

**EFFECT OF HUMAN RESOURCE PLANNING PRACTICES ON  
ORGANIZATIONAL PERFORMANCE IN PUBLIC UNIVERSITIES IN  
WESTERN KENYA**

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**A Thesis Submitted in Partial Fulfillment of the Requirements for the Award of  
the Degree of Award of Master of Science in Human Resource Management of  
Masinde Muliro University of Science and Technology**

**July, 2021**

## DECLARATION

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## **DEDICATION**

Special dedication to my husband Tom Onyango for his financial and social support.

## **ACKNOWLEDGEMENT**

I wish to express my heartfelt gratitude to the Almighty God for his sufficient grace that has made it possible to write this thesis. I would also like to thank Masinde Muliro University of Science and Technology for offering me an opportunity to achieve my dreams in Academics, my great thanks goes to the Department of Business Administration and Management Science for offering me opportunity for the actual lectures. I extend my sincere gratitude to my supervisor Dr. Alala and Dr. Tsuma for their supervision, valuable discussions, suggestions and comments on the thesis with unmatched success. I am eternally grateful to my spouse Tom Onyango for his financial and moral support during the whole process of writing this thesis. My children, parents, siblings and friends merit mention for their calming voices in so many occasions during my academic journey and other social spheres of life. God bless them all.

## ABSTRACT

The universities are citadels of knowledge, research and academic excellence. The continuing role of universities in the provision of transformational experience for individuals and the global community cannot be under estimated. However, the wanton state of human resource planning in the public universities in Kenya cannot be gainsaid evidenced by among others increased workload for the lecturers and other staff translating to their poor performance. Anchored on the Resource Based View Theory, the purpose of this study was to assess the effect of human resource planning on the performance of public universities in western Kenya region. The specific objectives of the study was to; examine the effect of succession planning management practices on the performance of public universities, analyze the effect of work force diversity management on the performance of public universities, examine the effect of recruitment and selection on the performance of public universities, determine the effect of outsourcing on the performance of public universities in western Kenya region and To establish the moderating role of organizational citizenship behaviour on the effect of human resource planning practices on the performance of public universities in western Kenya region. The study adopted analytical cross-sectional and survey research design. The target population was 2,822 employees and a sample size of 341 was drawn from a total population of 2,822 employees to represent the whole population using Krejcie and Morgan Table 1970. The researcher selected the six public universities in western region purposively. The public universities represented clusters from which simple random sampling was used to sample non-academic staff. Simple random sample was taken from the clusters in proportion to the cluster size in comparison to the population by use of proportional allocation. Data was collected by the use of questionnaires. Reliability was ensured through a Cronbach's Coefficient Alpha of above 0.7, which is generally considered reliable. Validity was achieved by ensuring relevance of the research results with theoretical approaches and literature reviews. Data was analyzed using descriptive statistics of frequencies, percentages, mean and standard deviation and inferential statistics of correlation and multiple regression analysis using SPSS version 25.0. The null hypothesis was tested at 5% significance level. Result of multiple regressions revealed that human resource planning practices jointly and independently influenced organizational performance in public Universities in Western region. Jointly the four constructs namely succession planning, workforce diversity, outsourcing and recruitment and selection contributed 69.5% and 69.9% of the variation in performance of public universities (Adjusted R Square = 0.695 and 0.699) without and with organizational citizenship behavior as a moderator. The  $\beta$  value for Succession planning (.221), Work force diversity (.318), Outsourcing (.254) and recruitment and selection (.375) were all positive without OCB as a moderator. With OCB as the moderator the Beta values for Succession planning (.205), Work force diversity (.295), Outsourcing (.246) and recruitment and selection (.343) were also positive. Correlations between succession planning, work force diversity, recruitment and selection, outsourcing and organizational citizenship behavior, where  $r=.670^{**}$ ,  $r=.620^{**}$ ,  $r=.676^{**}$ ,  $r=.400^{**}$  and  $r=.583^{**}$  respectively were also positively and significantly related to organizational performance where  $P<0.01$ . All these together led to the rejection of the null hypothesis. The synergistic effect of the OCB and human resource planning practices under study cannot be gainsaid in achieving high performance of public universities.

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## OPERATIONAL DEFINITION OF TERMS

- Human Resource Planning** : is a process in which a university attempts to estimate the demand for labor and evaluate the size, nature and sources of the supply which will be required to meet that demand
- Organizational Citizenship Behaviour (OCB):** actions or behaviours that university employees are willing to engage beyond their recommended role requirements
- Organizational Performance** : is an indicator which measures how well a university achieves its objectives
- Outsourcing** : is process by which a university contracts an outside supplier for services or other business processes rather than employing staff to offer services in-house
- Recruitment and Selection** : is the process of by which a university attracts individuals on a timely basis, in sufficient numbers and with appropriate qualifications
- Succession Planning** : is a dynamic and ongoing process of systematically identifying, assessing, and developing leadership talent within the universities career development pipeline
- Workforce Diversity Management:** is the universities management of cultural, religious, language, gender, ethnic, educational and personality orientations of the workforce and is a matter of great global concern.



## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>HRP</b>	Human Resource Planning
<b>MMUST</b>	Masinde Muliro University of Science and Technology
<b>OCB</b>	Organizational citizenship behavior

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Organizations are working hard to be competitive in the face of globalization's dangers. Despite this, firms have looming issues in attracting and maintaining competent and valuable personnel to fulfill evolving service delivery needs, as shown by looming human resource planning (HRP) dilemmas (DeCenzo, Robbins & Verhulst, 2016). However, HRP's importance in terms of effective procurement and retention of human capital pool with greater potential to serve as a source of long-term competitive advantage and organizational performance cannot be overstated (Wright & McMahan, 2011). This necessitates the organization's predisposition for continual environmental monitoring and assessment of its strategies, objectives, and policies in order to ensure that the appropriate quality and quantity of human resources are available when and where they are required (Daley, 2012).

Human resource planning is a continual process of systematic planning to ensure that an organization's human resources are used to their full potential (Kenton, 2019). Human resource planning is defined as "the process of ensuring that an organization's human resource requirements are identified and plans are established to meet those requirements" (Bulla & Scott, 1994). As a result, human resource planning guarantees that personnel and positions are a good fit while minimizing manpower shortages or surpluses. HRP is a key human resource management process that aims to ensure that the appropriate people are in the right place at the right time in order to prepare organizations for their current and future workforce demands (Rothwell, 2010). Understanding and preparing for an organization's current and future labor demands

in the short, medium, and long term is a formula for accomplishing organizational goals. This is due to the fact that human resource planning focuses on creating the organization around its personnel and their unique abilities, which has a positive and significant impact on the firm's success (Johnson, 2019).

Human resources planning, which includes searching for potential human resources, attracting them to the work and organization, determining their suitability to the job and organizational requirements, and finally taking steps to absorb those human resources as potential organs of the company, is a vital sub-activity of employment. Muoki (2011) agrees, claiming that HR planning allows a business to fulfill a variety of goals, including determining future manpower requirements, attracting and retaining qualified and competent employees, succession planning, career development, and providing equal employment opportunity. HRP include developing the appropriate recruiting, selection, training, development, transfer, promotion, motivation, and compensation programs to ensure that future manpower needs are fulfilled (Okoye & Ezejiolor, 2013). Talented employees will always have options; understanding succession plans, training, and leadership development will be invaluable to a developing company. Effective human resource planning should be ongoing and methodical in order to minimize talent shortages or surpluses and establish a talent balance based on need. HRP is a critical investment for any company since it allows them to remain productive and profitable (Kenton, 2019).

The efficiency and effectiveness with which an organization achieves its goals can be used to evaluate its performance (Gavrea, Ilies, & Stegorean, 2011). Any organization's focus should be on performance and its consistency, because only

through performance can it grow and progress. Organizational performance is one of the most important factors in management research, and it is likely the most important indicator of company performance (Corina, Liviu, & Roxana, 2011). Any public university's survival is totally dependent on its effectiveness and efficiency in utilizing taxpayer-funded resources. In the face of tough economic conditions and fierce competition in the twenty-first century education sector, any institution that wishes to continue must justify its existence through its performance institutions (Ng'ang'a & Wesonga, 2012). Performance is something that all educational institutions, regardless of size, aspire for (Mwangi & Waithaka, 2018). Universities, unlike most private-sector businesses, are not entirely guided by profit maximization ideals. Universities, according to Cross and Lynch (1992), have two basic dimensions: academic and managerial roles, which are further subdivided into four sub-dimensions: research, education, finance, and human resource, and their success may be judged based on these dimensions (Ojokuku & Akanbi, 2015).

The resource-based paradigm acknowledges that a firm's strategic capability is dependent on its resource capabilities, particularly its human resources (Chen & Huang, 2009). Humans, or people, are a highly valued resource. The core tenet of this theory is that resources are the driving forces in HRM, and that human resources and managers are particularly important in understanding the emerging trends in knowledge, learning, and learning companies. The resource-based theory proposes that high-caliber and human capabilities must be cultivated and utilized in order to achieve both organizational and personnel goals for improved performance (Chelladurai & Kerwin, 2018). The mere possession of resources is inadequate in understanding firm performance; it is only when such resources are managed

effectively that firms can create value (Fu, Bosak, Rousseau, Morris & O'Regan, 2017). Systems theory states that organizational performance relies on synergy, interrelations and interdependence between different subsystems (Jones, 2013). This study integrates resourcebased view theory and systems theory in order to investigate conceptual link between HRP programs and the performance of public universities.

The rise of emerging markets, the requirement for employees with a global mindset, and the global war for talent have resulted in significant shifts in the nature, scope, and raison d'être of global human resource management (HRM) (Tung, 2016). In this regard, firms must adopt a global view to strategic human resource planning in order to attract and retain the best personnel, as well as adaptation methods to allow international enterprises to assimilate smoothly if they choose to invest in other countries. The concept of human resource planning as an aspect of strategic human resource management is widely recognized around the world and particularly in developed countries like Australia, United States, Japan and Korea (Naitore & Wanyoike, 2019).

In the United States of America, there have been complaints from Silicon Valley about a talent shortage in the technology industry; similar issues have also been made in the engineering industry (Schuler, Jackson & Tarique, 2011). This could be due to human resource planners' failure to foresee future industry needs and develop appropriate strategies to address those needs. HRP techniques of selection, training, and incentives have a favorable effect on organizational efficiency of telecommunication enterprises in Pakistan, according to Afzal, Mehmood, Sherazi, Sajid, and Hassan (2013). Training and development, as well as recruiting and

selection, which are significant HRP practices, have a favorable effect on the performance of public universities in Jordan, according to Saifalislam, Osman, and AlQudah (2014). The importance of human resource planning in boosting organizational performance has been highlighted by Saifalislam, et al, (2014), Schuler, et al, (2011), Naitore and Wanyoike, (2019), but they have not looked at how it influences the performance of public universities.

Pamela, Umoh, and Worlu (2017) investigated the impact of HRP on oil company performance in Nigeria and found that there is a positive link between HRP practices and company performance, which is tempered by the organization structure. In Ghana, Opoku-Mensah (2012) found that the adoption of HRP is complicated by a lack of understanding or information about HRP procedures in the Accra Information Services Department. Moyo (2015) found out that good HRP helps public institutions function better in Tanzania. Karia, Omari, Mwanaongoro and Ondieki (2016) established that there was a strong association between HRP and performance of Tanzanian public water utilities. The above studies demonstrate the importance of HRP on the performance of organizations. Pamela, Umoh and Worlu (2017), Opoku-Mensah (2012) studies were not in kenyan setting and in the education sector thus compromising their generalization. Karia, Omari, Mwanaongoro and Ondieki (2016) conducted the studies in the public sector the Tanzanian context but didn't look at public universities. The aforementioned studies did not look at how recruitment and selection, succession planning and outsourcing bundled together can affect performance of public universities.

Kenya has seen enormous expansion in university education since 1972, and now boasts the largest university education system in East Africa (Chege, 2015). This massive expansion has resulted in a slew of human resource issues. The fact that university staff in Kenya has not kept up with the growing student population demonstrates this. For example, in universities, the student-to-lecturer ratio has deteriorated from 25:1 in 1986 to 52:1 in 2013, compromising their performance (Njau, 2015). According to Njuguna (2014), public institutions have failed to provide competitive and relevant education to students, who then become the workforce. Recent university rankings generally show that Kenyan universities save for the two oldest are performing poorly (Njau, 2015).

