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Kennedy Ouma Jalang'o & Dr. Dennis Juma, PhD

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¹ Kennedy Ouma Jalang'o & ² Dr. Dennis Juma, PhD

¹ Master Candidate, Jomo Kenyatta University of Agriculture and Technology, Kenya

² Lecturers, Jomo Kenyatta University of Agriculture and Technology, Kenya

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ABSTRACT

Staff wellbeing is a one of the main concerns that contemporary businesses strive to address in order to keep a healthy relationship and also keep their staff content and interested at the job. Organizations that have implemented health programs at work reported positive business results. For individuals, workplace wellbeing means a healthy and balanced life. This study set out to establish the relationship between Human Resources Capacity and staff wellbeing in humanitarian organizations in Kenya. It was guided and anchored on the theory of planned behavior and the theory of wellbeing. The study was carried out among senior management of four humanitarian organizations in Kisumu Town as its target populations. The study employed the cross-sectional survey research design. Data was collected using questionnaires containing both open and closed ended questions which were administered by the researcher through the drop and pick technique. The collected data was analyzed using descriptive and inferential statistics as well as qualitative methods to address the open-ended questions. The study results revealed that human resources capacity practices significantly influenced the wellbeing of staff within humanitarian organizations. The study therefore, recommends that the firms should allow the human resource managers the flexibility to come up with strategies regarding staff development, invest more in digital platforms and equipment to support their employees, strive to improve their work environments in order to improving how the employees feel about their physical environment and encourage the development of more staff friendly policies and practices that influence scheduling, follow up and tracking of all employees regardless of their locations.

Keywords: Human Resource Capacity, Hybrid Working, Staff Wellbeing

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INTRODUCTION

Staff well-being is regarded as employees' entire well-being that they perceive to be influenced by work and workplace interventions (Juniper, Bellamy, & White, 2011). Sirgy, Efraty, Siegel, and Lee (2001) refer to employee well-being as quality of work life or work-related quality of life, whereas Page and Vella-Brodrick (2009) report on workplace well-being and employee mental health. Wright and Cropanzano (2007) refer to psychological well-being (PWB) as overall well-being of an employee in their studies.

Research on staff well-being is well documented in organizational studies. However, comprehensive understanding, conceptual clarification and the definition of employee well-being still remain largely unclear and unresolved (Diener, Suh, Lucas, & Smith, 1999; Forgeard, Jayawardene, Kern, & Seligman, 2011; Keyes, Shmotkin, & Ryff, 2002; Seligman, 2011; Stratham & Chase, 2010; Zheng, Zhu, Zhao, & Zhang, 2015).

Pradhan and Hati (2019) note that employee well-being is always found to be strategically relevant to organizations and individuals and has developed into one of the focal areas of research in the study of organizations. Burnett et al (2017) observe that the growing interest in workplace well-being suggests a potential paradigm shift in how society thinks about and treats worker health. Such interest is prompted, in part, by studies showing that well-being can lead to more engaged and productive workers (Bryson, Forth and Stokes, 2014; Lockwood, 2007; SHRM, 2015).

Well-being can manifest at different levels of human functioning, from the basic needs provided by safe employment (Hoffmeister, Gibbons, Schwatka, and Rosecrance, 2015) to the expression of virtues/character strengths (Kaufman, 2015), as well as the self-actualization and fulfillment of a meaningful vocation (Milliman, Czaplewski, and Ferguson, 2003) or integrating spirituality with work (Cunningham, 2014). Studies now clearly suggest that the well-being of employees may be in the best interest of the employer. In particular, researchers

have studied the relationship of individual-level job satisfaction to individual-level performance (Judge, Thoresen, Bono, & Patton, 2001).

Studies show certain workplace conditions optimize or support the health-producing function of work. In particular, experiencing a sense of control, social support, and low job strain predict feelings of well-being (Stansfeld et al., 2013), and well-being can be facilitated by positive work practices and interventions (Czabala & Charzynska, 2014; McDaid & Park, 2014). The influence of employees' well-being on work has been a central focus of current research in organizational studies (Currie, 2001; Economic and Social Research Council, 2006; Kersley et al., 2006; Warr, 2002).

Burnett et al (2017) add that an individual experiencing well-being is able to establish mutually supportive relationships in which the opportunity to give to others is as essential as the opportunity to receive support. And it includes the ability to live a purposeful and meaningful life. Well-being may not be achieved in a unitary or simultaneous fashion in all domains of an individual's life.

