the organization and contribute fully. It is also noted that lacking is the drive and capability to educate the line management about the causes of low employee morale; holding a mirror in front of senior executives and being advocates for employees representation in management and be their voice in management discussions (Kearns, P., 2014; Kohut, A., and Roth, G. L., 2015). But most employees continue to feel excluded in decision making processes; work under poor conditions; non-continuous transformation, no processes shaping and a culture that individuals improve an organization's capacity for change. This is an indication that HR practices and activities are often disconnected from the real work of an organization.

Significance of the Study

The findings of this research are of critical importance to HR practitioners and organisations. It will provide reference point to

HR relevancy within the paradigm shifts experienced in work environment. It will be useful in pursuing the understanding between HR mandate delivery capabilities in relations to work realities. The results will further assist those engaged in HRD practices to improve their knowledge about best practices in order to enhance organisational environments that support finding of a higher quality of HR professional.

It is hoped that, the study will enable the policy makers including government departments to recognize the economic value and the benefit to key stakeholders such as clients and employees in demanding more of the HR function. They need to invest in HR as if it were a business and go beyond the stereotype of HR professionals as incompetent value-sapping support staff. It's time to destroy that stereotype and unleash HR's full potential.

Although the study focuses on few areas of human resource capability to deliver anticipated mandates in banking industry in Nairobi County, its findings could be relevant to practitioners in other industries specifically emphasizing on the focuses not on traditional HR activities but on outcomes. The findings could make the national and county governments not to define HR by what it does but by what it delivers that enrich the organization's value to customers, investors, and employee inclusively.

Literature Review

Human resource management has become a major component of business schools and is quickly becoming a dominant focus of management research (Ulrich, D. and Brockbank, W., 2005a and 2005b). It has different definitions with different meanings. Most researchers, academicians and practitioners have struggled to provide a formal definition. These literatures have not provided information on mandate delivery capability (Tubey R., Rotich K. J., & Kurgat A., (2015). Yet important also is the linking the findings with the HR functions and the paradigm shifts.

This has made HR researches to continuously stagnate in one aspect but changes are being recognized. However, one common agreement from the findings is that human resource development is focused, in some way, on people, the contexts, outcomes, or values of this focus on people in this case, the workforce.

The challenge is that the various definitions and meanings deny the HR practitioners the opportunity to develop evidence based approaches and methods of practice (Rynes, S. L., 2012). It leaves the environment for different interpretations and understandings leading to unprofessional focus. Yet according to research by Briner, R. B., Denyer, D., & Rousseau, D. M., 2009 and Rousseau D. M., 2012) found out that HR needs to make decisions and integrate best available facts from different reliable sources. These sources may include best available scientific evidence with evidence from the local context, HR own judgment, and the viewpoints of relevant stakeholders. It means that HR must be familiar with basic scientific evidence.

Furthermore, the findings further suggest that HR practitioners are not evidence-based. It was found out that their knowledge level of the research evidence on effective HR practices can only be described as "fair." This means that HR cannot vigorously represent employee concerns to senior management while also working to increase employee contribution and commitment to the organization and their ability to deliver targets. According to Briner, R. B., et. al. (2009) and Rousseau D. M. (2012) study done across in Finland, South Korea, Spain, the Netherlands, Australia, and the United States, it was found out that the overall percentage of correct answers regarding knowledge level of the research evidence on effective HR practices ranged from 52 percent to 61 percent, with an average of 57 percent.

It was also found out that most of HR practitioners were generally most knowledgeable about training and development items (Tenhiälä A., Simón C., Kepes S. and Oh

In-Sue, 2014). However, these studies did not focus on HR's beleaguered reputation, how this nature of failure affects HR roles of reducing organisational drift, incorporating employees, leading from a different location and instilling mental discipline. Also transforming the role of HR that is a function of CEO and to every line manager who must achieve business goals remain uncertain. These findings could be implying that HR practitioners continue to hang between balancing their roles of employee watch dog and making the employer achieve own and organisational goals (Gathaiya, R. N., (2017).

Ensuring organisation does not deviate from the original idea, transforming the way their people experience power, identity, conflict, and learning are critical. But available literature indicates that most organizations exhibit deterioration in vital signs inconsistent with ambitions and purposes and often destructive. Past studies indicate that a sense of individual and collective power, the feeling to make a big difference in the pursuit of the goals they all share; employees easily identify with the enterprise as a whole; alignment and informal teamwork often practiced conflicts are resolved directly and almost never allow them to interfere with getting things done. According to Mansfield (2010); Salem (2008) and Schneier, Shaw, & Beatty, (1992) study findings, only a relatively few structured change efforts achieve great success while the majority fail to reach predefined performance goals and objectives. This implies that there is lack of change of purpose to constantly learn, adapt, and grow.

Therefore aligning HR practices and activities closely with management and ensure that they serve a long-term derivation of employee commitments, maximum outputs and impacts and change control is critical yet hardly realised. According to Burma Z. A., (2014) and Kohut, A., et. al., (2015) study, the findings indicated that 26 percent of HR professionals claimed being an employee champions and change initiator and implementer is the most

challenging part of their jobs. Moreover, HR considered the legal issues to be particularly stressful since one misstep in the termination, hiring and retention process can lead to a time-consuming and expensive lawsuit for the company. This confirms the findings by (Briner, R. B., et., al., 2009) that HR practitioners do not have adequate capability to dig deeper to understand the extent to which designed, developed and implemented practices solve particular sorts of problems and in which contexts. The findings further showed that the HR practitioners are not capable of determining how far organisational drifts have reached and the causes. This is an indication that sticking to the traditional practices does not make HR practitioners functionally effective with the continued paradigm shifts.

The above understandings imply that achieving organizational excellence must be the work of HR. this infers that HR should be able to create an entirely new role and agenda for the field that focuses on outcomes and not on traditional HR activities. HR should be defined by what it delivers that lead to organization's value delivery to customers, investors, and employees. This can help the HR practitioner to make employees continually do more with fewer resources. The benefit of this is understood to help building the organization's capacity to embrace and capitalize on change. According to Vince, R. (2014) and Taipale A. (2016) employer-employee champion and continuous transformation agent are able to create centers of expertise to gather, coordinate, and disseminate vital information about market trends, and change initiatives that are focused on creating high-performing teams, reducing cycle time for innovation, or implementing new technology are defined, developed, and delivered in a timely way. However, but they fail to attain substantial evidence of such ownership. This means that HR practitioners are not capable of acting as business partners, develop integrated HR strategies, intervene, innovate, and operate as

internal consultants and volunteer guidance on matters concerning upholding core values, ethical principles and the achievement of consistency. Therefore being involved in strategic decision-making processes and workplaces within which sophisticated methods and techniques is sabotaged.

This study explored the theories of critical thinking, planned behaviour, social learning and planned change. They provided the theoretical framework guiding on the deeper understanding of literatures. The theory of critical thinking was concerned with an integrated approach to analyzing, organizing, and dealing with issues (Choi, M., and Ruona, W., 2011). This process include careful analysis of facts, understanding the relationship of ideas, considering past influences, and being able to look at situations in new ways (Ang, J., 2016). This theory helps in the understanding of procedure that human resources need to apply to deliver its mandate to the organizational situations. However, the findings of past studies as shown in literature above, indicate that HR practitioners lacks adequate capability to come up with evidence based strategic decision making and also enhancing own capability of being CEOs and line management front mirror (Briner, R., 2007).