Mutahi and Busienei (2015) examined the correlation between strategic human resource management techniques and public university performance in Kenya. Reward management, training and development, and resourcing policies all have an impact on public university performance, according to the data. The effect of strategic Human Resource Management on the performance of selected Kenyan public universities was explored by Naitore and Wanyoike (2019). Human resource planning, staffing, and retention on performance were the focus of the study. When recruitment, selection, and training techniques were implemented, parastatals in Kenya performed better, according to Olayo (2018). The above studies have underpinned the significance of promoting HRP for improved organization performance. However the studies looked at reward management, training and development and resourcing practices, human resource planning ,staffing and retention and how they affect performance. These studies didn't look at how recruitment and selection,succession planning ,work force diversity management and

outsourcing as HRP activities or programmes affect the performance of public universities when bundled together. HR bundles have a larger impact on outcomes than their constituent individual practices (Subramony, 2009)

Empirical research linking human resource planning and public university performance are lacking. Companies must adapt to local characteristics in human resource management strategies in diverse countries (Csaba, Katalin & Jozsef, 2017). The majority of research, such as (Malla & Lehal, 2017; Haile, 2019), were done in the commercial sector with a profit motivation, hence the conclusions cannot be applied to the public sector, particularly public universities. Opoku-Mensah (2012) and Pamela, Umoh, and Worlu (2017) research were not conducted in a Kenyan setting or in the education system, limiting its generalizability. Karia, Omari, Mwanaongoro and Ondieki (2016) conducted the studies in the public sector the Tanzanian context but didn't look at public universities. Besides the aforementioned studies did not look at how recruitment and selection, succession planning and outsourcing bundled together can affect performance of public universities. Mutahi and Busienei (2015), Naitore and Wanyoike (2019) on studies on strategic Human Resource Management on performance of selected Public Universities in Kenya were bereft of bundling of the variables focused in this study to see how they affect the performance of public universities. Besides the studies were limited in sample size which were too low increasing the likelihood of a Type II error skewing the results, which decreased the power of the studies. Human resource planning has become a vital management tool for organizational performance (Chew & Girardi, 2008; Martin, 2015). However, despite the importance of HRP there are still some doubts about its significance in improving organizational performance (Oden, 2018). This is



further corroborated by a study of the impact of human resource planning an organization performance where statistical tests did not indicate significant differences between the performance of firms using formal human resource planning and firms that do not (Nkomo, 1987).

Apart from that, Youndt (2000) discovered that HRP as a strategic human resource management strategy has no direct impact on organizational performance; rather, these practices assist in the development of intellectual capital, which leads to enhanced organizational value creation. SHRM influences performance through intervening variables that capture employee attitudes and actions, according to the literature (Ali, 2017). With reference to these inconsistencies and doubts in past research on the claimed relationship, Baron and Kenny (1986) cited in Waheed (2016) have recommended that when the relationship between a predictor and a criterion variable is found unexpectedly weak or inconsistent a moderating variable should be introduced. OCB is a variable that reflects the attitudes and behaviors of employees towards organization as well as towards performance. Thus, OCB is included in the study to investigate its influence between human resource planning and organization performance relation. Therefore, it is against this background that the current study has been designed to investigate the effect of human resource planning practices on the performance of Public Universities in Western Kenyan Region as moderated by organizational citizenship behaviour .

## **1.2 Statement of the Problem**

The Commission for University Education was established under the Universities Act, No. 42 of 2012, with the goal of making a significant difference in terms of teaching, programs, and facilities, particularly in public institutions, in order to improve their

performance (cue.or.ke., 2019). Despite this, public university performance has deteriorated due to issues relating to human resource planning challenges, as evidenced by employees' inability to advance their careers, the lack of policies that promote staff development, poor remuneration policies, poor working conditions, industrial disputes, and brain drain (Magutu, et al, 2010, Naitore & Wanyoike, 2019, Mwangi & Waithaka, 2018). This, combined with high enrolment and graduate production, has put a pressure on university resources, including increasing effort for lecturers and other personnel, resulting in poor performance (UNESCO., 2013). All of this points to a haphazard state of human resource planning in Kenya's public colleges.

In this sense, public institutions continue to underestimate the relevance of human resource planning in improving their performance. HRP is a key human resource management process that aims to ensure that the appropriate people are in the right place at the right time in order to prepare organizations for their current and future workforce demands (Rothwell, 2010). As a result, recognizing and preparing current and future labor demands for public universities in the short, medium, and long term is a recipe for accomplishing university education goals. This is due to the fact that human resource planning focuses on creating the organization around its personnel and their unique abilities, which has a positive and significant impact on the firm's success (Johnson, 2019). The inverse of HRP has significant ramifications for lecturer-student contact, as well as worries about university service delivery, leading to redundancies and high levels of unemployment among graduates, with the majority of them unable to find work (Njau, 2015).

Notwithstanding the substantial volume of research on the link between HRP and performance, there is still a dearth of empirical studies linking human resource planning and performance of public universities in Kenya. Mutahi and Busienei (2015), Naitore and Wanyoike (2019) on studies on strategic Human Resource Management on performance of selected Public Universities in Kenya were bereft of bundling of the variables focused in this study to see how they affect the performance of public universities. Besides the studies were limited in sample size which were too low increasing the likelihood of a Type II error skewing the results, which decreased the power of the studies. However, despite the importance of HRP, there is still some doubts about its significance in improving organizational performance (Oden, 2019). Therefore, it is against this backdrop that this study aimed at determining the effect of human resource planning practices on the performance of public universities in western Kenya region.

### **1.3 Research Objectives**

The study was guided by the following objectives

#### **1.3.1 General Objective**

To assess the effect of human resource planning practices on the performance of public universities in western Kenya region.

#### **1.3.2 Specific Objectives**

The study was guided by the following specific objectives

- i) To examine the effect of succession planning management practices on the performance of public universities in western Kenya region.
- ii) To analyze the effect of work force diversity management on the performance of public universities in western Kenya region.

- iii) To examine the effect of recruitment and selection on the performance of public universities in western Kenya region.
- iv) To determine the effect of outsourcing on the performance of public universities in western Kenya region.
- v) To establish the moderating role of organizational citizenship behaviour on the effect of human resource planning practices on performance of public universities in western Kenya region

#### **1.4 Hypotheses**

The study was guided by the following hypotheses;

**H0<sub>1</sub>:** Succession planning management practices has no significant effect on on the performance of public universities in western Kenya region.

**H0<sub>2</sub>:** Work force diversity management has no significant effect on the performance of public universities in western Kenya region.

**H0<sub>3</sub>:** Recruitment and selection has no significant effect on the performance of public universities in western Kenya region.

**H0<sub>4</sub>:** Outsourcing has no significant effect on the performance of public universities in western Kenya region.

**H0<sub>5</sub>:** Organizational citizenship behaviour does not significantly moderate the effect of human resource planning practices on the performance of public universities in western Kenya region.

#### **1.5 Significance of the Study**

The results of this study may contribute to the growing body of knowledge on the contribution of the Human Resource Management to the organization. Human resource practitioners may benefit from the study by understanding how human resource planning affects corporate performance. Consultants on Human Resource

Management may also find this study invaluable as they may gain insights into the relationship human resource planning and the firm's performance. Academicians and researchers who have the interest to know what human resource planning practices available in the unique operating systems in public universities, and their relevance and sustainability in the ever-changing job market may find this study a useful guide for further research in human resource planning. The findings of this study may be of great importance to the management and staff in public universities especially in Western region. The findings may also add more knowledge to the existing pool of knowledge on the effect of human resource planning on the performance of an organization.

### **1.6 Scope of the Study**

The purpose of the study was to examine the relationship between human resource planning and organizational performance, with a particular focus on public universities in Western Kenya, as mediated by organizational policies. Human resource planning was measured as the independent variable in terms of succession planning, work force diversity management, recruiting and selection, and outsourcing, while organizational performance was examined as the dependent variable. The study area western region public universities were chosen because of accessibility. Besides the challenge of human resource planning within the sector. The unit of analysis of the study was employees of the six public universities. The target population was 4,105 employees from six public universities in western Kenya region. The study adopted analytical cross-sectional and survey research design. The data was analyzed both descriptively and inferentially. The study was conducted between August 2019 and October 2020.

### **1.7 Limitations of the study**

This study faced a number of limitations which had implications for potential research in the field. The first constraint was the respondents' busy schedule, which resulted in sluggish responses: the distributed questionnaires were filled very slowly. In this case, the thesis enlisted the help of research assistants to do a follow-up.

The study also faced the limitation of research generalizability. The results of the study may not be generalized to all sectors owing to particularities of different sectors. Therefore, future research be conducted in different sectors and more fully a comparative study between sectors is necessary. The study focused only on employees of the public sector thus if the study was conducted on other employees of the private sector, the magnitude and direction of the relationship between the study variables might be different. Thus, the studies recommend that future research should include the private sector or similar study across heterogeneous industries better understand the relationship between the variables. The study was limited to the effect of human resource planning practices on performance of public universities in western Kenya region as moderated by OCB. Further research may contribute to literature by considering other moderators of human resource planning practices on performance of public universities

### **1.8 Assumptions of the Study**

This study was based on the assumption that the targeted respondents were aware of effect of human resource planning practices on performance of public universities as moderated by organizational citizenship behavior. Also, it was assumed that all respondents were cooperative and gave honest and accurate responses. All the

universities in western Kenya region use the human resource planning practices under study.

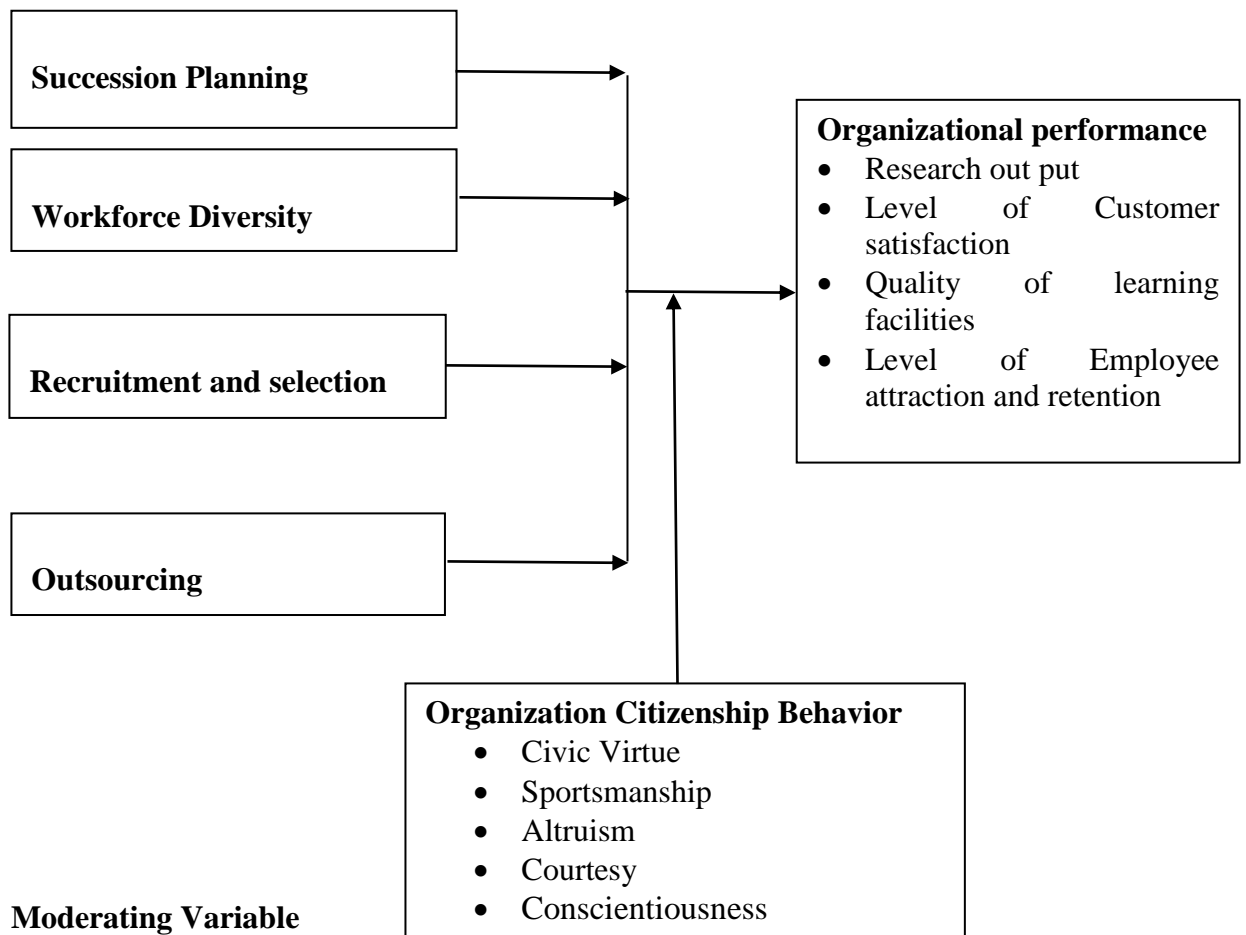
### **1.9 Conceptual Framework**

According to Maxwell (2012) a conceptual framework is a visual or written product that explains, either graphically or in narrative form, the main concepts, or variables to be studied and their presumed relationships. The conceptual framework illustrates the relationship between independent and dependent variables. This study conceptualized the relationship between human resource planning practices (independent variable), organizational citizenship behavior (Moderating variable) and organizational performance (Dependent Variable).

When the link between a predictor and a criterion variable is found to be unexpectedly weak or inconsistent, a moderating variable should be incorporated, according to Baron and Kenny (1986), cited in Waheed (2016). As a result, OCB is included in the research to look into its impact on the relationship between human resource planning and organizational performance. Civic virtue, sportsmanship, altruism, courtesy, and conscientiousness were used to evaluate organizational citizenship behavior (1988). The study focused on human resource planning as the independent variables with human resource planning practices such as succession planning, work force diversity management, recruitment and selection, outsourcing and how they affect organizational performance as depicted in Figure 1.1. In this study organizational performance was measured through Research output, level of employee attraction, employee retention, customer satisfaction, conducive learning facilities.

**Independent Variable**  
**Human Resource Planning Practices**

**Dependent Variable**  
**Organizational performance**



**Moderating Variable**

**Figure 1.1 Conceptual framework**

**Source** (Researcher, 2020)



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter focused on the literature review on the effect of human resource planning on organizational performance. In this case, it focuses on the review of theoretical literature, human resource planning aspects succession planning, workforce diversity management, recruitment and selection and out sourcing.

#### **2.2 Theoretical Review**

In this study there are two theories that have direct relevance to the current study. They include the resource based theory and Systems theory. Each of these theories is discussed in detail below.