Capacity as a terminology is reflected as the ability of human institutions and societies to perform successfully to identify and reach their goals and to change when necessary for sustainability, development and advancement purposes (Ubels et al., 2010). Human resource capacity is an area that includes all areas related to staff management such as assessment of staff performance managing performance expectations program staffing, staff development salary and benefit administration and relevant policies and procedure. An important component of human resources is the area of volunteer management. This refers to the capacity of the organization to recruit, train, retain and reward volunteers (Okoh & Onioride, 2019). Hybrid work is a flexible work model that supports a blend of in-office, remote, and on-the-go workers. It offers employees the autonomy to choose to work wherever and however they are most productive. Iqbal and Barykin (2021) observed that the hybrid workplace is a concept on the lips of every industry

trend in the world today. Senthil (2021) observed that employees are the main backbone of the company and their performance contributes immensely to the growth of the company. The value of employee's assets can be made greater in size considerably by investing in the training and well-being activities.

The hybrid working system ensures the organization employing it enjoys the special advantages that come with the remote working system (Trede et al., 2019). These are accompanied by beneficial elements such as flexibility at work, reduced labor cost, more satisfaction on the part of workers, and better environmental experiences. According to Yang et al, (2019), the hybrid arrangement in the workplace helps ensure that the employee or worker's productivity is adequately maximized. Furthermore, working from home benefits employees who need to travel to work and, thus, saves time and reduces transportation costs, as well as employers who save money by saving facility costs (Barath & Schmidt, 2022).

LITERATURE REVIEW

Human Resource Capacity and Staff Wellbeing

Ubels et al., (2010) regarded capacity being the ability of human institutions and societies to perform successfully to identify and reach their goals and to change when necessary for sustainability, development and advancement purposes. Okoh and Onioride (2019) embraced Human resource capacity being an area that includes all areas related to staff management such as assessment of staff performance managing performance expectations program staffing, staff development salary and benefit administration and relevant policies and procedure. An important component of human resources is the area of volunteer management. This refers to the capacity of the organization to recruit, train, retain and reward volunteers.

Yamoah (2014) focused on the link between human resource capacity building and job performance using a literature review. Finding from the review

indicated a strong link between human resource capacity building and employee job performance. It is hoped that this indication from the review would provide additional logical motivations for the continuing training and empowerment of employees.

Bhatt *et al* (2023) studied the impact of technology in HR practices on performance management in IT industry. They observed that Recruitment, talent management, compliance, payroll, performance management, employee engagement, and other basic HR functions are being redefined by technology. Emerging technologies are also being used to broaden HR's responsibility and reorient it towards employee engagement and productivity. Their results showed that technology is very helpful for improving performance and aiding in data management but also presents some challenges due to constant technological change and the potential for data loss.

The findings by Griffin (2020) also showed that monitoring the activity is appropriate for HR, which is the ethical method for measuring employee activity, but from the employees' perspective, it appears that there is a lack of trust in the employees, which causes them to feel insecure and engage in unethical behavior. It aids in knowing the productivity of employees at work and monitoring the same for performance management. The study's gap is having a policy for everyone because currently, all new generations know how to gather data without being discovered by the company.

Sahay (2022) noted that the year 2020 required organizations to employ technology which had an impact in both positive and negative ways. With the help of technology, HR used various new technologies to improve the organization's operations. This helped to understand the benefits and acceptance of technology in human resources as well as the challenges that HR faces. The study's gap was that organizations had all of the information on the ICT tools, but were concerned about losing their data and not having a backup of the same.

Karanja (2016) studied integration of ICT in human resource management: case of Kenyan Higher Education. Many of the higher educational institutions (HEIs) have been shown to experience a number of challenges in their quest to integrate ICTs in their management processes. The study concluded that integration of information solutions gives higher education institutions competitive advantages.

Reuben (2019) looked at influence of human resource development and ICT policy on organizational performance of telecommunications service providers in Kenya. A descriptive survey study design was used and stratified sampling technique applied. Data was collected quantitatively from UNITEL services limited staff using a questionnaire. A total of 40 staff was sampled with 33 questionnaires successfully being returned. The results findings established that on ICT Human Resource Development, above 48% of the respondents strongly agree that ICT good knowledge, experience in ICT, Adoption of new technology and induction of new employees enhances productivity. The study recommended that the organizations should come up with some policies that aims at training its staff to enhance their skills and competencies.

Balasubramanian (2023) assessed the role of ICT in strategic human resource management. It attempts to examine how HR professionals and managers in different organizations see the effects of HRIS on strategic HR tasks and job roles. The study reveals that the usage of HRIS plays a vital role in improving the professional standard of the employees irrespective of the size of the sector. The role played by HRIS helps to better perform the strategic HR tasks.