On the theory of planned behaviour where behaviour is a function of beliefs relevant to the behaviour. It is these salient beliefs that are considered to be the prevailing determinants of a person's attitudes, intentions and behaviour (Kearns, P., 2014). It implies that people automatically acquire an attitude toward the behaviour. This way, people form favourable attitudes toward behaviours believed to have desirable consequences and negative attitudes toward behaviours associated with undesirable consequences (Ulrich, D. et. al., 2005a). It means that HR practitioners should play the most powerful role in establishing the desirability and credibility of the approaches of achieving desired actions for an individual. This means that the larger the number and variety of

individual desires to create environment of excellence in a particular organization, the greater the probability that the organization will enjoy the benefits of those efforts (Kohut, A., et al., 2015). But the HR practitioners are not capable of incorporating employees, leading from a different place and instilling mental discipline thereby advancing organisational drift.

Equally for the social learning theory, it tells of how situations influence leadership actions. It relates to a process where formal or informal relationships generated by individuals in their interaction with other individuals trying to obtain an expected reward in the market. This is useful for HR in championing the employee participation in management decision making. It can also help in building HR techniques and methods that result in social capital creation among employees at all levels in an organisation. But it does not provide a framework required to guide success in social capital building in individuals. Furthermore, social capital essentials can be observed in areas such as easing access to information, reduce transaction costs by allowing the coordination of activities, and, finally, facilitate collective decision-making that is hardly achievable (Sisson, K. and Storey, J., 2000; Taipale A., 2016 and Salem, P., 2008). Its accumulation through its use and also depreciated or destroyed is not manageable (Sadler-Smith, E., 2015).

The other theory is the complexity theory that provides more strengths than weaknesses in incorporating employees, leading from a different place, instilling mental discipline and organisational drift. It provides a useful conceptual framework for dynamic and flexible analysis to be effective in carrying out more comprehensive studies (Schneier, C. E., et. al., 1992). Complexity theory accepts that there are simply unknowns when handling projects and the best manner to handle these would be to have a flexible process rather than a rigid contingency (Mansfield, J., 2010). The theory

further adds that too many individuals believe that certain systems are predictable and can be modeled mathematically thus becoming a major stumbling block towards the acceptance of complexity theory. It links the organizational management to the external forces and the universe to determine success.

In addition to that, planned change theory was also explored. This theory consists of elements that describe the process of change in the individual, group, institution or society. These four related elements include: Field Theory, Group Dynamics, Action Research and the Three-Step Model of Change. Taken together, the first three elements emphasize the importance of focusing change on the larger group. Individuals are constrained by group pressures, and changes made to group norms, roles, interactions and socialization processes will instigate changes in the individual (Cardillo, S., 2012 and Aslam H. D., et al., 2013).

The HRD mandate capability conceptual framework was used in this study. It was critical in exploring the elements of organisational work realities. This conceptual framework focuses on the understanding that HR has predetermined functions and must be delivered successfully. The importance of HR functions delivery is to achieve organizational excellence. It is based

on four critical elements in order to build human capital for high performance and enhanced service delivery (Suki, N. M., & Suki, N. M., 2011). These elements include capacity development initiatives, organizational support initiatives, governance & institutional development initiatives and economic growth & development initiatives (Stewart, J., 2015 and Oyomo, 2018). This is in line with the paradigm shift from a focus on being an internal consultant, not only saving the company money but also improving its competitive situation. This implies that when HRD is incapable to deliver its mandated functions such as influencing recruitment and hiring, training and development, reward and stewardship status and security individuals convert them into employees and make them competent to organizational desires, then it cannot build human capital for high performance and enhanced service delivery.

There are four components of independent variables for Organizational Work Realities while dependent variable has four dimensions. Historically, humans have been recognized as critical to delivery of requested result. These dimensions are graphically represented and presented in Figure 1 below.

Independent Variable (IV)

Dependent Variable (DV)

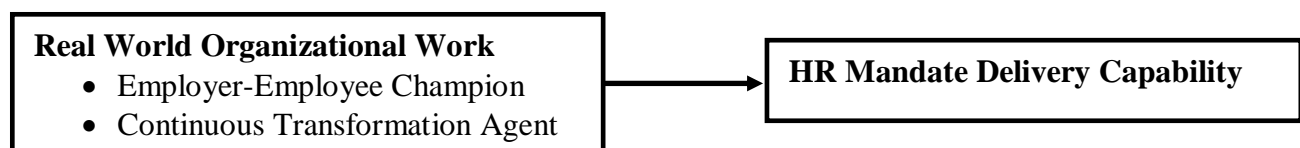


Figure 1: Conceptual Framework showing Link between the two Variables

This graphical view of the topic indicates that human resources can improve on its mandate capability to deliver on reversing drifting organizations, incorporating employees, lead from a different place and instill a mental discipline when real world environment of organizational work is considered. Therefore dimensions such as employer-employee

champion and continuous transformation agent are anticipated to have direct link and influence on the mandate capability of human resources development.

All these studies clearly show that in the Kenyan context, there is still a vacuum in knowledge generation of the influence of some of these factors reviewed in literature.

Therefore this study aims at contributing towards addressing this knowledge gap. So this study proposes to explore the influence of Elements of Work Realities framework using the four dimensions on HRD mandate capability.

Materials and Methods

This section presents research methodology that was used to obtain and analyse the data collected.

Research Design

This study adopted a mixed research design (Creswell, J. & Plano Clark, V., 2007). It used both quantitative and qualitative description of trends, attitudes or opinions of a target population with only a sample being studied.

The Study Area

The study area focused on the banking industry in Nairobi County, Kenya. The banking industry continues to show the ability to respond to the pace of change and make employees be competitive. This industry is where employees are not made to believe they are valued, which make them unfree to share ideas, work harder

than the necessary minimum, and relate better to customers, to name just three benefits. The industry is faced with redundant employees who are protecting their job security only. The industry has employees who act as non-change agents, instead have conducts that lead to shut down of most of banks, SACCOs, Insurance among others in Kenya. Some of the institutions are put under receivership management while others are totally shut down.

Target Population

The target population was 850 employees from the selected organization operating in the banking industry in Nairobi County, Kenya.

Sample Size and Sampling Technique

A total of 272 participants were sampled, which is based on the Roscoe (1975) recommendation that sample size should be larger than 30 and less than 500. The study also adopted a stratified random sampling method where sampled employees were categorized and equal proportion representation of each stratum was considered for selection.

Table 1: Stratified Sample Size Procedure

Category of Population	Target %	Sample size Determination	Sample Size
1. Senior	15	.15*272	41
2. Middle	20	.20*272	54
3. Junior Managers	25	.25*272	68
4. General HR staff	40	.40*272	109
Total	100		272

Source: Author (2017)

Research Instruments

This study used questionnaires, interview schedule and document analysis instruments to collect data (Kothari, 2004; and Kerlinger, 1973). The Likert scale was used because it is generally considered to be the most useful type of scale for use in a group-testing situation (Mugenda, 2008) and is easy to administer. The questionnaires were presented in the form

of statements of a 1 to 5 Likert scale for respondents to score statements that describe elements of work realities and HRD mandate capability.

Data Collection Procedure

In order to obtain authority to carry out this research, letters requesting permission to conduct the research were obtained from the

National Commission for Science, Technology and Innovation (NACOSTI), Moi University and the Nairobi County. All these documents were attached to the questionnaire to help humbly request the respondents to participate. These documents helped in negotiating for access into individual environments and about the detailed modalities of conducting the research such as the dates and times of visits to various sites.