##### **2.2.1 The Resource Based Theory**

Barney developed the resource-based perspective theory (1991). It is a managerial framework theory that is used to identify strategic resources that have the potential to provide the organization with a competitive edge and improved performance. It states that a company's competitive edge and success are determined by the amount of resources, competences, and capabilities it has and uses. Talents, professional employees, and machinery are among the resources (Altnoz, Cakroglu, & Cop, 2013). These assets are a collection of tangible and intangible assets that include a company's managerial abilities, organizational procedures and routines, as well as information and knowledge. Talents are important to the organizations since they are valuable, rare, in-imitable (costly to imitate), and non- substitutable (VRIN) and are a source of sustained competitive advantage and organizational performance to the extent that there are no strategically equivalent resources (Collings & Mellahi, 2009).

Within the strategic literature, the RBV has helped to put “people” (or a firm’s human resources) on the radar screen as sources of competitive advantage and organizational performance (Teece, 2014). In view of this there is need for organizations to strategically orientate their human resource planning initiatives to create a talented and committed workforce for performance. Successful accomplishment of this task results in the organizational process advantage (Cania, 2014). This is justified by the fact that through resource based view and human resource planning paradigm the organization is likely to benefit from human capital advantage by attracting and retaining a stock of exceptional human talent with a flare or innovative possibilities for organizational performance. Nurturing will help improve the capabilities of the talents and even enable them exceed their performance and the outcome of this will be high productivity and growth of the organization (Armstrong & Shimizu, 2010). This provides the relevance of exploiting the resource based view in conceptualizing the relationship between human resource planning and organizational performance.

Resource-based view of HR includes the development of HR as an independent resource capable of creating competitive advantage and heightened performance for the organization such as through employee commitment. The theory is that each organization strives to create their own independent HR designs that are different and individualized, in order to add to the competitive advantages of the organization (Rasool & Nouman, 2013). This strategy for HR management is designed to utilize the unique aspects of all resources but particularly the human resources by utilizing human resources in way that “will allow them to remain viable leading to their continued availability for strategic exploitation and a persistent potential for their performance (Dutch, 2013). Because knowledge is hard to imitate and is embodied in

everyday practices of firms it is seen as the most important source of their sustainable competitive advantage (Foss, 2011). Studies in this area gravitated towards psychology in order to better understand mechanisms for procuring, motivating and engaging human capital within the firm (Coff & Kryscynski, 2011). However the applicability of RBV only holds as long as the 'rules of the game' in an industry remain relatively fixed. In unpredictable environments, in which new technologies and/or new markets emerge and the value of resources can drastically change, there is need to go beyond the RBV to explain a firm's human resource planning and performance outcomes. The theory has limited prescriptive implications (Priem & Butler, 2001).

### **2.2.2 Systems theory**

The foundation of systems theory is generally accredited to Karl Ludwig von Bertalanffy, an Austrian-born biologist with his development of general Systems Theory (GST) (Yawson, 2012). Systems theory is less of a management methodology as it is a way of analyzing and thinking about organizations (Ingram, 2019). It puts forth the premise that organizations, like living organisms, are made up of numerous component subsystems that must work together in harmony for the larger system to succeed. Systems theory states that organizational performance relies on synergy, interrelations and interdependence between different subsystems (Jones, 2013). As arguably the most valuable component of a company, employees make up various vital subsystems within an organization. Departments, work groups, business units, facilities and individual employees can all be considered component systems of the organizations.

Systems theory provide a fresh perspective for approaching employee-relations initiatives such as human resource planning and its programs, allowing managers to understand their employees' importance and position as a vital system in the organization, rather than viewing employees as an expense through the lens of accounting (Ingram, 2019). Thus the organization must ensure that its human resource planning initiative do not side step the tenets of employee relations initiatives to engender maximal organizational performance. Employee relations aspiration would include reward systems, promotions, workplace environment, company culture and, recruitment and selection, allocation of duties, employee development programs. The systems perspective describes an organization in terms of input, throughput, and output, with all these systems involved in transactions with a surrounding environment (Wright , 2010). Human resource planning in the systems perspective therefore ensure that the organization has the required workforce and required competencies to provide the input needed by the organization boosting organizational performance .

## **2.3 Review of Variables**

### **2.3.1 Organizational Performance**

Organizational performance is an indicator which measures how well an enterprise achieves their objectives (Ho, 2008; Chong, 2008). Organizational performance can be assessed by an organization's efficiency and effectiveness of goal achievement (Gavrea, Ilies, & Stegorean, 2011). Performance and its continuity is the focus of any organization because only through performance can organizations be able to grow and progress. Organizational performance is one of the most important variables in the management studies and arguably the most significant pointer of organization performance (Corina, Liviu, & Roxana, 2011). Organizational performance denotes

the outcomes of various organizational practices and procedures which occur in the course of its day to day operations. It is proposed that organizational performance is impacted by various factors such as skillset of employees, shared values and organizational systems (Porter & Kramer, 2019). Organizational performance occasions a high breeding ground for productivity, which in turn magnetizes new talent and creates a means for rewarding it.

Public universities, like other organizations, have to position themselves in the market as institutions of higher learning. The survival of any public university solely rest on its effectiveness and efficiency in utilizing the resources supplied by tax payers. Amidst hard economic times and the stiff competition evidenced in the education sector in the twenty first century, any institution that endeavors to survive must justify its existence through its performance institutions (Ng'ang'a & Wesonga, 2012). Performance is something which all education institutions strive for, regardless of their size (Mwangi & Waithaka, 2018). Small institutions want to get big, big institutions want to get bigger. Indeed, institutions have to grow every year at least, in order to accommodate the increased educational needs that have emerged over time. Smart (2003) states that measuring performance in education is very important. If an academic institution wants to deliver quality results, then it should evaluate its performance.

According to Doyle (1994), there was no single measure or best measure of organizational performance. Measuring organizational performances in a systemic way is quintessential in order to support decision making and ensure accountability towards stakeholders. Organization adopts different objectives and measurements for

organizational performance. Hamel and Prahalad (1989) and Doyle (1994), however, argued that profitability was the most common measurement used for organizational performance in business organizations (Ongalo & Tari, 2015). Steer (1975) reviews 17 organizational effectiveness models, integrates these measurements of Organizational Performance from various studies, and generalizes these measurements into three dimensions: financial performance, business performance and organization effectiveness. According to Ho (2008) organizational performance is measured in terms of product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/employee relation and employee relation besides organizational marketing ability, total growth in sale, and total profitability. Treacy and Wiersema cited in Zack, McKeen and Singh (2009) suggested three Organizational performance related capabilities that provide a baseline for competitive advantage which include customer intimacy, product leadership and operational excellence. Product leadership refers to competition based on product and service innovation. Customer intimacy relates to the competition in terms of the strength of customer satisfaction and retention. On the other hand, operational excellence relates to competition by virtue of the efficiency of internal processes (Cascio, 2015). Houldsworth and Jirasinghe (2006) measured organizational performance in terms of productivity.

Organizational performance, however, means different things to different institutions (Ng'ang'a & Wesonga, 2012). Most public learning institutions are for non-profit and their leaders may use one of the following criteria for assessing and measuring their performance; number of employees, number of students, resolution of conflicts, employees and student complaints, increased market share, financial sustainability,

technology and innovation and availability of facilities (Mwangi & Waithaka, 2018). Ultimately, success and performance of an institution will be gauged by how well an institution does, relative to the goals it has set for itself (Richard, 2009). Universities are not guided by principles of profit maximization solely as most organizations do in private sector. They may have no priorities in mind in terms of aggressive resources seeking, cost reduction and profit generation (Ojokuku & Akanbi, 2015). Going by the pyramid of Cross & Lynch (1992), universities have two main dimensions, academic and management functions, which are further divided into four sub-dimensions: research, education, finance and human resource, and it is from these dimensions that performance can be measured (Ojokuku & Akanbi, 2015). According to Okebukola (2013) the performance indicators are grouped into five areas: teaching (the learning environment); research (volume, income and reputation); citations (research influence); international outlook (staff, students and research); and industry income (knowledge transfer). In this study organizational performance was measured through research output, employee attraction, employee retention, customer satisfaction, conducive learning facilities.

### **2.3.2 Human Resource Planning**

The human resources planning (HRP) is the strategic planning process at the level of the senior management guiding activities related to the human resources management (Mursi, 2003). HRP is a process in which an organization attempts to estimate the demand for labor and evaluate the size, nature and sources of the supply which will be required to meet that demand (DeCenzo, Robbins & Verhulst, 2016). HRP or MPP is essentially concerned with the process of estimating and projecting the supply and demand for different categories of personnel in the organization for the years to come. Human resource planning has traditionally been used by organizations to ensure that

the right person is in the right job at the right time. Human resource planning is a decision-making process that combines three important activities which includes identifying and acquiring the right number of people with the proper skills, motivating them to achieve high performance and creating interactive links between business objectives and people-planning activities (Armstrong & Taylor, 2014).

Increasing environmental instability, demographic shifts, changes in technology, and heightened international competition are changing the need for and the nature of human resource planning in leading organizations (DeCenzo, Robbins & Verhulst, 2016). Organizations need to know how many and what kind of individuals they require to meet present and future business necessities in line with complexities resulting from externalities (Tende & Alagah, 2017). Effective HRP improves the performance of an organization by enabling it to attract the right quality and quantity of people, develop the knowledge, skills, and abilities of employees, and retain employees within the organization (Al-Qudah, Ab Halim, & Al-Shatanawi, 2014).

As safety net for labour shortages in the organization it remains inordinate to estimate future needs for people and competences by reference to corporate and functional plans and forecasts of future activity levels accurately. In this regard the organization should prepare and strategically operationalize their HR action plans to deal with forecast deficits through internal promotion, training or external recruitment and if necessary, plan for unavoidable downsizing so as to avoid any compulsory redundancies, if that is possible besides developing retention, and succession plans flexibility strategies (Taylor, 2008). The HR plans can be operationalized through. According to Ulferts, Wirtz, & Peterson (2009) there are five human resource



strategies that an organization may take advantage of in order to meet its needs for their future human resource requirements include Restructuring strategies, Training and development strategies, Recruitment strategies, Outsourcing strategies and Collaboration strategies. The current study will focus on a series of action programs such as employee resourcing, training and development, succession planning, diversity management initiated as HR plan implementation and how they affect organizational performance.

### **2.3.3 Organizational Citizenship Behavior**

Organ (1988) defined organizational citizenship behaviors as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. A careful analysis of this definition firstly reveals that OCB is a discretionary behavior performed on the basis of choice and not a part of job description, secondly it means going beyond the enforceable requirements of job description and finally it positively impacts the organizational effectiveness (Mohd & Shawkat, 2015). Several OCB models have been developed by researchers since the origin of the concept, however there are five dimensions of OCB that are very frequently recognized in existing research which include altruism, courtesy, civic virtue, sportsmanship and conscientiousness (Chiaburu & Marinova, 2018).

Altruism in the workplace consists essentially of helping behaviors which can be directed within or outside of the organization. Courtesy has been defined as discretionary behavior that aims at preventing work-related conflicts with other personnel (Yildirim, 2014). This dimension is a form of helping behavior, but one that works to prevent problems from arising and includes the word’s literal definition of

being polite and considerate of others (Organ et al., 2006). Civic virtue which promotes the interests of the organization in broader terms, employees voluntarily serving on committees and attending functions. Civic virtue describes a posture of responsible, constructive involvement in the political or governance process of the organization (Banahene, Ahudey & Asamoah, 2017). Sportsmanship which emphasizes the amount of time spent on organizational endeavours, employees decreasing time spent on humming, complaining and moaning (Banahene, Ahudey & Asamoah, 2017). They add that conscientiousness is about the considerate use of time to enhance the efficiency of both individuals and the group, employees given more time to the organization, and employees exerting effort beyond the formal requirements. In this study OCB will be used as a moderator in the relationship between HRP and organizational performance. Morrison (1996) in his model discussed how OCBs provide a critical link between HRP and firm's level of customer service, one of the dimensions of firm performance.

## **2.4 Empirical Review**

The empirical review covers the conceptualized relationship of variables under study which includes human resource planning as the independent variable and organizational performance as the dependent variable. Human resource planning programs under study included succession planning, work force diversity management, recruitment and selection, outsourcing and how they affect organizational performance.

#### **2.4.1 Effect of succession planning management practices on organizational performance**

Succession planning is a dynamic and ongoing process of systematically identifying, assessing, and developing leadership talent within the organization career development pipeline (Rothwell, 2010). The focus of succession planning is to objectively assess, develop and recognize talent to meet future organizational strategic and operational needs. According to Schmalzried and Fallon (2007) succession planning is a proactive attempt by the leaders of the organization to ensure that leadership is continuous, different positions are filled from within for any departures that may occur. In this regard the organization must take cognizance of attrition amongst staff and changes in business environment which would require constant audit and planning to perpetuate continuous progress in organizational operations. Succession planning, despite involving the replacement of key management positions, it also involves talent management where the selection of the most favorable candidates hinges on placing efforts to nurture their talents (Kitayi, 2017).

According Minbaeva and Navrbjerg (2011) an operative succession plan is one that is driven by the overall objectives as well as policies that are written. This process would enunciate better communication for individuals' career path, better plans for development and creation of an understandable system for the human resource fraternity. Lucy (2014) observed that the reason behind enforcing succession planning in cooperate companies is to make sure that there is maintenance of a pool of successors who are potentially able to achieve success in the organization. In gigantic organizations, succession planning has been done through proper talent induction

system and trainings the employees on advanced modules to secure market leadership in the industry (Ali, Mehmood, Ejaz & Ashraf, 2014). In this regard it can be inferred that succession planning significantly affects organizational performance (Adewale, Abolaji, & Kolade, 2011; Noe, Hollenbeck, Gerhart & Wright, 2017).