METHODOLOGY

Research Design: This research adopted the cross-sectional survey design which works on the assertion that data can be collected at one point in time from a sample selected to represent a larger population. In a cross-sectional study, the investigator measures the outcome and the exposures in the study participants at the same time. The researcher can study the association between these variables. It is also possible that the investigator recruits the study participants and examine the outcomes in this population. The researcher may also estimate the prevalence of the outcome in those surveyed.

Cross-sectional study designs is used for population-based surveys. The studies may also be used for estimating the prevalence and can usually be conducted relatively faster since they tend to be inexpensive. It was adopted in this study in order to establish relationships between the two sets of variables, the independent and dependent variables.

Population and sampling: Cooper and Schindler (2011) observe that a population is the total collection of elements about which inferences can be made. Martínez-Mesa (2014) also describes it as the group of individuals restricted to a geographical region. This study was a survey of senior managers from four humanitarian organizations in Kenya.

Mugenda (2011) defines a research sample as a finite and representative number of individuals or objects in a population to be studied. Sampling enables the researcher to identify, select and gain access to the appropriate subjects (Mason, 2004). Through sampling the researcher reduces the amount of data to be collected by examining a subgroup of the total population (Saunders *et al* 2016). This study sampled the entire population from the 71 senior and middle level management employees of the four humanitarian organizations in Kisumu Town as recommended by Mugenda and Mugenda (2003). The sample population is shown in table 1 below.

Table 1: Target Population for the study

Grade	Total (N)	Per cent
Managing Directors	4	5.64
Senior Managers	24	33.80
Section Heads	43	60.56
Total	71	100

Source: NGO Records, 2023

Data collection methods: The current research adopted questionnaires to collect primary data. Questionnaires have been used by researchers before to collect data. Glasser and Strauss (2015) refer to questionnaires as being an imperative instrument in research. Researchers recommend that each item on the questionnaire be carefully developed to address a specific objective or research question (Mugenda & Mugenda, 1999). The questions in the questionnaires were both structured and unstructured (Cooper & Schindler, 2011). Alternative answers may be provided for some questions while some items were closed ended to provide standardized data and increase the objectivity and validity of the study.

Data analysis: A combination of tools was used to analyze the data because the study contains aspects of both qualitative and quantitative questions. Quantitative data were analyzed using the Statistical Package for Social Sciences (SPSS) through descriptive statistics. Descriptive statistics presents data using measures of central tendency (mean and mode), measures of dispersion (standard deviation and variance) and inferential statistics (correlation and multiple regression). The purpose of descriptive statistics was to provide a simple distribution of scores using statistics.

The study used regression and correlation analysis to show the effect of the independent variables on the dependent variable and to test the strength of the relationship between them. Correlation analysis has been described as the degree to which two or more variables are related (Walliman, 2005). According to Kremelberg (2011) correlation analysis is used to establish the amount, nature and strength of relationship between variables.

Regression analysis, on the other hand, estimates the relationships among study variables (Scott, 2012). Regression goes beyond correlation in that it provides further information about predictive effects of the independent variables on a dependent variable and helps understand change in the dependent variable when any one of the independent variables varies, holding the other independent variables constant. It is used for prediction and forecasting. Through regression analysis researchers are able to understand which among the independent variables are related to the dependent variable and the nature of the relationships.

Pilot study: In order to ensure the quality of this research, a pilot study was undertaken for the purpose of pre-testing the data collection instruments for reliability and validity. According to Baskarada (2014), a pilot study is always necessary in order to test the reliability and validity of the data collection instruments.

In this study, validity; which measures the degree to which the results from data analysis represent the phenomenon under investigation (Cooper & Schindler, 2011) was adopted. Questionnaires were subjected to tests of their content validity to ensure that they are appropriately designed to measure the study variables). Content validity is based on the extent to which a measurement reflects the specific intended domain of content. To ensure content validity, discussions were held with experts during the questionnaire formulation stage to ensure the instrument includes adequate and representative set of items. Content validity measures the study objectives and wording of the instrument.

Golafshani (2013) explain that reliability is a measure of degree to which a research instrument

yields consistent results or data after accepted trials. Reliability of measurements concern the degree to which a particular procedure gives similar results over a number of repeated trials.

The researcher administered the questionnaires to the pilot sample and then scores the questions. To measure the reliability, Cronbach Alpha technique was employed. Cronbach alpha coefficient is usually estimated from the responses. In this approach, a score obtained in one item were correlated with scores obtained from other items in the instrument; Cronbachs Alpha was then computed to determine how items correlated among themselves.