The researcher with the help of research assistant collected data. Both primary and secondary data were used. The primary data was collected using questionnaire forms distributed to sampled participants. The questionnaires had both closed and open-ended questions with two main sections, where section one dealt with demographic characteristics of the participants, and section two sought information on the Elements of Work Realities and HRD mandate capability. Interview schedule and document analysis schedule were also used in data collection.

Pilot Study

A pilot study was conducted in similar institutions in Machakos County where organisations in banking sector were sampled. The process was repeated again using the same respondents. The results of the instruments were subjected to the statistical package for social sciences through which reliability was determined. The necessary adjustments to the questionnaire and the content of document analysis were made as a result of what the findings of the pilot study revealed.

Validity and Reliability of the Study

A re-test method assessing reliability of data involves administering the same instrument twice to the same subjects (Khan, 2008). To ascertain the reliability of the questionnaire, a reliability test was run. The reliability test used Cronbach alpha Nunnally (1978). From the findings, the independent variables had alpha values exceeding the prescribed threshold of 0.7 (Gliem & Gliem, 2003). This will mean that

constructs of Elements of Work Realities and successful HRD mandate capability, as both independent and dependent variables respectively, have sufficient reliability. This implies that the study can be undertaken using the two variables that is Elements of Work Realities and Development HRD mandate capability.

The content validity of the instruments was determined in two ways. First, the researcher discussed the items in the instruments colleagues. Advice given helped the researcher determine the validity of the research instruments. The study applied different techniques to assess the face and construct validity. In order to ascertain face validity, initial questionnaires were passed through the routine editing after it was given to the panel of experts. They were asked to respond to the questionnaire. The results determined the degree of comments received and needed adjustments made according to the comments from the panel of experts to enhance the clarity.

Data Analysis

The obtained data was analysed using descriptive statistics. Multi-regression analyses and Pearson's correlation coefficient were obtained to establish the influence and relationships between independent and dependent variables. During the analysis, classification and tabulation of data collected was done first. The completed questions were selected and edited to ensure completeness and consistency. Coding of data was done to convert responses into measurement that could be statistically analysed. Descriptive statistics was used to describe data collected from the research. This included the mean and standard deviation. Measures of central tendency were used to determine the mean score from the group of scores in the study. The mean was then used to draw conclusion on the results. Measures of variability were also computed to show variance within population and this was done using standard deviation. Qualitative data were analysed using frequency tables and

percentages, charts were used to describe and summarize the data. A multiple linear regression model was used to predict capability of delivering HR mandate. In addition, the β coefficients for each independent variable generated from the model was subjected to a z-test, in order to test each of the hypotheses under study. The regression model used to test is shown below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon \dots \dots \dots 1$$

Where; Y – Human Resource Mandate Delivery Capability (HRMDC)

α - Constant

β_1 , β_2 , β_3 and β_4 - Coefficient indicating rate of change and the capability cap of HR mandate delivery capability as affected by elements of work realities represented by its two components.

X_1 – Employer-Employee Champion (EEC)

X_2 – Continuous Transformation Agent (CTA)

ε - Error term

All these were done with the help of Statistical Package for social sciences (SPSS) version 25. These tests were two-tailed, with significant levels measured at 95% confidence level with significant differences recorded at $p < 0.05$.

Ethical Considerations

Permission to carry out the study authority was sought from the offices of the sampled banking organisation. The nature and the rationale for the study were explained to the respondents by the researcher. The study respected the individuals' rights and also safeguarded their personal integrity. In the course of this study, the respondents were assured of confidentiality, anonymity and they were also assured of their free will to participate and when necessary have ability to withdraw from the study at any time. There were no names or person identification numbers to reflect on the questionnaires except the numbering and identification of data during data editing.

Delimitation of the Study

The purpose of this study was to evaluate the role of Elements of Work Realities on HR mandate delivery capability. The target population was organisations in the banking industry. The study was delimited by the fact that Elements of Work Realities on HR mandate delivery capability with specific focus on organisations in the banking sector focuses on organizational drift, incorporating employees, leading from a different place and instilling mental discipline. However, it is understood that these are not the only indicators of HR mandate delivery capability and that there may be other influential factors.

Indeed many more factors contribute to the HR mandate delivery capability, which includes flexibility of the organisations, acceptance and allowance of HR to be included in upper level of decision making. Therefore, the study targeted senior, middle, junior managers and general HR staff. The study was also delimited by the fact that it used appropriate sample size and sampling methods enabling the generalization and even specification of the findings. This study sought views of the Elements of Work Realities on HR mandate delivery capability in banking industry in Nairobi County, where it has been a tumultuous year for the banking sector which has been beset with corporate scandals, the latest one being the recent capping of base lending rates by the government. This limited the banks from charging their lending rates beyond certain limits, eating part of their earnings. It also made banking institutions to select their clients carefully unlike before (Kobia and Mohammed, 2006). On top of this, many banks which are headquartered in the City of Nairobi are grappling with a raft of regulations such as Capital Requirements Directive, directives on handling graft money from the public and the new central bank of Kenya regulatory requirements among others. It is critical for banks to focus on ways to restore their performance competence by incorporating employees, leading from a different place and instilling mental discipline.

Results and Discussion

It was found out that only 200 successfully completed and returned the questionnaires, resulting in a response rate of (73.5%). This was good enough for data analysis (Table 2).

According to Mugenda (2003) a response rate of 50% and above is acceptable. Therefore a return of 200 (73.5%) of the questionnaires was considered a success and acceptable for this research. The results are shown in Table 2.

Table 2: Response Rate of Respondents

Participant Strata	N	Returned	Not Returned	Sub-Total
Top Level Managers	95	40 (14.7%)	55 (20.2%)	95 (34.9%)
Lower level Employees	177	160 (58.8%)	17 (06.3%)	177 (65.1%)
Total	272	200 (73.5%)	72 (26.5%)	272 (100.0%)

The results showed that majority 136 (68%) of respondents had bachelor's degree including masters, participants portray a picture of possession of better knowledge, skills of education training level. This should enable HR practitioners to practice techniques and approaches that manage costs during recruitment and hiring, talent development and retention, reward incentives creation, and any other approaches that enable organisations to benefit from individuals employed and the practices and activities implemented. These findings agree with those of Kalpana R., (2017) who found out that high level of education is said to benefit not only the employees but also the organisations. But in the study findings by Land, (1986); and Mink et. al., (1994), it was found out that today literacy rate is high but still organisations are faced with capability to acquire competency and deliver excellence.

The other demographic factor was HR Dept. Existence in the Organization, which the results indicated that majority 70 (35.0%) of participants approved that HR department has existed for 10-12 years. However, of importance is 54 (27.0%) who indicated the existence is for 3-6 years. It infers that HR is still a young idea in the area of banking operations. This may be a factor to be understood in pursuit of establishment of HR mandate delivery capability. Likewise, it is an indication that HR is still a new concept in the banking sector, and in particular Kenya at large.

It is not clear that is why HR has not developed techniques that help control malpractices such as inappropriately handling of graft money, violation of central bank of Kenya regulations on bank reserves, customer money withdrawals, and ban lending rates. Yet HR is required to have a deep understanding, adaptation, adoption and application of the changing paradigms. It infers that HR is still a young idea in the area of banking operations. This may be a factor to determine its capability to deliver on its mandate. The results are confirmed by Burma (2014) who found out that HR experience is a cumulative wealth of knowledge and skills gathered from length of the department in an organization.