Nwosu (2014) did a study on succession planning and corporate survival of selected Nigeria firms. The population of the study was the staff of five blue-chip companies from different sectors in Nigeria Stock exchange while the sample size was determined using Taro Yameni formula. Weighted mean and Z-test were used as methods of data analysis and hypothesis testing. The study results revealed that there was a significant positive relationship between talent retention and survival of Nigerian firms. The study also found that staff mentoring, effective communication within the organization, proper delegation of duties and authority and sound staff welfare programs can help enhance talent retention in Nigerian firms. However the study had limitations in terms of context. The study was conducted in the private sector hence findings could not be generalized in the public sector and Kenyan context.

Nekesa (2013) sought to examine the effect of succession planning on organization performance within public organizations using Nzoia Sugar Company as a case study. The objectives of the study were to examine how succession planning contributes to organizations performance, identify the factors considered in identifying potential successors, establish the programmes the company introduced to develop potential successors in organizations, document the challenges faced in using succession planning and to explore ways of improving succession planning in Kenyan

corporations. It was based on the hypothesis that there is no relationship between succession planning and organization performance and programmes introduced to develop skills of potential successors contribute to organization performance. The study adopted descriptive research design for both unionized employees and managers. Stratified sampling was used on a sample of 204 representing a population of both unionized employees and management. Data was collected through questionnaires and was analyzed descriptively using statistical packages for social sciences. Descriptive statistics included the use of frequencies and percentages based on the research questions, objectives and hypothesis. The results showed that succession planning affects organization performance, and it should be the concern of all departments in the organization. The study used a descriptive design and descriptive statistics which could not help in making inferences on the causal relationship between succession planning and organizational performance.

Odhiambo, Njanja and Zakayo (2014) assessed the effects of succession planning practices on organizational performance among Non-Governmental Organisations (NGOs) in Kenya. The study adopted descriptive and quantitative designs. A total of 270 NGOs based in Nairobi participated in the study. The study consolidated both primary and secondary data. The main instrument for collecting primary data was a questionnaire. Each participating organization filled one questionnaire. The statistical analysis included; descriptive statistics and inferential statistics to determine the strength of a relationship between variables. The findings through tests of hypothesis revealed that: succession planning have significant effects on internal business and significantly contributes to institutional growth of Non-Governmental Organizations. However, findings revealed that succession planning have no influence on realization

of stakeholder's expectations. This study was done in NGO whose management and organizational structures are not similar to the public universities. Besides the findings on stakeholders expectations in relations to succession planning is in contravention of the aspirations of the resource based view.

Kitayi (2017) analyzed the effect of succession planning on organizational performance of family owned businesses in horticulture industry. The specific objectives of this study included how training and development, talent retention, talent recruitment and compensation management affect performance of Mara Farming Ltd. The type of research that was used here is descriptive design where the data collection process was conducted through questionnaires. The target population consisted of senior management, middle level management and supervisors, based on the technical nature of the study only this category of employees were best placed to assist in the study. The researcher used stratified sampling procedure to select samples that were representative of the entire population, a total of 38 which is 50% of the target population. Majority of the respondents agreed that training and development affect organization's performance. Training leads to high morale and lowers cost of production by eliminating risks. Compensation management is key to an organization. Employees place a great value on different rewards given to them by their employers. The findings demonstrated that succession planning strategy can be used to mobilize and manage staff in order to enhance performance of the horticultural industry organizations in Kenya However the study limitation was the small sample size thus compromising the reliability of the findings .The study also used a descriptive research design which could not efficiently establish a causal relationship between the variables. The study was also conducted in the horticultural

industry which doesn't have a semblance with the public education sector thus compromising the generalizability of the findings to the public universities.

Awani and Bidayatul (2016) examined the relationships between succession planning and its predictors which are leadership style, career development and KM practices in public universities in Malaysia. The sampling frame in this study contained a list of all administrative officers from grade N41 to grade N54 at 19 public universities staff. According to the results, there is significant influence of two independent variables which are leadership style and KM on successive planning effectiveness. Nevertheless, career management does not influence successive planning effectiveness although both are significantly related. The study limited to the Malaysian context.

Kristina (2018) examined the role of succession planning in five two-year colleges in the Minnesota State Colleges and Universities system (MnSCU). The purpose of this qualitative study was to identify the challenges that prevent campuses from succession planning, tie leadership pipeline issues and their resolution to succession planning practices, and provide recommendations on how to capitalize on the opportunities presented through succession planning initiatives. College CHRO's and other involved college leaders were interviewed about their participation in the succession planning pilot, including their use of an adopted framework, to understand if and how succession planning impacted their ability to mitigate the factors of the leadership crisis. The findings of the study posits that there is a significant and positive relationship between succession planning and performance of the college. The results from the research provide new knowledge to inform the existing body of research, highlights information about the impact of succession planning, and gives guidance on the design and implementation of succession planning. However, the

parameters in which these five colleges operate as part of a statewide system in a union environment may limit the generalizability of the study to those colleges who operate in similar environments and other contexts.

In the recent past, a significant number of empirical studies on succession planning and employee retention have tended to focus on the relationship between succession planning programs and staff retention with few on organizational performance. Some of the studies have looked at how succession planning has impacted on organization performance with limited studies on the public universities. K'Obonyo et al (2013) researched on succession strategy and performance of small and medium family businesses in Nairobi, Kenya and concluded that the relationship between succession planning and performance is not conclusive as to establish a clear causal relationship that can be modeled. This necessitates the need to fill the gap in literature by assessing the effect of succession planning on the performance of public universities.

#### **2.4.2 Effect of workforce diversity management on organizational performance**

In contemporary organizations, diversity is perceptible in the cultural, religious, language, gender, ethnic, educational and personality orientations of the workforce and is a matter of great global concern (Wangombe, Tabitha, Muthura, Kamau & Muriuki, 2013). Workforce diversity includes the differences and similarities of the employees in an organization. Most business organizations fail in because galvanizing diverse workforce to work as a team has been ineffective in terms of policy, training, exposure and approach to specific and overall goals (Ogbo & Kifordu, 2014). Effective diversity management resonates with the extent to which top management and organizational culture are in tandem with diversity initiatives. Maingi (2015) asserts that today, workforce diversity is a major challenge that has easily turned into



a losing situation for all involved, leading to demoralization of employees thus affecting employee performance in many organizations.

Effective management of workforce diversity has a positive effect on competitive advantage which is an element of strategy that gives an organization distinctive competence which engenders maximal organizational performance. This is corroborated by Kreitner and Kinichi (2004) who posits that management of diversity positively affects organizational behaviour and effectiveness which leads to performance. Researchers such as Hofstede cited in Schultz, Bagraim, Potgieter, Viegde and Werner (2003) have revealed that work force diversity promotes creativity, innovative problem solving and productivity. This occurs through the sharing of diverse ideas and perspectives. Cultivating a diverse workforce isn't just ethical or social but it also demonstrates a good business oriented approach (Bateman & Snell, 2009). In the light of current changes sweeping across the globe, diversity management has evidenced as a tool to increase organizational effectiveness (Ehimare & Ogaga-Oghene, 2011) and performance (Ogbo & Ukpere, 2014). Moving beyond equal employment opportunity (EEO) and affirmative action laws (Bateman & Snell, 2008), diversity has increasingly become a hot issue in the corporate world (Henry & Evans, 2007). However many organizations directly or indirectly express their unwillingness to participate in diversity management (Comer & Soliman, 1996).

Kisaka, Ellen and Andrian (2018) analysed ethnic and gender representativeness and heterogeneity of the workforce in public universities. The results show over-representation of certain ethnic groups and non-compliance with diversity requirements in most universities. Variations between universities with regard to

workforce heterogeneity are not statistically significant. However, the link between workforce heterogeneity and degree of urbanization of university location is statistically significant. The conclusion is that compliance with legal requirements does not necessarily translate into representativeness and heterogeneity of the workforce. A shift from legal compliance to planned increase in numbers of under-represented gender and ethnic groups through diversity initiatives that identify and address barriers to equal employment and discriminatory employment practices is recommended. The study was limited to variations of diversity between universities and urbanization as an outcome and not performance of universities.

Maingi (2015) established the effects of workforce diversity on employee performance in Kenya School of Government. The study adopted a case study research design. The target population was 690 employees at Kenya School of Government. A sample of 87 employees of the target population at Kenya school of Government and the study area was considered because of proximity to the researcher, accessibility and time limit. The study adopted stratified sampling method for primary data collection. The primary data was collected through the use of questionnaires and secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. The variables were regressed and study findings showed that independent variables significantly and positively influenced employee performance at Kenya School of Government. Education diversity was the most significant factor and had a positive significant relationship at 5% level of significance. It was established that all independent variables influenced employee performance. The study sample size was too low thus compromising its generalizability. Besides the study looked at employee

performance as an outcome of work force diversity management and not organizational performance.

Ogbo and Kifordu (2014) determined whether workforce diversity has a positive influence on customer related issues; and to ascertain the effect of education as a tool, on the management of workforce diversity to enhance high profitability index. Findings revealed that workforce diversity has a positive effect on customer related issues in an organization. In addition, it is found that education as a tool could be effectively utilized in managing workforce diversity to enhance high profitability. Workforce Diversity has been identified as a tool to improved organizational performance and has been as old as the first organization in Nigeria right from the barter system era of the early 1750 and at the industrial revolution and scientific management periods of 1911 to the modern epoch. A combination of the use of secondary data, oral interview, and content analysis was adopted. A spearman's rank correlation coefficient of 0.95 was obtained. Findings in line with the objectives revealed positive influence of workforce diversity on organizational performance of the selected organizations in Nigeria. The study was conducted in the private sector and brewing industry in Nigeria which limits it generalization of the study to the public universities in the Kenyan context.

Kundu, Bansal and Chawla (2015) critically reviewed literature on diversity management through various HR strategies and practices. In particular, the paper attempted to throw light on practical HR diversity management practices being adopted by corporates in their daily life such as diversity related recruitment & selection programmes, diversity training programmes, diversity support groups,

diversity audit, etc. The study evidenced that diversity management has a positive influence on performance outcomes at three levels i.e. individual, group and organizational level. However the study lacks the empirical testing of the results and is hypothetically developed and focused only on the positive outcomes of diversity management and thereby ignoring the negative aspect of excessive diversity, i.e. conflict, demotivation, higher employee turnover, and low organizational performance. Besides the study does not answer why some organizations are more aggressive in diversity management than others and the study emphasizes on the concept of overall diversity management by HR managers in an organization, however does not specifically address to issue of diversity management in HRM.

Busolo (2017) determined the impact of workplace diversity on organizational performance at AAR Group of Companies. The study sought to realize three specific objectives, namely; to investigate how age diversity, gender diversity and ethnic diversity affects the performance of AAR Group of Companies. The study adopted a descriptive research design, which was deemed appropriate, as it permitted the researcher to describe the impact of organizational performance and the three types of diversities that the study focused on. The population for this study comprised of employees of AAR Insurance and AAR Healthcare Kenya Limited working within Nairobi. This population comprised of 90 individuals from all levels of the organizations who were considered to possess the relevant information that the researcher needed for the study. It used the survey sampling and sampled the 90 employees or respondents to participate in the study. The study found that the respondents were age diverse, aged between 20 and 55 years. The study also established that the majority of the respondents were males and that the majority of

the respondents were Kikuyu, followed by Gusii and Luo, then Meru among others. The majority of the respondents were Bachelor's degree holders followed by holders of diploma certificates. The study established further that "Educational Diversity" had the highest in terms of ranking by percentage mean rating, followed by "Age Diversity" and "Gender Diversity". And that "Ethnic Diversity" and "Religious Diversity" were ranked as the second least important and the least important respectively. Regarding the impact of gender diversity on aspects of performance, the study found that competitive advantage was ranked the highest among aspects of performance affected by gender diversity, followed by "Management and Leadership Quality". "Organizational culture" and "job satisfaction" were ranked as the second least important and the least important respectively. The study found that of the aspects of performance affected by ethnic diversity, "corporate reputation" had the highest in terms of ranking by percentage mean rating, followed by "Employee productivity". "Job satisfaction" and "team performance" were ranked as the second least important and the least important respectively. The study found that the correlation between the dependent and independent variables revealed weak relationships between the dependent and independent variables. The study found through a regression analysis that the adjusted R<sup>2</sup> value of the model indicated that 13.1% of the change or variance in the model could be accounted for by age, gender and ethnic diversities. The study concluded that, age diversity is a very crucial resource for firms that intend to have sustainable workforce. It argues that gender diversity is a vital factor for organizational performance. It further contended that ethnic diversity has been determined to be a significant factor in organizational performance. This is especially true for firms that operate in multi-ethnic societies. The study found a weak relationship between diversity and organizational

performance. Besides the study was conducted in the private sector and thus findings cannot be generalized in the public and higher learning institutions.

Nida and Nudrat (2018) the relationship between different types of diversity and Organizational Performance. Data was collected through primary source i.e. with the help of questionnaires. They were administered online and employees who filled them were at managerial positions and above. SPSS was exploited to test the hypotheses. Results showed that work place diversity management impact on organizational performance. All the hypotheses were rejected showing a positive relationship between various types of Diversity & Organizational Performance. The limitation of the study was that it utilized only questionnaires in data collection thus becoming liable to the common error method and compromises the accuracy of the findings. The study was also conducted in an Kenyan context thus limiting its generalization of the finding of the study to a Kenyan context.