The regression model was represented as below:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

Y= Staff wellbeing

β_0 = Constant

X_1 = Human Resource Capacity

β_1 is a coefficient of determination

ε = Error term

RESULTS AND DISCUSSIONS

Results: Descriptive statistics were used to analyze based on the 5-point Likert scale.

Human Resource Capacity

The first objective of the study was to establish how provision of remote working opportunities influenced the wellbeing of staff. The responses were rated on a 5-point Likert scale ranging from; 1 = strongly disagree to 5 = strongly agree. The descriptive results are summarized in Table 2.

Table 2: Descriptive Results on Human Resource Capacity

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	Mean	Std. Dev
Our firm keeps remote teams engaged and productive through regular contacts and schedules	17(22)	55(70)	5(6)	2(3)	0	4.14	0.512
I feel that when i cannot work remotely (due to my role or personal circumstance) I become resentful.	26(33)	40(51)	7(9)	5(6)	1(1)	3.73	0.867
Technological support is available while working remotely	22(28)	42(53)	8(10)	5(6)	2(3)	3.2	0.942
Staff are expected to meet their responsibilities regardless of their work location	18(23)	45(57)	9(11)	5(6)	2(3)	3.3	0.874
I am concerned that I may not be committed when I work from home	21(27)	49(62)	6(8)	3(4)	0	4.11	0.671
Hybrid working is only applicable to roles that can suitably be performed away from the firm's offices	34(43)	34(43)	7(9)	4(5)	0	3.33	1.139
I worry about being seen as less valuable than my in-office peers and overlooked for job opportunities.	23(29)	43(54)	12(15)	1(1)	0	3.96	0.991
My employer provides equivalent support, incentives, and opportunities to all staff	17(22)	46(58)	13(17)	2(3)	1(1)	3.41	0.955
The managers ensure each employee's circumstances are taken into consideration no matter where they log-in, and that they are being considered equally when career opportunities arise	28(35)	30(38)	14(18)	6(8)	1(1)	3.9	0.72

The results in Table 2 indicates that the firm keeps remote teams engaged and productive through regular contacts and schedules to a very large extent as indicated by majority (mean = 4.14) of the respondents. The results also indicate that employees feel that when they cannot work remotely due to their roles or personal circumstances, they become resentful. (Mean = 3.73). They also agreed that the firm provide technological support to them while working remotely (mean = 3.2). The findings also suggest that staff are expected to meet their responsibilities regardless of their work location (mean = 3.3). Other findings suggest that employees were concerned that they may not be committed when working from home (mean = 4.11) and that hybrid working was only applicable to roles that can suitably be performed away from the firm's offices with a mean of 3.33. Majority of the respondents confirmed that they worry about being seen as less valuable than their in-office peers and that, as a result, they would be overlooked for job opportunities (mean = 3.96). Most respondents (mean 3.41) agreed that their employer provides equivalent support, incentives, and opportunities to all staff to support remote working. Finally, the managers ensured that all their employee's circumstances were taken into consideration no matter where they logged-in, and that they equally considered them when career opportunities arose (mean = 3.9).

Hypothesis:

H₀₁: Human Resource Capacity did not significantly influence staff wellbeing in Humanitarian Organizations in Kisumu Town, Kenya.

It was evident that there was a statistically significant relationship ($\beta = 0.510$, $p < 0.05$) between the two variables and, therefore, we reject the null hypothesis and adopt the view that HR

capacity did significantly influence staff wellbeing. The finding agrees with Ajike *et al* (2017) whose study on the effect of capacity building on performance of manufacturing firms revealed that it had a significant effect on the performance of organizations.

CONCLUSIONS AND RECOMMENDATIONS

The firms should allow the human resource managers the flexibility to come up with strategies regarding staff development. The HR managers should also be allowed to consult with line managers so they can develop departmental strategies so as to create greater staff capacities for better execution of hybrid working. There is also need to engage stakeholders on staff capacity building process which must encourage participation by all those involved. If stakeholder is involved. If stakeholders are involved and share ownership in the process of development, they will feel more responsible for the outcome and sustainability of the development. Engaging stakeholders who are directly affective by the situation allows for more effective decision-making. It also makes development work more transparent.

Recommendations: The study focused generally on the influence of Human Resource Capacity on staff wellbeing and was done within a few humanitarian organizations in Kisumu Town. Future researchers could include more organizations and many sectors. Human Resource Capacity can be explored through many other variables which did not form part of this study. Those other factors such as organizational factors and culture could be done to relate the findings. The public sector, in particular could be explored since they have had opportunities for this yet still have very high expectations for staff to be physically present in offices.

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