Further on, the results in Table 3 indicated that majority 120 (60%) of participants stated that they possess over 12 years of experience. This high level of experience should be strong enough to enable the department of human resources be in a position to deliver on its mandate. It should strengthen the capability of human resource department to deal with challenges of organisational drift, incorporating employees, leading from a different place, and instilling mental discipline, all which many organisations struggle to overcome. This level of experience should be tapped into the young department, shown above, to make it relevant to current HR challenges including transforming to tackle the paradigm shifts. These findings

concurred with those of Hurt A. C., (2010); Bratton, & Jeffrey, (2003) and Acquah, (2004).

Moreover, the results found out that majority 138(69.0%) of respondents have been in the organisations for duration of between 10-30 years. An implication that these respondents should have mastered possible critical areas in their organizations, creating a pool of wealth of solutions to these organisations. They should be in a position to understand well the challenges the HR department should be dealing with and what actually the organisation is looking for so that order can be restored in the organisations. Yet the practice is portraying HR unit with inadequate experience, lack reliable

facts that could be integrated into their practices.

Likewise, the findings showed that majority 126(63.0%) of the sampled respondents indicated that the HR department is very important in the organisation. These findings were in agreement with the findings of Peter and Waterman (1982), organizations realize that in their quest for excellence, and then only they rediscovered the importance of the human side of enterprise. But the expected human competitive advantage provision through excellence syndrome has never been automatic.

Table 3: Distribution of Respondents' Highest Level of Education

Current Highest Education Level		Frequency	Percent	Valid Percent
Valid	PRIMARY /Secondary	05	2.5	2.5
	Certificate	05	2.5	2.5
	Diploma	12	06	06
	Bachelors Degree	136	68	68
	Masters Degree	42	21	21
HR Dpt. Length of Existence				
Valid	1-2 yrs	18	9.0	9.0
	3-6 yrs	54	27.0	27.0
	7-9 yrs	36	18.0	18.0
	10-12 yrs	70	35.0	35.0
	Over 12 yrs	22	11.0	11.0
Level of Experience in HR				
Valid	1-4 yrs	18	9.0	9.0
	5-8 yrs	18	9.0	9.0
	9-12 yrs	44	22.0	22.0
	Over 12 yrs	120	60.0	60.0
Duration in Current Institution				
Valid	Less than 10 Years	17	8.5	8.5
	10-30 Years	138	69.0	69.0
	30-40 Years	36	18.0	18.0
	40-Above	9	4.5	4.5
Level of Importance				
Valid	Very Important	126	63.0	63.0
	Important	54	27.0	27.0
	Not Important	20	10.0	10.0
	Total (N)	200	100	100

The results have furthermore showed that human resource has not been able to deliver on its mandate. However, respondents were aware that HR functional unit is useful in organization excellence building. In determining its strength in mandate delivery capability, the build intricate business understandings, manage from the future, creating relentless discomfort with the status quo, harness setbacks, encourage uncompromising straight talk, promote inventive accountability and understand the quid pro quo dimensions were measured. Only promoting inventive accountability scored the highest, 130(65.0%) with the rest accounting for less than 15%. These findings concur with the findings of Gathaiya R. N., (2017). In his findings he stated that corporate scandals in the banking sector in Kenya are attributed to or related to weak corporate governance practices, poor risk management strategies, lack of internal controls, and weaknesses in regulatory and supervisory systems, insider lending, ineffective laws, poor financial sector oversight, a base sector culture and overbearing political and executive corruption and conflict of interest among others. It was also found out that majority 128(64.0%) of respondents at the time of the survey were aware of the usefulness of the HR in delivering excellence to the sampled organisations.

The HR mandate delivery capability was also found wanting. These results concur with the findings of Reilly, P. (2006) and Aslam H. D., Aslam M., Ali N., Habib B., & Jabeen M., (2013) HR has failed to centralize activities where there are scale advantages and also keep close to customers where decentralization is necessary. Thus HR has failed to play a major part in the creation of an environment that enables people to make the best use of their capacities, to realize their potential to the benefit of both the organization and themselves and, by improving the quality of working life, to achieve satisfaction through their work.

Furthermore, according to Ulrich, D. (1998) and Burma Z. A., (2014) HR should be defined not by what it does but by what it delivers. Thus failure to provide approaches that deliver the HR Capability Dimension Indicator is a challenge to organisations and it threatens the acceptance and allowance of creation of HR in organisations. Thus the capability to deliver its mandate is critical in determining HR usefulness.

Also the results pointed out that majority 112(56.0%) of the respondents confirmed that members of the department and the entire department lack the capacity to deliver HR mandate. These results concur with the findings of Stewart, J. (2015) and Burma Z. A. (2014) who indicated in their findings that HR and its entire department has failed to prove that it is no longer a cost centre but a profit making department thus the executives, board of directors, CEOs and top leadership in organisations have failed to recognize HR as a unit useful to organisations apart from just being a cost generating department. According to Vince, R. (2014), it is upon HR department and its people that must deliver their mandate to prove that it is no longer a cost centre but a profit making department.

In case of organizational drift, incorporating employees, leading from a different place and instilling mental discipline dimensions were found short of the participants' agreements. In all the four dimensions, there were strong agreements that organisations faced excellence difficulties among these dimensions. This is an indication that still there is a problem. HR is not capable to deliver on its mandate. The results further on showed that in terms of HR delivering on its mandate of intervention challenges among organizational drift, incorporating employees, leading from a different place and instilling mental discipline dimensions, there were more than 50% strong disagreements that HR is delivering on its mandate of interventional challenges.

In further measuring human resource development mandate delivery capability, 7 items were tested on a 1-5 point Likert Scale. The findings showed that strongly disagree was recorded in all the items that HR is lacking its desired capabilities. These findings are in agreement with those of Crichton D. (2018) that HR departments have starry-eyed idealists mind seeking a mission-oriented, with the thinking that they are going to make a

difference in organisations they join. This leaves them with the blind incapability syndrome to interpret the organizational environment so that they can prove their relevance. In the end, these leaders could lead to organisational drift (OD), and even winning the confidence and trust of the employees HR brought to organisations has declined.

Table 4: Frequency Distribution that Organisation Faced Excellence Difficulties

Type of Variable			SD	D	N	A	SA	Total
Valid	Organizational Drift	f	17	22	15	36	110	200
		%	8.5	11.0	7.0	18.0	55.0	100
	Incorporating Employees	f	9	10	0	80	101	200
		%	4.5	5.0	0.0	40.0	50.5	100
	Leading from a different place	f	12	14	0	88	86	200
		%	6.0	7.0	0.0	44.0	43.0	100
	Instilling Mental Discipline	f	12	9	0	16	163	200
		%	6.0	4.5	0.0	8.0	81.5	100

Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A); Strongly Agree (SA)

Table 4.5: Frequency Distribution that HR has Delivered its Mandate of Intervention Challenges

Intervention Type			SD	D	N	A	SA	Total
Valid	Organizational Drift	f	114	72	0	14	0	200
		%	57.0	36.0	0.0	7.0	0.0	100
	Incorporating Employees	f	121	11	0	14	54	200
		%	60.5	5.5	0.0	7.0	27.0	100
	Leading from a different place	f	101	51	0	29	11	200
		%	54.5	25.5	0.0	14.5	5.5	100
	Instilling Mental Discipline	f	131	19	0	37	13	200
		%	65.5	9.5	0.0	18.5	6.5	100

Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A); Strongly Agree (SA)

Table 6: Distribution of Human Resource Development Mandate Delivery Capability

	Statement		SD	D	N	A	SA	Total
	Phased retirement and helping employees embrace diversity	f	88	82	0	13	17	200
		%	44.0	41.0	0.0	6.5	8.5	100
	Developing open and accurate communication networks	f	90	92	0	11	7	200
		%	45.0	46.0	0.0	5.5	3.5	100