Max, Pons and Suri (2015) found that workers have preconceived overt and implicitly preferences on who they would like to work with and therefore increasing ethnic diversity may result in disunity and lack of cohesion within the workforce. They point out that is more true in organizations operating in countries in which ethnicity is underscored by strong emotions. Furthermore, the few studies that have focused on the impact of demographic diversity on organizational performance, have not examined their impacts on non-financial aspects of organizational growth (Darwin, 2014). In fact, as Gupta (2013) observes studies on the same are mostly inconclusive on the nature of the relationship. Busolo (2017) found a weak relationship between workplace diversity management and organizational performance. Hjort

(2014) studied the impact of ethnic diversity in the productivity of the flower industry in Kenya. His findings were that productivity decreases with an increase in ethnic diversity as it increases conflict levels among ethnic diverse performance groups. Mwikali and Kyalo (2015) observe that very little scholarly attention has been paid to the research problem in Kenya. Maingi (2015) posits that arguments such as the business case for diversity are intuitively appealing and politically popular, there is little evidence that organizational diversity can be used to boost performance. Whether employee diversity improves organizational performance is an empirical question that has not been adequately tested in the public sector context and especially public universities thus providing a gap to be filled by the current study.

#### **2.4.3 Effect of recruitment and selection strategies on organizational performance**

Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Recruitment and selection in any organization is a genuine business as the achievement of any organization or productivity in benefit conveyance relies upon the nature of its workforce who was enlisted into the firm through recruitment and selection works out (Ezeali & Esiagu, 2010). Recruitment and selection are tools used in picking the best candidates for a vacuum position in an organization or getting the appropriate applicants for a job after the candidates have been sieved and filtrated by the human resource team (Aphu , 2018). Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (Randall, 1987) cited

(Akuamoah, Amedagbui, Buabasah & Letsa - Agbozojoseph, 2016 ). The quality of the recruitment and selection process is a cornerstone to the success of the organization as such it calls for great attention.

For any industry to be able to attract quality employees they must have good image, reputation from the public to be able to pull the required number of qualified applicant to the industry, as a lot many qualified applicants may not be interested to give their services to a disreputable organization with a poor public image (Ofobruku & Iheabunike, 2013). The probity of the recruitment and selection process builds the image of an organization and in consequence a sellingpoint of an organization in the job market. Recruitment and selection is both an ongoing and intermittent process in an organizations life circle for purposes of achieving her objective. Deb (2009) the process of recruitment becomes sacrosanct in achieving organization objective and goals, apparently success is achieved through attracting the quality applicant to fill vacant position in the organization.

Aphu (2018) investigated the impact of recruitment and selection criteria on performance using GN Bank, Accra Ghana as point of convergence. The analyses of 130 valid responses obtained through a questionnaire that was administered to randomly selected respondents uncovered that recruitment and selection criteria have significant effect on organization's performance. The more objective the recruitment and selection criteria, the better the organization's performance. Therefore, it's imperative to put candidates under meticulous check cum scrutiny so as to conceive an organizational palatability as the after-effect. This Study was conducted in the banking sector focusing on financial performance which the current study is a



dispatch from by looking at nonfinancial performance. This study was also limited in sample size and instrument of data collection thus underestimated the outcome of the study.

Akuamoah, Amedagbui, Buabasah and Letsa - Agbozoseph (2016) investigated the current recruitment and selection practices and their impact at University of Ghana. The study employed descriptive, cross-sectional survey design. The target population was the human resource management. A total sample of 300 was taken from the target population. The study makes use of the logistic regression model. The significance of the Wald statistic for each independent variable indicates the overall factors predicting HRs' satisfaction provided by workers who can perform at a high level and demonstrate commitment and services. The Kendall's Co-efficient of Concordance (W) for the rankings of HR choice attributes as shown in table 4.10 below is 0.040. This means that the degree of agreement on a zero to one scale is 0.040. The degree of unanimity as measured by the W-statistics is about 4% since the score is zero for random ranking and 1 for perfectly unanimous ranking. Thus, to a large extent, there is agreement among respondents with regards to the rankings provided. The asymptotic distribution gave a significance level value of 0.000, which is less than 0.05. Thus, the null hypothesis (the rankings disagree) is rejected and the alternative hypothesis (the rankings agree) is accepted. The study had limitations of design of cross-sectional research whose finding cannot be applicable after a long time owing to changes in management strategies.

Kanyemba, Iwu and Allen-Ile (2015) Impact of recruitment and selection on organizational productivity. Evidence from staff of a university in South Africa. The

unit of analysis of this study comprised academic and non-academic staff of the institution. This study adopted a quantitative approach utilizing a Likert scale questionnaire to serve as the primary source of data collection. A future study could emphasize the development of a theoretical framework that links specifically to the peculiarities of the tertiary education sector in South Africa. A further study could also unpack how the components of recruitment and selection can be better harnessed to attract the interest of young South Africans to academe. The study used questionnaires in data collection thus liable to common error method. Besides the study was conducted in the south African setting which cannot be generalized to the Kenyan context.

Bentolhoda, Farhang and Sreenivasan (2017) examined the relationship between recruitment and selection, development used by organizations and their talent management. This investigation will be used of qualitative research design. Sampling for this study is 36 sections in IKCO which they are working separately as an organization and also they are dependent in output. The Research tool is a structured questionnaire. Descriptive statistics were used to describe the organizational specification which participated in this study, also hiring of talent, developing and strategies of management used in organization. This study is Settings of international companies in Iran. The Questionnaire was conducted by human resource managers in the organization. The result indicate that HR planning and selection are the most common techniques used by the organization to recruit and techniques. Also, training programs continuously developing talent is the method used by the organization to develop their talents. The findings showed that the most important strategy to preservation talent is clarifying job responsibilities and career paths. In this study is

that what techniques are used for the recruitment and choosing in this organization to predict the talent management.

Ofofokun and Iheabunike (2013) This study assesses the impact of recruitment practices on the organisation performance in the hospitality industry in Abuja. The effectiveness of recruitment practices in the process of procurement of the most suitable employee that would enable hospitality business to achieve her organisational objectives is pertinent to this research study. The present inability of hospitality business to attract and engage best suitable employee with the right knowledge skills and altitude to steer the day to day operation of the business, high turnover of hospitality employee and how best recruitment practices can impact positively on organisation performance in the hospitality industry is the major focus of this research. The hospitality business fall into three major categories of hospitality business grading (five star, three star, and one star) by the Nigeria tourism development corporation. Data were collected from twelve hospitality organizational units cutting across directors, managers, and supervisors, through a survey questionnaire carried out in hospitality facilities made of four numbers each of the three different grade of the hospitality industry in Nigeria (five star, three, one). Data gathered were analysed using weighted mean factor. The study recommended that for hospitality business to be successful it must adhere to keeping good staff, gain employee and guest/customers loyalty that improve their market share, this can be achieved through the employment of best practice in employee recruitment. However the study was conducted in the hospitality industry which are private and profit oriented thus the findings may not be generalized to the kenyan public universities.

Anyango, Okibo and Muya (2018) determined the effect of recruitment and selection on organizational performance at Kisii University main campus. It targeted 226 teaching staff and 7 members of management. The sample size for teaching staff was 144 determined through the use of Slovin's formula for sample size determination. All the 7 members of management were sample. Stratified random sampling was used to select teaching staff to participate in the study from different schools and faculties while purposive sampling was used to select members of management. Questionnaires were used to gather data from teaching staff while interviews were used to gather data from members of management. Data was analysed qualitatively and quantitatively and presented using tables, figures, and narratives. The study established that there was a positive relationship between recruitment and selection criteria and organizational performance. The study also revealed that recruitment and selection criteria were not fair. Therefore the study recommends that the University should adopt a fair and transparent recruitment and selection policy. The study sample size limited its generalization to other universities because it was representative. The study used questionnaires only for data collection whose validity of data and information depends on the honesty of the respondent and liable to biasness.

Mesei (2013) determined the recruitment and selection practices in public universities. A cross sectional survey was used. Data was collected using questionnaires targeting an administrative officer in charge of human resources in all the twenty two Kenyan public universities. The respondents were asked questions regarding the recruitment and selection practices in the public universities as well as the presence of the recruitment and selection policies. The response rate was excellent as nearly all the questionnaires were filled and returned. Data analysis was done using

measures of central tendencies such as mean and standard deviation. The study indicated that all the public universities have a recruitment policy whereas half of them agreed to have the selection policy. The study findings indicated that external advertisement and internal recruitment practices are used to a large extent. The internet, transfers, headhunting and referrals are used to a less extent. Employment agencies are rarely used. The study also indicated that panel interviews are used at a very large extent. Short listing and one on one interview are used to a large extent. Pre-employment medical examination is used to some extent. Sequenced interviews, internet based selection, assessment centres and background checks are only used to a less extent. The research revealed that university policy or practice on recruiting and selection was based on several practices; the first is analysis of the various departments to find out if there are vacancies to be filled. However, it was noted that the Kenyan public universities do not vary the recruitment and selection practices they use. It was also revealed that some Kenyan public universities do not have a selection policy. Those that have the selection policy, at times deviate from the formal process. The study was descriptive and only described the state of recruitment in public universities and did not study the effect on the performance of the universities. Besides the study only used questionnaires for the management only thus liable to biasness of findings. This provides gaps for the current study.

From the foregoing recruitment and selection strategies have been found to have a positive and significant relationship with organizational performance Akuamoah, Amedagbui, Buabasah and Letsa - Agbozoseph (2016); Kanyemba, Iwu and Allen-Ile (2015); Bentolhoda, Farhang and Sreenivasan (2017) ;Ofobruku and Iheabunike (2013).Majority of these studies were conducted in non Kenyan context thus may not

be generalized to the Kenyan setting. Akuamoah, Amedagbui, Buabasah and Letsa - Agbozojoseph (2016), Kanyemba, Iwu and Allen-Ile (2015) cross-sectional research whose findings cannot be applicable after a long time owing to changes in management strategies besides the low sample size thus prone to underestimation of results. According to Anyango, Okibo and Muya (2018) however, there is a dearth of empirical evidence on the effects of recruitment and selection criteria on the performance of a firm especially in the case of Universities. Mesesi (2013), Anyango, Okibo and Muya (2018) studied recruitment and selection in Kenyan universities however limited in terms of design which was cross-sectional whose findings may not be in tandem with the changes within a space of time and tools used in data collection which were only limited to questionnaires which are liable to biases. This altogether provides a gap for further studies.

#### **2.4.4 Effect of outsourcing on organizational performance**

Outsourcing is a phenomenon in which a company delegates part of its in-house operations to a third party with the third party gaining full control over that operation/process (Ono & Stango, 2005). Outsourcing is a process of obtaining goods and services by contract from an outside supplier (Jeevan, 2015). Outsourcing is when a company contracts an outside supplier for services or other business processes rather than employing staff to do these services in-house. It can also be defined as a process whereby an organization discontinues internal production (for example the production of goods or services) and replaces these existing activities and/or factors of production (for example resources) with capabilities provided by intermediate markets. While making the decision of HR outsourcing (external providers of services), organizations need to analyse and consider the effects of outsourcing these functions on the organization's productivity. For this purpose, (Finn, 2012) suggests that the

organizations need to differentiate between “core” and “non-core” activities of their functions.

Highly strategic activities are valuable, unique and therefore needs to be performed in house, whereas non-core critical activities are the main component of outsourcing (Rodriguez & Robaina, 2005). Strategic sourcing leads to greater emphasis on sourcing capability and positively impacts organization performance (Su & Gargeya, 2012). It is presumed that Outsourcing activities that has been previously been performed in-house will free up human and capital resources as well as allow for increased flexibility in the way labor is employed. According to Bettis, Bradley, and Hamel (1992), hiring and training staff for short-term or peripheral projects can be very expensive, and temporary employees don't always live up to your expectations (Muweesi, 2011). Outsourcing lets the organization focus the human resources where they need them most. Abraham and Taylor (1996) also emphasized that outsourcing can be used to economize on production cost, in particular by substituting in-house production with buying-in of components. They also argued that companies that do everything themselves have much higher research, development, marketing and distribution expenses, all of which must be passed on to customers. An outside provider's cost structure and economy of scale can give a firm an opportunity to be more efficient.

Rehema and Rugami (2018) investigated the effects of outsourcing on organization performance among commercial banks in Mombasa County. The specific objectives of this study were; to determine the influence of outsourcing risks, outsourcing costs, quality of service and functional department on the performance of commercial banks

in Mombasa County, Transaction cost theory and resource-based view theory were used in this study. This study used descriptive research design. The target population for this study was strategy managers in all commercial banks in Mombasa County. The study sample was 90 strategy managers who were selected through census survey. The study made use of questionnaires to collect data. Descriptive statistics such as (mean and standard deviation) were used to analyse quantitative data. The study established that outsourcing risks, outsourcing costs, quality of service and functional departments had a positive and significant effect on the performance of Commercial Banks in Mombasa County, Kenya. The study used descriptive survey which has the disadvantage that descriptive studies cannot be used to correlate variables or determine cause and effect. Besides the study was conducted in the banking sector hence findings may not be generalized to the education sector. Lastly the sample size was too small thus not representative of the entire population of banks.

Muweesi (2011) assessed the effect of outsourcing on Performance in Uganda Telecommunication Limited. The study adopted a case study research design involving quantitative methods. Purposive sampling technique was used to select the managers while simple random was used to select the remaining respondents. Quantitative data was analyzed using descriptive statistics (frequencies and percentages). The findings revealed that outsourcing at Uganda Telecommunication Limited positively contributed to cost efficiency. The study established that outsourcing at Uganda Telecommunication Limited somehow positively contributed to improved productivity. It was established that outsourcing at Uganda Telecommunication Limited positively contributed to profitability. Therefore the



study concluded that outsourcing positively affects Performance in Uganda Telecommunication Limited. The study recommended that outsourcing at Uganda Telecommunication Limited should be improved in order to improve on cost efficiency. However the study adopted a case study whose findings can't be generalized to a wider population.

Jeevan (2015) examined the impact of outsourcing on organizational performance of medium scale industries and the moderating role played by cost leadership, differentiation and innovation strategies in between this relationship. Data was collected from managers of medium scale industries in J&K (India). Structural equation modeling and regression analysis was used for testing the objective. Findings revealed that outsourcing of non-core critical activities and non-core non-critical activities positively affect organizational performance. Cost leadership, differentiation and innovation strategies act as moderators between outsourcing and organizational performance. Further, the outsourcing organizations have better financial performance than the non-outsourcing organizations. However the study had limitations in that data was collected from medium scale industries thus findings may not be generalized large scale industries. The study was cross sectional in nature as data have been collected in a single time period but it is difficult to derive causal relationships from cross-sectional analysis. Besides cross-sectional studies are prone to certain biases. Finally the study was conducted in an Indian context thus cannot be generalized to the Kenyan setting.

Machogu, Wanjala, Otieno and Kibe (2017) found out that outsourcing has become a strategic human resource approach in the current competitive business environment.

The study adopted descriptive research design. A company's business success could be determined on how well it manages its outsourcing relationship. In general, organizations outsource to achieve cost reductions and/or to be able to focus on their core business. They also resort to outsourcing as a way to achieve more efficient, effective and competent functions in their processes. One of the fastest growing changes currently adapted by organizations is to outsource non-essential but critical functions to a large scale service provider, which is commonly referred to as Business Process Outsourcing or BPO. As the trends in outsourcing are evaluated, it is realized that the benefits of outsourcing far outweigh its disadvantages. Even as profits from the organization activities and Return on Investments increase year after year, it cannot solely be attributed to outsourcing. Other factors like commitment, team work, reward recognition and employee involvements all play a critical role in the overall performance of the organizations. Institutions that integrate these factors with outsourcing achieve performance enhancement.

Mbugua (2014) revealed in a study that there has been a significant increase in most of the public universities in Kenya outsourcing non-core services in an attempt to enhance competitiveness. This is because most universities would rather concentrate on their core services which is teaching and because there are many companies that offer these non-core services such as cleaning, security, catering and IT services. These companies have professionally trained employees who can perform these tasks better. Organizational performance is reviewed in the contexts that frame it as a dependent variable with specific emphasis on how it is measured. The study found out that the key driver of outsourcing functions is due to the fact that Universities aimed to concentrate on core activities and the benefits realized from such services

outweighed the costs. For costs, in general the effect of an outsourcing solution should be cost reduction when compared to in-house solutions. The greater the cost saving the better the decision to outsource would be preferred and vice versa.

Abdikarim (2017) established the relationship between service outsourcing and performance of the Universities in Kenya. With the specific objectives that included, to determine the extent to which services have been outsourced by Universities in Kenya, to establish the correlation between outsourcing and performance of Universities in Kenya and to investigate the challenges of service outsourcing by Kenyan Universities. Data was collected using questionnaire and was analyzed using descriptive statistics where the data was presented in the form of frequencies, tables, pie-chart and percentages. According to the findings service outsourcing is of paramount significance to the Universities in Kenya. These results imply that Universities in Kenya outsource insurance services, computer and software services and legal services to a large extent. The study findings further showed that the dependent variable (organizational performance) is influenced by outsourcing of legal services, insurance services, computer and software services to a large extent and catering services with security services to a moderate extent. This has to be done carefully by looking at the best record from the service providers. From the study, the researchers found out that service outsourcing improves organizational performance of Universities in Kenya. The main finding on challenges was that Universities are outsourcing key services but have not established how to measure the quality of impact it has in its operations. The most challenging component was proper management and improved accountability. This study had limitations in terms of using only questionnaires for data collection and being conducted only one university thus compromising its generalization.

Sang (2010) unmasked the actual experiences of outsourcing of services in Kenyan public universities with the aim of outlining the challenges, opportunities and lessons for future outsourcing initiatives. It is based on primary data obtained from six public universities that were qualitatively studied. Anchored on the decision theory (Jurison, 1995) and aspects of the risk theory (Bauer, 1967), the study's key informants were interviewed and questionnaires were administered. The inquiry revealed that through outsourcing, the universities are able to cut costs, improve efficiency and meet their rising demands for greater accountability. The major challenges noted in outsourcing included negative attitude of staff, poor monitoring and evaluation, non-cooperation by students to the outsourced and interference by community. The study was cross-sectional thus findings could not be generalized over a longer period of time.

From the foregoing the penultimate is that outsourcing has a significant and positive effect on organizational performance according to Rehema and Rugami (2018), Muweesi (2011), Jeevan (2015), Machogu, Wanjala, Otieno and Kibe (2017), Mbugua (2014), Abdikarim (2017) Lopez (2014) and Suraju and Hamed (2013). On the other hand Mishra and Mahanty (2014) revealed that there is a drop in the overall team productivity in an outsourcing environment by considering the offshore options. Previous outsourcing studies give contradicting outcomes: some give positive relationships between outsourcing and organizational performance, while others give no significant or negative results, hence concluding that it all depends on the firms' motive to outsource (Kivuva, 2018). These mixed findings portend the need for further studies in this subject. Besides majority of studies have been conducted on business sector focusing on financial performance with very few in the Kenyan Universities Sang (2010) Abdikarim (2017), Mbugua (2014) amongst others .

However this studies had limitations interms of design and sample size which could lead to understimation of findings and generalizability of findings. Thus the current study aims at filling this gap.

#### **2.4.5 Moderating role of organizational citizenship behaviour on the effect of Human resource planning on organizational performance**

HRP allows the HRM function to position itself to take the best advantage of fluctuations in the labour market and in the economy (Jerome, 2013). This is underscored by the fact that the importance of human resources stems from its critical role in any organization, since human resources are the most important aspect for each organization to achieve goals, grow, and compete. Human resources planning is therefore a strategic planning process at the level of the senior management. Human resources planning guides activities related to the human resources management (Daley, 2012). For successful implementation and better outcomes of HRP the external and internal environment for the organization should be considered and evaluated. Most of the literature on the relationships between HRP and firm performance explained the direct relationships of the practices on performance (Gooderhama & Ringdalc, 2008; Ngo, Lau & Foley, 2008 ;Wright & Kehoe, 2008). According to Morrison (1996) in his model discussed how OCBs provide a critical link between HRP and firm's level of customer service, one of the dimensions of firm performance. Similarly, Sun, Aryee and Law (2007), Davood, Aminah, Khairuddin, Zoharah and Hamid, (2012) illustrated in their research that HRP is related to organizational performance and their findings indicate that a partially mediating role of OCBs exists in the relationships between HRP and organizational performance. Further, HR practices have significantly moderated the relationship between OCB and job performance (Mallick, Pradhan, Tewari & Jena, 2014).

Mallick, Pradhan, Tewari and Jena (2014) Studied Organizational Citizenship Behavior, Job Performance and HR Practices: A Relational Perspective. The findings revealed that OCB is having a significant relationship with job performance. Among the different dimensions of OCB, the study found that altruistic dimension has the strongest relationship with job performance, whereas the civic virtue dimension has an insignificant one. Further, HR practices have significantly moderated the relationship between OCB and job performance. However, the interaction between both the constructs was found to have an inverse effect on the relationship between OCB and job performance. The findings have advocated that the involvement of employees in altruistic behavior enhances productivity and performance at workplace. This study is a dispatch from the current study since it will use OCB as a moderator and not as an independent variable as used in the study. This provides a gap for further interrogation of the possible relationship between the variables.

Mbiu and Nzulwa (2018) studied the influence of human resource planning on employee productivity in county governments in Kenya. The main objective of this study was to evaluate the influence of Human Resource Planning on Recruitment strategies on the performance of Council of Governors in Kenya. The study adopted a descriptive survey research design. The study had a population of 216 employees at COG in Nairobi who had supervisory responsibilities. Stratified sampling was adopted to pick a sample size of 55 respondents. Primary data was collected using a questionnaire with closed ended and open ended questions administered to the employees. The Statistical Package for Social Sciences (SPSS) version 22 was used to analyze data for descriptive data (frequencies, percentages, and mean), and inferential data (correlation, and regression). The major findings of the study revealed the

existence of positive and significant relationship between recruitment and deployment, training and development of talent, talent retention, succession planning and performance of Council of Governors in Kenya. The study concluded that the relationship between recruitment and deployment, training and development of talent, talent retention, succession planning and Employee Productivity was statistically significant. In fine the study found a positive and significant relationship between human resource planning and employee productivity. However the study didn't use a moderator to explain the link between HRP and employee productivity. Besides the study was not done in an academic setting and did not focus on the organization performance but employee productivity.

Davood, Aminah, Khairuddin, Zoharah and Hamid (2012) studied the mediation effects of organizational citizenship behaviors on the relationships between selected human resource practices and firm performance. The human resource practices studied were reward and performance appraisal practices and firm performance was studied in terms of quality of services. Data were collected from a sample of 179 branches of two banks in Tehran, Iran. The participants in this study included 176 managerial employees, 352 non-managerial employees and 871 customers. To achieve these objectives a mediation model was tested using structural equation modeling procedure to examine if the hypothesized model fit the data. The results showed that organizational citizenship behaviors fully mediated the relationships between reward practices and quality of services and partially mediated the relationships between performance appraisal practices and quality of services. However this study looked at other human resource practices other than HRP and how they are mediated by OCB to achieve firm performance which is a dispatch from the current study. The study was

also conducted in the banking sector and a non-Kenyan context compromising on the generalization of the findings. According to Sun et al. (2007) OCBs have a moderating effect on the practice-performance relationships, the examination of OCBs as the moderating variable through which HRP affect firm performance is still scarce and especially in universities in the Kenyan setting this has informed the current study to fill the gap in literature.

## **2.5 Knowledge gaps**

In the recent past, a significant number of empirical studies on succession planning and employee retention have tended to focus on the relationship between succession planning programs and staff retention with few on organizational performance. Some of the studies have looked at how succession planning has impacted on organization performance with limited studies on the public universities. K'Obonyo et al (2013) researched on succession strategy and performance of small and medium family businesses in Nairobi, Kenya and concluded that the relationship between succession planning and performance is not conclusive as to establish a clear causal relationship that can be modeled. This necessitates the need to fill the gap in literature by assessing the effect of succession planning on the performance of public universities.

Max, Pons and Suri (2015) found that workers have preconceived overt and implicit preferences on who they would like to work with and therefore increasing ethnic diversity may result in disunity and lack of cohesion within the workforce. They point out that is more true in organizations operating in countries in which ethnicity is underscored by strong emotions. Furthermore, the few studies that have focused on the impact of demographic diversity on organizational performance, have not examined there impacts on non-financial aspects of organizational growth (Darwin,



2014). In fact, as Gupta (2013) observes studies on the same are mostly inconclusive on the nature of the relationship. Busolo (2017) found a weak relationship between workplace diversity management and organizational performance. Hjort (2014) studied the impact of ethnic diversity in the productivity of the flower industry in Kenya. His findings were that productivity decreases with an increase in ethnic diversity as it increases conflict levels among ethnic diverse performance groups. Mwikali and Kyalo (2015) observe that very little scholarly attention has been paid to the research problem in Kenya. Maingi (2015) posits that arguments such as the business case for diversity are intuitively appealing and politically popular, there is little evidence that organizational diversity can be used to boost performance. Whether employee diversity improves organizational performance is an empirical question that has not been adequately tested in the public sector context and especially public universities thus providing a gap to be filled by the current study.

Recruitment and selection strategies have been found to have a positive and significant relationship with organizational performance Akuamoah, Amedagbui, Buabasah and Letsa - Agbozoseph (2016); Kanyemba, Iwu and Allen-Ile (2015); Bentolhoda, Farhang and Sreenivasan (2017) ;Ofobruku and Iheabunike (2013).Majority of this studies were conducted in non kenyan context thus may not be generalized to the kenyan setting. Akuamoah, Amedagbui, Buabasah and Letsa - Agbozoseph (2016)Kanyemba, Iwu and Allen-Ile (2015) cross sectional research whose finding cannot be applicable after a long time owing to changes in management strategies besides the low sample size thus prone to underestimation of results. According to Anyango, Okibo and Muya (2018) there is a dearth of empirical evidence on the effects of recruitment and selection criteria on the performance of a

firm especially in the case of Universities. Mesesi (2013), Anyango, Okibo and Muya (2018) Studied recruitment and selection in Kenyan universities however limited in terms of design which was cross-sectional whose findings may not be in tandem with the changes within a space of time and tools used in data collection which were only limited to questionnaires which are liable to biasness this altogether provides a gap for further studies

From the foregoing the penultimate is that outsourcing has a significant and positive effect on organizational performance according to Rehema and Rugami (2018), Muweesi (2011), Jeevan (2015), Machogu, Wanjala, Otieno and Kibe (2017), Mbugua (2014), Abdikarim (2017) Lopez (2014) and Suraju and Hamed (2013). On the other hand Mishra and Mahanty (2014) revealed that there is a drop in the overall team productivity in an outsourcing environment by considering the offshore options. Previous outsourcing studies give contradicting outcomes: some give positive relationships between outsourcing and organizational performance, while others give no significant or negative results, hence concluding that it all depends on the firms' motive to outsource (Kivuva, 2018). These mixed findings portend the need for further studies in this subject. Besides majority of studies have been conducted on business sector focusing on financial performance with very few in the Kenyan Universities Sang (2010) Abdikarim (2017), Mbugua (2014) amongst others. However this studies had limitations in terms of design and sample size which could lead to understatement of findings and generalizability of findings. Thus the current study aims at filling this gap.