	Integration of temporary or contract employees	f	80	63	0	27	30	200
		%	40.0	31.5	0.0	13.5	15.0	100
	Ensuring a supportive (incivility, non-harassment) workplace	f	87	60	0	23	30	200
		%	43.5	30.0	0.0	11.5	15.0	100
	Designing effective work-employee capabilities fit and training and retraining	f	103	78	0	9	10	200
		%	51.5	39.0	0.0	4.5	5.0	100
	Creating and maintaining collaboration competencies	f	111	44	0	18	27	200
		%	55.5	22.0	0.0	9.0	13.5	100
	Facilitating and leveraging integration	f	82	93	0	17	8	200
		%	41.0	46.5	0.0	8.5	4.0	100

The results are indication that HRD has failed to deliver on its mandate, which has had impacts on returns and earnings increases, improve execution, get management team working better together, and grow international business, application of real know-how and proven methodologies to implement real value creation solutions. This could also lead into inability of HRD to ensure that execution for improved performance; financial performance improvement, top-line growth & innovation, strengthened management teams, processes and systems, international growth and execution and improved operational performance are realized. Hence continued organizational drift, lack of employee incorporation, inability to lead from a different place and failure to instill mental discipline. As such, HR lacks convincing mandate capability to convince top management and line managers that they can elevate their professional role by being desired change agent for creating a high-performance culture.

The results in Table 6 indicate that majority 88(44.0%) of the respondents strongly

disagreed that HR has been phased retirement and helping employees embrace diversity. This is seen where they have not been able to incorporate all employees into the strategic operations, idea generations leaving the whole the whole burden of change so few organizational members.

It is important to understand that HR has been grappling with the image of merely being a cost centre and a traditional image of policy policing administrator. Redeeming this image has proved difficult to HR. Hence with the strategic execution partner influence, HR may be able to discover new opportunities and to becoming revenue center from only a cost center. This is possible since HR can be developing some outsourcing activities of talent pool for maximizing human asset utilization. These findings concur with the findings of Lawler, E.E., & Boudreau J.W., (2009), that strategic execution partner can make help HR in recruitment, developing the recruited to fit certain roles to lead and perform, organizing and managing them in order to support optimum HRD mandate delivery capability.

Table 7: Distribution of Importance of components of employer-employee champion

Opinion		Frequency	Percent (%)
Valid	Yes	135	67.5
	No	65	32.5
Total		200	100

The results in Table 7 indicate that majority 135 (67.5%) of the respondents were of the opinion that employer-employee champion components were important to HR mandate delivery capability. Some of these components considered here include withdraw old employment contract, employee-organization transactional relationship, orienting and training

line management and employees' voice in management discussions. This is an indication that the component employer employee champion may influence the way HR practices operates. Further on, this response is an indication that majority have knowledge and idea of the new direction that HR should pursue.

Table 8: Distribution of Components of the Continuous Transformation Agent Considered Most Important

Component		Frequency	Percent	Mean	STD.
Valid	Withdraw Old Employment Contract	20	10.0	2.8674	1.00215
	Employee-Organization Transactional Relationship	56	28.0		
	Orienting and Training Line Management	33	16.5		
	Employees' Voice in Management Discussions	91	45.5		
	Total	200	100		

The results in Table 8 indicate that majority 91 (45.5%) of the respondents were of the opinion that the component employees' voice in management discussions is the most critical component of employer employee champion. This could infer that since employees never participate in the management discussions, then HR should be able to present employee voices in such discussions. This way, it will help championing for incorporating (resocialisation) employees that is important in revitalizing a drifting organisation. The ability of HR to engage employees as meaningful contributors apart from doers in the principal challenges facing the organisation results in a different breath from employees. This could transform the way people experience power, identity, conflict, and learning, critical interventions necessary to achieve improvement in the vital signs. It also means a lot to employees since they are seen as volunteers who decide each day whether or not to contribute the extra ounce of discretionary energy that will differentiate the organisation from its rivals.

These findings concur with those of Owen, & Dietz, (2012) who indicated that involving employees in consensus management and creating self-managed teams, may results into leading them into decision making of concrete, pressing business problems to generate a sense of urgency; this cascading involvement of every employee, if it begins at the very top of the organisation and continuing downwards through the ranks; and the generation of initiatives conceived and staffed by employees across hierarchy and function is critical.

The results in Table 9 majority 106(53.0%) of respondents strongly agreed with the statement that employer-employee champion can enhance environment where employees are continually able to do more with less including building trust, employees respond in kind to build transactional relationship environment.

As for the next item, the results in Table 9 show that majority 99(49.5%) of respondents strongly agreed with the statement that employer-employee champion can enable HR to ensure employee fully engaged, committed and

provide training and orientation for and becoming employee voice in executive discussions. At the same time, the results in Table 8 show that majority 99(49.5%) of

respondents strongly agreed with the statement that employer-employee champion can help HR to play a critical role in recommending ways to ameliorate morale problems.

Table 9: Degree of your agreement or disagreement with Elements of Work Realities statements

Statement		SD	D	N	A	SA	Mean	STD	Total
Enhance environment to enable where employees are continually able to do more with less including building trust, employees respond in kind to build transactional relationship environment	f	8	13	0	73	106	4.2800	1.03778	200
	%	4.0	6.5	0.0	36.5	53.0			100
Can enable HR to ensure employee fully engaged, committed and provide training and orientation for and becoming employee voice in executive discussions	f	9	13	0	79	99	4.2300	1.05483	200
	%	4.5	6.5	0.0	39.5	49.5			100
It can help HR to play a critical role in recommending ways to ameliorate morale problems.	f	12	14	0	74	100	4.1800	1.13757	200
	%	6.0	7.0	0.0	37.0	50.0			100
Enables HR might provide suggestions that more teams be used on some projects or that employees be given more control over their own work schedules. These can include suggesting that line executives' pay attention that some employees are being asked to do boring or repetitive work	f	14	14	0	63	109	4.1950	1.19335	200
	%	7.0	7.0	0.0	31.5	54.5			100

Lastly, it was also shown from the results in Table 9 show that majority 99(49.5%) of respondents strongly agreed with the statement that employer-employee champion enables HR to provide suggestions that more teams be used on some projects or that employees be given more control over their own work schedules. These can include suggesting that line executives' pay attention that some employees are being asked to do boring or repetitive work.

This infers that employer-employee champion is a difficult task. The HR must be in the shoe of the employer, himself and the employees. But inclusion of it into the HR mandate delivery capability process, enhances the ability of HR to listen and respond to an employee's personal needs and puts them first; provide a working environment where workers choose rather than feel forced to be motivated, productive and happy at work; build your

employee's oneness with the organization; assigning them responsibilities; gives them a sense of ownership in the organisation and develops a culture and an atmosphere making them feel concerned, committed and competent to serve customers exceptionally; strategies to help them get past complaints and problems; make them focus on a common goal; have a continuous communication that strengthens employer-employee relationship; make opportunities available to employees to polish their talents and skills on the job and hence improve their problem-solving capabilities.