Empirical studies linking human resource planning and performance of public universities are deficient . In human resource management practices of various nations, companies have to adapt to the local specifics (Csaba, Katalin, & Jozsef, 2017). Majority of the studies have been conducted in the private sector which have motive of profit making hence findings cant be generalized to the public sector and especially public universities. Pamela, Umoh and Worlu (2017) ,Opoku-Mensah (2012) studies were not in kenyan setting and in the education sector thus compromising their generalization. Karia, Omari, Mwanaongoro and Ondieki (2016) conducted the studies in the public sector the Tanzanian context but didn't look at public universities. Besides the aforementioned studies did not look at how recruitment and selection,sucesion planning and outsourcing bundled together can affect performance of public universities.Mutahi and Busienei (2015)Naitore and Wanyoike (2019)on studies on strategic Human Resource Management on performance of selected Public Universities in Kenya were bereft of bundling of the variables focused in this study to see how they affect the performance of public universities. Besides the studies were limited in sample size which were too low increasing the likelihood of a Type II error skewing the results, which decreased the power of the studies. Therefore, it is against this background that the current study has been designed to investigate the effect of human resource planning practices on the performance of Public Universities in Western Kenyan Region.

Mallick, Pradhan, Tewari and Jena (2014) Studied Organizational Citizenship Behavior, Job Performance and HR Practices: A Relational Perspective, This study looked at human resource practices as a moderator and not OCB. Davood, Aminah, Khairuddin, Zoharah andHamid (2012) studied the mediation effects of organizational

citizenship behaviors on the relationships between selected human resource practices and firm performance. The study was conducted in the banking sector in Tehran, Iran, which is different from the Kenyan context and education sector. Besides the study focused on reward and performance appraisal practices and firm performance as moderated by OCB which is different from the focus of the current study. Mbiu and Nzulwa (2018) studied the influence of human resource planning on employee productivity in county governments in Kenya. However the study didn't use a moderator to explain the link between HRP and employee productivity. Besides the study was not done in an academic setting and did not focus on the organization performance but employee productivity. According to Sun et al. (2007) OCBs have a moderating effect on the practice-performance relationships, the examination of OCBs as the moderating variable through which HRP affect firm performance is still scarce and especially in universities in the Kenyan setting this altogether has informed the design of the current study to fill the gap in literature by assessing the moderating role of OCB on the effect of HRP on the performance of public universities in Western Kenya.

**Table 2.1: Summary of Specific Research Gaps**

<b>Researcher(s)</b>	<b>Focus of Study</b>	<b>Finding(s)</b>	<b>Knowledge Gap</b>	<b>Filling of Gaps</b>
Pamela, Umoh and Worlu (2017)	Effect of HRP on organization performance of oil firms	Established that there is a positive relationship between HRP practices and organization performance which are thereafter moderated by the organization structure	-It is suggested that further research can be directed in the service industry or both using a similar approach -The study focused on HRP and performance in Nigeria and not in kenyan setting and in the education sector thus compromising their generalization. - The study did not look at how recruitment and selection,succesion planning and outsourcing bundled together can affect performance of public universities	-Conducting the study in the service industry and specifically the education sector. - looking at how recruitment and selection,succesion planning and outsourcing bundled together can affect performance of public universities
Opoku-Mensah (2012)	effectiveness of HRP implementation on performance of in Information Services Department in Accra	Inadequate knowledge or information on HRP practices in affects the implementation of HRP.	The study however did not focus on effect of HRP in organizational performance as conceptualized in the current research. -The study was limited from generalizability to the education sector since it focused on	Introduces the constructs of human resource planning practices such as recruitment and selection,succesion planning and outsourcing, work force diversity management affect performance of public universities to fill in the gaps

			information services department whose structures and culture would be different from the education sector in the Kenyan context	in literature
Moyo (2015)	Effect of HRP and performance of public institutions in Tanzania	effective HRP contributes to better performance of public institutions	This study is that it narrowed on on public institutions in Tanzania and not the education institutions. Besides organizations operate within societies and are bound by their social norms and legislation, organizational cultures which is clearly important in the institutionalized Kenyan context of this study rendering it necessary for the current study to be undertaken.	Focuses on performance of public universities in the Kenyan context as an outcome of HRP practices such as recruitment and selection, succession planning and outsourcing, work force diversity management
Karia, Omari, Mwanaongoro and Ondieki (2016)	Effect of HRP on performance of Tanzanian public water utilities	established that there was a strong association between HRP and performance of Tanzanian public water utilities	-The study focused on HRP and performance of Tanzanian public water utilities - This study was conducted in Tanzanian water sector which has a	Focuses on the link between HRP and performance of Kenyan public universities - Besides the current study will look at how recruitment and selection, succession

			deferent cultural orientation with the Kenyan public universities context	planning and outsourcing bundled together can affect performance of public universities which was not the focus of the study by Karia, Omari, Mwanaongoro and Ondieki (2016)
Machogu, Wanjala, Otieno and Kibe (2017)	The effects of human resource outsourcing on organisational performance (a case study of Post Bank Kenya Ltd.).	Outsourcing affects organization performance in a competitive business environment.	Focused on outsourcing of human resource on performance of post bank a non-education sector. The sample size compromised on generalizability	looks at outsourcing of human resource and performance of universities in the Kenyan context and with a larger sample size
Abdikarim (2017)	The relationship between service outsourcing and performance of the Universities in Kenya.	The study findings further showed that the dependent variable (organisational performance) is influenced by outsourcing of legal services, insurance services, computer and software services to a large extent and catering services with security services to a moderate extent.	This study had limitations in terms of using only questionnaires for data collection and being conducted only one university thus compromising its generalization.	The study will involve all the public universities in western region thus increasing the scope for generalization.
Akuamoah, Amedagbui,	Effect of recruitment and	The study found that Recruitment	The study was conducted on a	Study will be conducted in the

Buabasah and Letsa - Agboz Joseph (2016);	selection strategies on organizational performance	and selection strategies have a positive and significant relationship with organizational performance	non-Kenyan context And used crossectional design	Kenyan context and by use of mixed method design.
Mohammed et al., (2017)	Impact of organizational culture on employee engagement in Saudi Banks	The results revealed that the enabler factors that contribute most to employee engagement enablers were training and development, organizational communication, reward, and recognition. Results revealed that Islamic culture has an influence on employee engagement in Saudi banks	The study focused on training and development, organizational communication, reward, and recognition and looked at them as organizational culture aspects and their effect on engagement -Besides the Saudi Arabian culture influences the organizational culture thus limiting generalization of this findings -The study also used a smaller sample size in the banking sector	The current study will fill in this gap by looking at organizational culture as a moderator of the relationship between HPWPs on employee engagement. The study will also look at knowledge management, Organizational justice, Organizational support and employee involvement and their effect on employee engagement in the hospitality industry
Anyango, Okibo and Muya (2018)	Studied recruitment and selection in Kenyan universities	Recruitment and selection significantly affects the performance of the public universities	However limited in terms of design which was cross-sectional whose findings may not be in tandem with the changes within a space of time and tools used in data collection which	The study will use a mixed method design with a larger sample size



			were only limited to questionnaires which are liable to biases	
Hjort (2014)	Impact of ethnic diversity in the productivity of the flower industry in Kenya.	His findings were that productivity decreases with an increase in ethnic diversity as it increases conflict levels among ethnic diverse performance groups.	This study focused on ethnic diversity. The study was conducted in the private sector.	The current study will look at workforce diversity in the public universities b
Busolo (2017)	The Impact of Workforce Diversity on Organizational Performance: A Case Study of AAR Group	a weak relationship between workplace diversity management and organizational performance	The study was conducted in the private sector and with a smaller sample size thus limiting its generalization	The study will be conducted in the public universities with a larger sample size
Mallick, Pradhan, Tewari and Jena (2014)	Organizational Citizenship Behavior, Job Performance and HR Practices: A Relational Perspective.	HR practices have significantly moderated the relationship between OCB and job performance	The study has used HR practices as a moderator and job performance as an outcome of OCB	This study is a dispatch from the current study since it will use OCB as a moderator and not as an independent variable as used in the study. The current study will also look at organizational performance as a dependent variable
Mbiu and Nzulwa (2018)	Influence of human resource planning on employee	The study revealed the existence of positive and	However the study didn't use a moderator to explain the link	The current study will be done in an academic setting and introduce

	productivity in county governments in Kenya	significant relationship between recruitment and deployment, training and development of talent, talent retention, succession planning and performance of Council of Governors in Kenya	between HRP and employee productivity. Besides the study was not done in an academic setting and did not focus on the organization performance but employee productivity	OCB as a moderator to explain the relationship between HRP and organization performance in public universities in western Kenya
Davood, Aminah, Khairuddin, Zoharah and Hamid (2012)	Mediation effects of organizational citizenship behaviors on the relationships between selected human resource practices and firm performance in banks in Tehran, Iran	The results showed that organizational citizenship behaviors fully mediated the relationships between reward practices and quality of services and partially mediated the relationships between performance appraisal practices and quality of services	This study looked at other human resource practices other than HRP and how they are mediated by OCB to achieve firm performance which is a dispatch from the current study. The study was also conducted in the banking sector and a non-Kenyan context compromising on the generalization of the findings.	The current study will be conducted in public universities in western Kenya context. The study will also look at HRP practices and organization performance as moderated by OCB

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter gives details on the methodology which was used to achieve the objectives of the study. A research methodology or involves specific techniques that are adopted in research process to collect, assemble and evaluate data. The chapter therefore discussed the techniques that were used in this study by describing the research design, the population of the study, sampling frame, sample and sampling techniques, data collection techniques, methods of data analysis which were used.

#### **3.2 The Research Design**

A research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem (Creswell, 2014). The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring an effective address of the research problem. The role of a research design is to ensure that the evidence obtained enables the researcher to effectively address the research problem logically and as unambiguously as possible (Creswell & Creswell, 2017). The current study adopted a cross-sectional study design. A cross-sectional study design is that it allows researchers to compare many different variables at the same time (Rindfleisch, Malter, Ganesan & Moorman, 2008). The defining characteristic of cross-sectional research is that it focuses on data collected at a single, specific point-in-time rather than over a period of time.

Cross-sectional studies are cheaper and can be carried out faster. The value of cross-sectional studies lies in helping you form assumptions or hypotheses you can then test

using other research methods (Sekaran & Bougie, 2016). Cross-sectional studies are used both descriptively and analytically (De Matos & Rossi, 2008). The study adopted analytical cross-sectional design. This type of cross-sectional study is used to investigate the association between two related or unrelated parameters (Rindfleisch, Malter, Ganesan & Moorman, 2008). The design entails collecting data from a sample population and analyzing it in order to establish causal explanations between the independent and dependent variables.

### **3.3 Area of Study**

The study was conducted in the western region of Kenya bordering Uganda, which is one of former Kenya's seven administrative provinces outside Nairobi. The western Kenya region incorporates formerly Western and Nyanza provinces. This region houses six public universities namely Maseno University, Rongo University, Kisii University, Jaramogi Oginga Odinga University of Science and Technology, Masinde Muliro University of Science and Technology and Kibabii University.

### **3.4. Study Population**

Population is defined as group from which information is sought. Target population is the entire group a researcher is interested in (Brannen & Gemma, 2012). The target population was non-teaching staff of public universities. The non-teaching staff was targeted because the number of non-teaching staff expected are too low to meet the target work load in universities affecting the operations of the teaching staff (Wanjiku, 2016). Besides the non-teaching staff in universities have been marginalized in scholarly contributions (Waiganjo & Odhiambo, 2014; Kipkebut, 2010). The target population comprises of all individuals, objects or things that the researcher can reasonably generalize his or her findings to (Mugenda & Mugenda, 1999). The accessible population is the population in research to which the researchers can apply

their conclusions (Banerjee & Chaudhury, 2010). This population is a subset of the target population and is also known as the study population. It is from the accessible population that researchers draw their samples. In this study the accessible population was non-teaching staff categorized as management which included top line management and middle level management and support staff from the six public universities in western Kenya region which were be 2,822 employees as presented in the table 4.1 below. This number was arrived at using staff records in the institutions as at June 2019. Table 3.1 gives a summary of the accessible population.

**Table 3.1: Accessible Population**

<b>University</b>	<b>Category of Non-Teaching Staff</b>	<b>Accessible population</b>
Maseno	Management staff	15
	Support staff	752
Rongo	Management staff	13
	Support staff	331
Kisii	Management staff	14
	Support staff	620
Jaramogi Oginga Odinga	Management staff	13
	Support staff	249
Masinde Muliro	Management staff	12
	Support staff	596
Kibabii	Management staff	12
	Support staff	195
<b>Total</b>		<b>2,822</b>

**Source: HR Departments of targeted universities (2019)**

### **3.5 Sample and the sampling techniques**

Sample frame is the source material or device from which a sample is drawn (Pettus-Davis, Grady, Cuddeback & Scheyett, 2011). It is a list of all those within a

population who can be sampled and may include individuals, households or institutions. In this study the sample frame was all the permanent non-teaching staff from the six public universities in western Kenya region. Sampling is the process of selecting units (e.g., people, organizations) from a population of interest so that by studying the sample the researcher may fairly generalize the results back to the population from which they were chosen (Lune & Berg, 2016). The sample should be representative of the population to ensure that the findings can be generalized to the population as a whole. A sampling technique is a specific process by which the entities of the sample was selected. The study adopted multistage sampling. Multistage sampling entails two or more stages of random sampling based on the hierarchical structure of natural clusters within the population (Pettus-Davis, Grady, Cuddeback & Scheyett, 2011).