Also the findings points out that incorporating the employer-employee champion concept into HR roles, there is increased chances of managing people and involving them in productive practices or operations in accomplishing organisational strategic business objectives and the satisfaction of individual employee needs. These findings concur with

those of McKenzie, C., Garavan, T., and Carbery, R. (2012), who stated that if HR can pursue strategies equipping it to become expert creating a work environment where people can be motivated, contributing, and happy, establish the organizational culture for competency, concern, and commitment to serve customers well and provides overall talent management strategies, employee development opportunities, employee assistance programs, gain sharing and profit-sharing strategies, organization development interventions, due process approaches employee complaints and problem-solving, and regularly scheduled communication opportunities is a critical role that HR need to realise. They argued that HR is capable to determine the kind of quality of relationships that can either improve in terms of stronger, more long-lasting relationships, where the employer is perceived as a trusted partner in personal career development. Moreover, they found out that the quality of the relationships can decline as they become less stable and more fragile, while the role of the employer is reduced to a provider of work.

The results shown in Table 10 indicate that majority 151(75.5%) of the respondents were those who stated Yes. This is an implication that sampled respondents understand the environment in which HR needs to operate in its mandate delivery capability. They seem to be aware of evolving nature of HR roles, a move that may be critical in implementing HR changes to enhance its mandate delivery capability. It also indicates that the HR operating environment is mature and can accommodate the much needed changes to improve on the quality of mandate delivery capability. The results in Table 10 show that most of the sampled respondents may have been facing the challenge in the area of broad vision transformation. This could be one aspect creating organizational drift, inability to incorporate employees, inability to rule from a different place and lack of mental discipline instilling. Yet these are critical roles that HR needs to introduce and integrate, implement and improve on its mandate delivery.

Table 10: Distribution of Importance of components of Continuous Transformation Agent

Opinion	Frequency	Percent (%)	Mean	STD.
Valid Yes	151	75.5	1.2450	.43117
No	49	24.5		
Total	200	100		

Table 11: Distribution of Components of the Continuous Transformation Agent Considered Most Important

Component	Frequency	Percent	Mean	STD.
Valid Adapt, Learn, and Act Quickly	23	11.5	2.9150	1.05515
Building Organization's Capacity	51	25.5		
Embrace and Capitalize on Change	46	23.0		
Broad Vision Transformation	80	40.0		
Total	200	100		

The results also indicate that other areas of the elements may equally be critical, for example building organization's capacity 51 (25.5%) and embrace and capitalize on change 46 (23.0%).

These two elements, each accounted for more than half of the results recorded on those who were the majority. It is an indication that building organisation's capacity and embracing

and capitalizing on change were the next considered important elements after the broad vision transformation. This is critical identifying the much needed areas when considering integrating and implementing the continuous transformation agent component of Elements of Work Realities. This could enhance provision of effective services that meet the needs of the business, its management and its employees and to administer them efficiently.

The results in Table 12 show that majority 89 (44.5%) of the respondents strongly agreed that continuous transformation agent is influential to HR mandate delivery capability in areas of transformational change, which affects HR policy and practice across the whole organization; incremental change that can gradually adjust policy and practices affecting single activities or multiple functions in order to deliver services to management, line managers, team leaders and employees. Such component is important to make HR be the change itself first before becoming a change agent. This way, it will help HR to walk a fine line between serving the company that pays their salary and looking after the interests of employees.

It is important for HR to be the eye of the organization, management and the employees, a role difficult to play without being a transformed transformer agent. This component can influence HR to build a trust and confidentiality character bringing top management, line managers and employees varying interest in one unit without conflicts of interests is a challenge that HR must work hard to develop. That can enhance a heavy focus on building integrated programs to attract and retain top people, drive a compelling employment brand, improve and align the performance process, and better manage and transform the working environment.

In the next item of measure, results in Table 12 show that majority 91 (45.5%) of the respondents strongly agreed that continuous transformation agent is influential to HR

mandate delivery capability in areas of corporate strategy interpretation into implementable areas. This may be useful for operational level to understand the actual meaning of the vision and their part contribution in the vision. This makes the employees at operational level to clearly know what is to deliver, what not to deliver. This helps HR to be seen as a legitimate leader in leading from a different place, and incorporating employees into the process hence becoming an expert in controlling organisational drift.

Further on, the results in Table 12 show that majority 92 (46.0%) of the respondents strongly agreed that continuous transformation agent is influential to HR mandate delivery capability since it will lead to the understanding of the changing faces of corporate strategy, purpose and mission at each phase to phase. It also enable the improvement of HR role as the paradigm shifts are recorded with the evolving practices in various part of the world of organisational works.

HR will be forced to focus on efficiency at some point; set up service centres, rationalise the generalists and assign business partners to reduce inefficiency in service delivery. 'Service delivery efficiency' and effectiveness is the focus; creation and use of a change model for all; focus on effectiveness of driving talent programs where quality of hire, time to fill, training utilization and leadership pipeline are measured; focus is on building world-class talent programs and embracing new technologies extending the lifecycle of organisation's brand, connect people, facilitate learning and collaboration, and build leadership and finally built a strong HR service delivery capability, optimising continuously improved talent programs.

Finally, the results in Table 12 show that majority 92 (46.0%) of the respondents strongly agreed that continuous transformation agent is influential to HR mandate delivery capability by enabling it to build and bring reforms to organisational culture; deliver all varying

services; improving organizational capability; and organisation of many HR functions into shared service operations, business partners and centers of expertise.

These results concur with the findings of Brockbank, W, Ulrich, D and Beatty, D (1999); Caldwell, R (2001); CIPD, (2015) and Ulrich, D and Brockbank, W (2005a and 2005b) who found out that human resources profession is at a crossroads and that HR teams and their leaders are undergoing tremendous stress; more than 90% of HR claim to have a good handle on their budget but only 30% believe

they have a reputation for sound business decisions and only 22% believe they are adapting to the changing needs of their employees including 20% who feel they are adequately planning for the company's future needs. They also argued that because of these findings HR function is being asked to lead the transformation towards a more engaged, high-performing, well-aligned and highly capable organisation and overcome weak leadership pipeline currently registered in HR and ensure talent is a key role of HR.

Table 12: Distribution of degree of your agreement or disagreement with the continuous transformation agent statements of Elements of Work Realities

0	Statement		SD	D	N	A	SA	Mean	STD	Total
	May help HR to build organization's capacity to embrace and capitalize on change ensuring that change initiatives focused on creating high-performing teams, reducing cycle time for innovation, or implementing new technology are defined, developed, and delivered in a timely way	f	11	22	0	78	89	4.0600	1.17614	200
		%	5.5	11.0	0.0	39.0	44.5			100
	Helps HR ensure that broad vision statements get transformed into specific behaviours by helping employees figure out what work they can stop, start, and keep doing to make the vision real.	f	16	16	0	77	91	4.0550	1.22453	200
		%	8.0	8.0	0.0	38.5	45.5			100
	Enable HR to replace resistance with resolve, planning with results, and fear of change with excitement about its possibilities by creation and use of a change model.	f	15	16	0	77	92	4.0750	1.20692	200
		%	7.5	8.0	0.0	38.5	46.0			100
	Enables HR to make the business case for a transformation of the organization's culture by compiling data showing that even a small increase in employee commitment led to a measurable increase in customer commitment and store profitability.	f	14	21	0	73	92	4.0553	1.21521	200
		%	7.0	10.5	0.0	36.5	46.0			100

The findings of these researches point out that HR must have many faces. When the paradigms are changing, HR must dress to the demands of the changing roles brought about by paradigm shifts. Where there are changing phases of drivers of technologies; HR must understand all these, ensure that it bears strategic roles of HR specialists; the change agent roles; internal consultancy role; service delivery role; guardian of values role; Gaining support and commitment from top management; line managers and employees. These are all the faces that HR must be dressed in order to control organisational drift, incorporating employees, leading from a different place and instilling mental discipline as

ways of ensuring organisational /success realization.

Regression analysis of employer-employee champion and continuous transformation agent influence HRD mandate delivery capability as shown in Table 13 that indicates all the components of elements of work realities, that is, Employer-Employee Champion and continuous transformation agent have positive relationship with HRD mandate delivery capability. It means that the high level of organisational drift, leading from a different place, incorporating employees and instilling mental discipline, the improved state of HRD mandate delivery capability in the fine line of functional service delivery.

Table 13: Elements of Work Realities and HRD Mandate Delivery Capability

Model	Unstandardized	Standardized		t-value	Sig.	R ²
	Coefficients	B	Std. Error			
Constant						
HRD Mandate Delivery	8.500	2.010		4.228	.000	
Capability		-.167	.083	-.816	-.2000	.018
Employer-Employee		4.296	.812		5.289	.000
Champion		.548	.134	.192	.277	.039
Continuous Transformation		4.296	.812		5.289	.000
Agent		.584	.134	.611	.277	.035

The results in Table 14 summarize the correlation between the independent variables and dependent variable. The results indicate how HR mandate delivery capability correlates positively and substantively with all other variables. This is because each variable reflects as positive quality that's likely to contribute to improve HR mandate delivery capability.

The results show that employer-employee champion and continuous transformation agent are all significantly and positively related to HRD mandate delivery capability (HRMDC). The results shows that employer-employee champion and continuous transformation agent are positively associated with HRD mandate

delivery capability with summary of Pearson Correlations showing that all were positively and significantly correlated to HRD mandate delivery capability of the sampled banking institutions ($r = 0.560; 0.582; 0.01 > p < 0.05$).

These correlations are above 50%, which implied significantly strong positive correlations that exist between the two components of Elements of Work Realities and HR mandate delivery capability. The components of continuous transformation agent was significantly averagely correlated to HR mandate delivery capability ($r = 0.0582, p < 0.05$). This explained that 58.2% of HR mandate delivery capability is accounted for by continuous transformation agent.

Finally, employer-employee champion was also significantly averagedly and positively correlated to HR mandate delivery capability ($p < 0.05$) implying that employer-employee champion accounted for 56.0% of HRD mandate delivery capability ($r = 0.560$, mandate delivery capability).

Table 14: Correlations of Overall Variables

	HRMDC	E-EC	CTA
HRMDC Pearson	1	0.560*	0.582*
Correlation			
Sig. (2 tailed)		0.002	0.005
N	200	200	200
E-EC Pearson	0.560*	1	0.69*
Correlation			
Sig. (2 tailed)	0.002	0.018	
N	200	200	200
CTA Pearson	0.582*	0.69*	1
Correlation			
Sig. (2 tailed)	0.005	0.018	
N	200	200	200

***Correlation is significant at the 0.01 level (2 tailed)*

**Correlation is significant at the 0.05 level (2 tailed)*

The results in Table 15 show multiple regressions which is related to HRMDC as dependent variable. The Table shows the influence of independent variable E-EC and CTA on dependent variable HRMDC. These

results indicate that the independent variable determined 66.7% of the HRMDC variance. This means that the other factors influence HRMDC by 33.3%.

Table 15: Summery of the Regression Model

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
1	.816 ^a	.667	.500	.40825	.667	4.000	1	2	.018

^a. **Predictors: (Constant), E-EC, CTA**

A Multifactor linear regression model was used to predict HRD mandate delivery capability in the study. The prediction was carried out basing on the influence of the four independent factors: employer-employee champion and continuous transformation agent. In addition, the b coefficients for each independent variable generated from the model was subjected to a t-test.

The multiple regression analysis was evaluated to determine any effects of the independent variables on the dependent variable. This was important since it was necessitating the test of hypotheses on Elements of Work Realities components that included Employer-Employee Champion (E-EC) and Continuous Transformation Agent (CTA).

Table 16 shows a direct positive regression between all the components of independent variables; E-EC, CTA on dependent variable HRMDC. Statically, there is significantly direct positive regression between four components of organisational work realities; E-EC and CTA, on the HR mandate delivery capability. This direct positive regression indicates that increasing a unit of all the two components of the independent variable will lead into increase in the dependent variable. Also a decrease in any of the two components will decrease the dependent variable. For example, if Elements of Work Realities components E-EC and CTA are equal to zero, HRMDC will be 8.5 units of level of HRD mandate delivery capability. If all the two components of Elements of Work Realities increase by 1 unit, then HRMDC will increase from 8.5 units to 9.632 units.

To explain the decreasing effect, if four components of Elements of Work Realities decrease by 1 unit; then HRMDC will decline from 8.5 units to 7.368 units. It means that there is going to be shortage of talent recruitment and retention, control of organisational drift, low level of incorporating

employees, lack of managing from a different place and lack of instilling mental discipline. This way, HR will continue to perform its traditional role of policy policing.

This means that Elements of Work Realities if included in HR mandate delivery capability building, can influence increased units in human resource mandate delivery capability. This would means added impetus on HR capability to deliver its functions to top management, line managers and the employees without being considered unable to deliver its roles and so cannot convince the executives and the board of its relevancy. According to the findings of Guest and King (2004); there is little emphasis on managing strategic human resources, managing employee contribution and managing transformation and change. According to the findings of Guest and King (2004); there is little emphasis on managing strategic human resources, managing employee contribution and managing transformation and change but the HR focus appear to be placed on managing HR infrastructures.

Table 16: The Coefficients of Multiple Regression Analysis

Model	Unstandardized		Standardized		Sig.
	Coefficient	Coefficients	Beta	t	
	β	Std. Error			
(Constant)	8.500	2.010		4.228	.000
E-EC	.548	.134	.192	.277	.039
CTA	.584	.134	.192	.277	.035

a. Dependent Variable HRMDC

$$HRMDC = \alpha_0 + \beta_1 E-EC + \beta_2 CTA + \varepsilon \quad 8.5 + .548E-EC + .584CTA + \varepsilon \dots\dots\dots 1$$

Hypotheses Testing

Thus, the first null hypothesis (H_{01}) stated as follows: *There is no relationship between Employer-Employee Champion Element and HR Mandate Delivery Capability.*

This hypothesis was tested by regressing Employer-Employee Champion and HR

mandate delivery capability guided by the equation $y = \beta_0 + \beta_1 E-EC$ where E-EC represented Employer-Employee Champion and y represented HRMDC. The results of the regression are presented in Table 17.

Table 17: Effect of Employer-Employee Champion on HRMDC**Model Summary^b**

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
1	.740 ^a	.548	-.444	.69389	.548	.077	1	2	.039

a. Predictors: (Constant), Employer-Employee Champion

b. Dependent Variable: Human Resource

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.548	1	.548	.077	.039 ^b
	Residual	.452	2	.481		
	Total	1.000	3			

a. Dependent Variable: Human Resource

b. Predictors: (Constant), Employer-Employee Champion

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.296	.812		5.289	.000	.801	7.791
	Employer-Employee Champion	.548	.134	.192	.277	.039	-.538	.612

a. Dependent Variable: Human Resource

$$\gamma = \beta_0 + \beta_1 E-EC$$

$$\gamma = \beta_0 + \beta_1 E-EC = 4.296 + .548 E-EC \dots \dots \dots 3$$

The results of analysis in Table 17 indicate a statistically significant positive relationship between Employer-Employee Champion and HRMDC ($R = .740$). The results indicate that a relationship exists between Employer-Employee Champion and HRMDC. Employer-Employee Champion as a variable explained 54.8% ($R = .548$) of HR mandate delivery capability. The corresponding F value for the

model was .077 at p-value less than 0.05 ($p < 0.05$), hence implying that Employer-Employee Champion variable was statistically significant on HR mandate delivery capability. Given the equation $\gamma = \beta_0 + \beta_1 E-EC = 4.296 + .548 E-EC$; when E-EC is zero γ will be 4.296 units, while when E-EC is increased to 1 unit, then γ will be 4.844 units of HR mandate delivery capability. This shows increasing

influence of E-EC on HRMDC. Hence the hypothesis that there is no relationship between Employer-Employee Champion and HR mandate delivery capability is rejected.

These findings are in agreement with the findings of Wolfberg, A. (2006); Ulrich, D. (1997, 1998), who found out that HR must pursue the realities of actual operational practices in organisations so as to serve an important role in holding a mirror in front of senior executives, advocate for employees and represent them to management, be their voice in management discussions. This is critical since employees are convinced that they are valued, they will share ideas, work harder than the necessary minimum, and relate better to customers, and they do not just offer their time but will do much more with scarce resources.

They argued that HR must be held accountable for ensuring that employees are engaged that they feel committed to the organization and

contribute fully. New strategies must be found to realise this unlike the traditional methods HR used such as attending to the social needs of employees picnics, parties, promotions, and other forms of financial and non-financial incentives. While those activities must still be organized, HR's new agenda must supersede them.

The second and final null hypothesis (H0₂) stated that there is no relationship between Continuous Transformation Agent Element and HR mandate delivery capability.

This hypothesis was tested by regressing Continuous Transformation Agent and HR mandate delivery capability using the function $y = \beta_0 + \beta_1 CTA$ where CTA represented Continuous Transformation Agent and y denoted HR mandate delivery capability. The results of the regression are presented in Table 18.

Table 18: Relationship between Continuous Transformation Agent and HR Mandate Delivery Capability

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
1	.764 ^a	.584	-.444	.69389	.584	.077	1	2	.035

a. Predictors: (Constant), Continuous Transformation Agent

b. Dependent Variable: Human Resource

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.584	1	.584	.077	.035 ^b
	Residual	.416	2	.481		
	Total	1.000	3			

a. Dependent Variable: Human Resource

b. Predictors: (Constant), Continuous Transformation Agent

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	4.234	.812		5.289	.000	.801	7.791
Continuous Transformation Agent	.584	.134	.192	.277	.035	-.538	.612

a. Dependent Variable: Human Resource

$$Y = \beta_0 + \beta_1 CTA$$

$$Y = \beta_0 + \beta_1 CE = 4.234 + .584 CTA \dots \dots \dots 4$$

The results from Table 18 are observation that there is a significant negative relationship between Continuous Transformation Agent and HR mandate delivery capability ($R = .764$). This was an indication that Continuous Transformation Agent explained 58.4% ($R^2 = .584$) of HR mandate delivery capability. The analysis from the model had the F value of .077 at p-value < 0.05 , the findings were sufficient to support the relationship between Continuous Transformation Agent and HR mandate delivery capability, meaning that Continuous Transformation Agent had statistically significant positive influence on HR mandate delivery capability. Therefore the null hypothesis that there is no relationship between Continuous Transformation Agent and HR mandate delivery capability is rejected.

The results indicate that there is a negative significant relationship between CTA and HR mandate delivery capability. The financial outcomes, learning, growth and processes and Client loyalty ratio decreases as well as decreases in HRMDC. Although in the literature there are varied results but this finding concurs with the finding of Vince, R. (2014) who found that the greatest competitive challenge organisations are faced with is adjusting to indeed, embracing nonstop change, since ability to respond to the pace of change is the competitive tool.

Hence organisations need to be managed in a way they can learn rapidly and continuously,

innovate ceaselessly, and take on new strategic imperatives faster and more comfortably. The personnel brought in the organisations must create the atmosphere where organizations create a healthy discomfort with the status quo, an ability to detect emerging trends quicker than the competition, an ability to make rapid decisions, and the agility to seek new ways of operations including proactive and reactive business. An approach that will make organisations to be in a never-ending state of transformation, perpetually creating fundamental, enduring change is critical for their survival.

Conclusions

The research focused on the determinants that led to the collapse of banking institutions in Kenya. Findings of the research provide enough evidence that organisational realities of work is one of the important factors for making HR build an environment capable of delivering desired value to organisations. Recognition of efforts by the HR will influence it to be an evolving and growing in order to play a greater part in developing organisations for the future.

The general conclusion was that generally, the elements of work realities have significant influence on HR mandate delivery capability. The findings above provide evidence of proof that all the two elements of work realities of work are related to HR mandate delivery capability with direct strong and significant positive correlations.

It was then concluded that employer-employee champion has a significant effect on HR mandate delivery capability. It is therefore prudent for the HR professionals to withdraw old employment contract, employee-organization transactional relationship, orienting and training line management and employees' voice in management discussions. This would make employees feel confident share ideas and add value to their productivity and reduce wastages.

The research also concluded that continuous transformation agent has a significant influence on HR mandate delivery capability. This implied that continuous transformation agent influences HR to become a changed unit before transforming continuous changes, particularly in areas such as adapt, learn, and act quickly, building organization's capacity, embrace and capitalize on change and broad vision transformation.

Recommendations

The findings and conclusions above enable various recommendations to be made as follows: that HR can still redeem its traditional image of policy making police and turn to lead the transformation of their organisations, stop illicit scandals, and work towards a more engaged, high-performing, well-aligned and highly capable organisation.

The findings also indicated that employer-employee champion has a significant influence on HR mandate delivery capability. Thus the organisational work realities need to keep HR evolving and creating change to maintain an environment that ensuring that employees are engaged, feel commit to the organization and contribute fully, recommend practices, orientate and train line management about the importance of high employee morale and how to achieve it. So it is recommended HR to pursue becoming employer-employee champion. This will ensure that employees' voice in management discussions is represented; offer employees opportunities for personal and professional growth; and provide

resources that help employees meet the demands put on them and the involvement in decision-making process clearly represents employees' views and supports their rights.

Finally, continuous transformation agent was found too to having a significant influence on HR mandate delivery capability, therefore the organisations need to ensure that HR works toward change initiatives focused on creating high-performing teams, reducing cycle time for innovation, or implementing new technology, defined, developed, and delivered in a timely way. It is therefore recommended to be a continuous transformation agent, since this will make HR capable of introducing models to their organizations and guide executives through and debate that answers the multitude of questions it raises. These become managerial tools championed by HR to help an organization identify the key success factors for change and assess the organization's strengths and weaknesses regarding each factor. Being change agents, HR professionals make sure that change is carried out and do not themselves execute change.

Suggestions for Further Studies

This study was done using a cross sectional study design, it is important for future studies to perform a longitudinal study design to follow up such factors in organisations to find out the behavioral characteristics of HR given an environment of organisational work realities.

Limitations of the Study

This study faces limitation in that it is conceptual. Nevertheless, as the propositions will be made as essentially recommendatory, and not prescriptive in nature, other measures that can be used complementarily with them are also encouraged. The sample to be used in this study will pose a limitation in the ability to generalize the findings of this study to all banking organizations established and operating in Nairobi County.

Different work settings and differences in how human resource mandate capability or

organizational excellency is delivered in the real world of organizational work, some organizations have scopes to fulfill multinational agency objectives, and the differences in the geographical regions further limited the ability to generalize the findings of this study to the larger populations of companies. Another key challenge expected is the availability of current literature on the real world organizational work and human resources mandate in banking in organizations in Nairobi County in Kenya.

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