Purposive sampling technique was used to select the 341 non-teaching staff and the six chartered public universities in western Kenya region. Purposive sampling is used when a researcher wants to access a particular subset of people (Lune & Berg, 2016). Individual public universities represented clusters such that each public university would be proportionately represented depending on the size of its employees. The categories of non-teaching staff were sampled using stratified random sampling. Such that management and support staff represented stratum with the clusters. Simple random sampling was used to select the respondents to participate in the research study from each stratum, but after it has been determined how many from each of the strata participated in the study. This maximized the chance of the sample being representative of the target population and may minimize the possibility of bias (Serem *et al*, 2013).

### 3.5.1 Sample size

A sample is the portion of the population of interest that is selected for a study (Etikan, Musa, & Alkassim, 2016). Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample (Schwab, 2013). A sample size of 341 was drawn from a total population of 2,822 employees to represent the whole population using Krejcie and Morgan Table 1970. The study didn't adopt census for the management owing to many possibilities of errors in a census investigation. The sample proportions from each university were determined using proportionate stratification. With proportionate stratification, the sample size of each cluster is proportionate to the population size of the cluster. Cluster sample sizes were determined by the following equation:

$$n_h = ( N_h / N ) * n$$

Where  $n_h$  is the sample size for cluster  $h$ ,  $N_h$  is the population size for cluster  $h$ ,  $N$  is total population size, and  $n$  is total sample size.

**Table 3.2: Sample size**

<b>University</b>	<b>Category of Non-Teaching Staff</b>	<b>Accessible population</b>	<b>Sample Size</b>
Maseno	Management staff	15	2
	Support staff	752	91
Rongo	Management staff	13	2
	Support staff	331	40
Kisii	Management staff	14	2
	Support staff	620	75
Jaramogi Oginga Odinga	Management staff	13	2
	Support staff	249	30
Masinde Muliro	Management staff	12	1
	Support staff	596	72
Kibabi	Management staff	12	1
	Support staff	195	23
<b>Total</b>		<b>2,822</b>	<b>341</b>

**Source: HR Departments of targeted universities (2019)**

### **3.6 Data Collection**

This section outlines the data collection instruments, sources of data, validity and reliability of research instruments as well as the data collection procedure.

#### **3.6.1 Data Collection Instruments**

Questionnaires were used for collecting primary data. Questionnaires were administered to employees as the main instrument. The data collection procedure refers to the method of administering the data collection tool (Kothari & Garg, 2014). Secondary data was collected through the review of literature articles related to the effect of human resource planning practices on the performance of public universities in Kenya, Africa, and other nations outside Africa. This added on the literature review



and it enabled the study to understand the primary data better and also allow the study to get a deeper insight on effect of human resource planning practices on the performance of public universities. Primary data was collected by use of questionnaires which was self-administered after obtaining permission from NACOSTI, the University and each university under study.

### **3.6.1.1 Questionnaires**

A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents (Zohrabi, 2013). It serves four basic purposes which include collection of the appropriate data, making the data comparable and amenable to analysis, minimizing the bias in formulating and asking question, and making the questions engaging and varied. The self-completion questionnaire instrument has to be particularly easy to follow and its questions have to be easy to answer (Phellas, Bloch & Seale, 2011). In the current study questionnaire was the main instrument for data collection. The data was gathered by semi structured questionnaire administered to sampled employees. The questionnaire had close-ended questions and items used 5-point likert scale commonly used in social sciences to measure perceptions, attitudes, values and behavior (Angelova & Zekiri, 2011).

The questionnaire had a total of 34 statements with 2 sections parts as shown in (See Appendix II). Section A contained questions relating demographic background of the respondent with 4 items. Section B had six parts with items relating to succession planning, workforce diversity management, recruitment and selection, outsourcing, organizational citizenship behavior and organizational performance. The items adopted a 5-point Likert Scale of: (1- Strongly Disagree, 2- Disagree, 3- Undecided 4- Agree 5- Strongly Agree).

### **3.6.2 Piloting of Research Instruments**

Pilot testing means finding out if your survey, key informant interview guide or questionnaire work in the “real world” by trying it out first on a few people. The purpose is to make sure that everyone in the study sample not only understands the questions, but understands them in the same way (Denscombe, 2014). Piloting of the questionnaire was done at Moi University in order to identify whether the developed instrument is in agreement with the contents of the research questions. This enabled the researcher to affirm the validity of the sample participants as well as that of the content of the questionnaire. It also ensured that the questionnaire provides insight to the phenomenon being studied. Importantly, it enabled the researcher to reconstruct some of the wordings of the questions before the actual research. It involved 10% of the size of the sample population (Kothari & Garg, 2014). This means that 34 respondents were drawn from sample population to participate in the pre-testing of the data instrument but did not take part in final study.

#### **3.6.2.1 Validity of Instruments**

Validity refers to the degree to which an instrument accurately measures what it intends to measure. Three common types of validity for researchers and evaluators to consider are content, construct, and criterion validities (Bolarinwa, 2015). The content validity was achieved by ensuring relevance of the research results with theoretical approaches and literature reviews (Maxwell, 2012). To ensure content validity, the researcher reviewed the literature in order to identify the items that required measuring the constructs, for example, succession planning, workforce diversity management, recruitment and selection, outsourcing organizational citizenship behavior and organizational performance. The questionnaire was then being given to the supervisor who read and analyzed to see whether it makes sense (Rubin & Babbie,

2016). Validity was also be achieved by making sure that all the study constructs are captured in the questionnaires. Careful sampling of items ensured their representativeness. Construct validity indicates the extent to which a measurement method accurately represents a construct and produces an observation, distinct from that which is produced by a measure of another construct (Conway & Lance, 2010). Construct validity was assessed by use of correlation tests. Criterion validity indicates the extent to which the instrument's scores correlate with an external criterion. This type of validity was determined by correlation coefficient between two measures. Correlations that fit the expected pattern contribute to the evidence of construct validity (Conway & Lance, 2010).

#### **3.6.2.2 Reliability of Instruments**

Reliability is the absence of differences in the results if the research were repeated (Collis & Hussey, 2014). The researcher operationalizes reliability as credibility, accuracy, and consistency of the data collected and the results presented. In this study, reliability was determined by use of internal consistency technique. The rationale for internal consistency is that the individual items should all be measuring the same constructs and thus correlates positively to one another. Internal consistency was measured through Cronbach's alpha coefficient. The test of reliability was calculated using the SPSS (Statistical Package for Social Science Version 20). The Cronbach's alpha coefficient (DeVaus, 2002) was used to calculate for reliability. As a rule of thumb, the acceptable alpha is at least 0.70 or above (DeVaus, 2002; Hair, Money, Page, & Samouel, 2007).

### 3.7 Data Processing and Analysis

The questionnaires were edited and coded to improve the quality of data. The process of editing involved going through the questionnaires to find out if the respondents are able to answer the questions and whether there was a blank response. Tabulation involved counting the number of cases that fall into various categories. Data was analyzed by use of descriptive (mean, standard deviation, frequencies, skewness and kurtosis) and inferential statistical techniques. Under inferential statistics, multiple regressions were used to determine the effect of a set of independent variable (Human resource planning programs) on dependent variable (organization performance), coefficient of correlation using the Statistical Package for Social Sciences (SPSS) version 20.0 package.

The regression model was as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots \dots \dots \text{Equation 3.1}$$

Besides a moderated multiple linear regressions was used to analyze the moderated relationship between HRP and organization performance by OCB. The model was as follows:

$$y = \beta_0 + \beta_1 X_1 * M + \beta_2 X_2 * M + \beta_3 X_3 * M + \beta_4 X_4 * M + \epsilon \dots \dots \dots$$

**Equation 3.2**

Where  $y$  represents organization performance, dependent variable  $x$  represents human resource planning programs,  $\beta$  was the standardized regression coefficient.

$X_1$  represent succession planning management practices

$X_2$  represent work force diversity

$X_3$  represent recruitment and selection

$X_4$  represent outsourcing

M represent the moderator (organizational citizenship behaviour)

$\epsilon$  represents error term (the residual error, which is an unmeasured variable)

### 3.7.1 Assumptions of multiple regression

Regression is an analysis that assesses whether one or more predictor variables explain the dependent (criterion) variable. The study tested for linear relationship, normality, multicollinearity, autocorrelation regression assumptions: (Tabachnick & Fidell, 2001).

**Normality:** Regression assumes that variables have normal distributions. Non-normality distributed variables (highly skewed or kurtotic variables, or variables with substantial outliers) can distort relationships and significance tests. In this study the assumption was tested by use of skewness and kurtosis (Osborne & Waters, 2002). Skewness measures the deviation of distribution from symmetry and Kurtosis measures peakness of the distribution (Cooper & Schindler, 2008). The values of skewness and Kurtosis should be zero in normal distribution statistics (Tabachnick & Fidell, 2007). Hair, Money, Samouel and Page (2007) indicate that data skewness values must fall within +1 and -1 and kurtosis values must be in the range of +3 and -3.

**Linearity:** estimate the relationship between dependent and independent variables if the relationships are linear in nature (Tabachnick & Fidell, 2001). If the relationship between independent variables and the dependent variable (DV) is not linear, the results of the regression analysis under-estimated the true relationship (Osborne

&Waters, 2002). Pearson Correlation coefficient was used to test for linearity. The Pearson correlation coefficient,  $r$ , can take on values between -1 and 1. The further away  $r$  is from zero, the stronger the linear relationship between the two variables. The sign of  $r$  corresponds to the direction of the relationship. If  $r$  is positive, then as one variable increases, the other tends to increase. If  $r$  is negative, then as one variable increases, the other tends to decrease. A perfect linear relationship ( $r=-1$  or  $r=1$ ) means that one of the variables can be perfectly explained by a linear function of the other (Williams, 2015).

**Multicollinearity:** Multicollinearity refers to a situation in which two or more explanatory variables in a multiple regression model are highly linear. Multicollinearity was tested with three central criteria: Correlation, Tolerance and Variance Inflation Factor (Osborne & Waters, 2002) .Multicollinearity was tested by use of variance inflation factor. The Variance Inflation Factor (VIF) measures the impact of collinearity among the variables in a regression model. The Variance Inflation Factor (VIF) is  $1/\text{Tolerance}$ . VIF value should be  $\leq 10$  VIF exceeding 10 indicates the presence of multicollinearity, Tolerance should be between 0-1 (Williams, 2015).The correlation coefficient between a factor and itself is always 1; hence the principal diagonal of the correlation matrix contains 1s'. This therefore means it is an identity matrix hence no multicollinearity (Kothari 2009).

**Autocorrelation** occurs when the residuals are not independent from each other (Tabachnick & Fidell, 2001).The linear regression model was tested for autocorrelation using Durbin-Watson test. Dubin Watson can assume values between

0 and 4, values around 2 indicate no autocorrelation. As a rule of thumb values of  $>1.5$  and  $< 2.5$  show that there is no auto-correlation in the data (Field, 2009).

**Homoscedasticity:** Homoscedasticity describes a situation in which the error term (that is, the “noise” or random disturbance in the relationship between the independent variables and the dependent variable) is the same across all values of the independent variables. Heteroscedasticity (the violation of homoscedasticity) is present when the size of the error term differs across values of an independent variable (McDonald, 2017). This assumption was tested through visual inspection of scatter plots (Allison, 2015).

### **3.8 Ethical Considerations**

Ethical considerations in research help to determine the difference between acceptable and unacceptable behaviors. Ethical considerations are so important in research as they prevent against the fabrication or falsifying of data and therefore, promote the pursuit of knowledge and truth which is the primary goal of research. Tharenou, Donohue and Cooper (2007) insist that researchers should consider possible ethical concerns their study might face before actually carrying out a research project. Research authorization was obtained from the National Commission for Science, Technology and Innovation (NACOSTI).

Prior to administering the questionnaire, a letter stating the purpose of the study and how the researcher maintained privacy, anonymity and consent form for participants to sign before they engage in the research as suggested by Creswell(2012) was attached. This form was to assure participants’ that their rights were protected during data collection. Equally, the researcher ensured tolerance, honesty and patience with

respondents while getting information from them. This is in consonant with Tharenou, Donohue and Cooper (2007) who opines that many ethical principles must be accepted, such as being respectful to the individuals, entitling them to be autonomous, as well as providing protection to those who lack autonomy in addition to ensuring confidentiality and anonymity. The first page of the questionnaires offered information about the topic of research; the principle of confidentiality and anonymity was pointed out in the questionnaire as well. Additionally, when the questionnaires were distributed, the respondents were offered with further information about the topic.



## **CHAPTER FOUR**

### **DATA ANALYSIS, FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents results of data analysis. As part of the descriptive statistics, the demographic variables analyzed included age bracket, gender, highest level of education, and period of employment. The purpose of the study was to assess the effect of human resource planning practices on the performance of public universities in western Kenya region. Human resource planning practices were analyzed in terms of succession planning, work force diversity, recruitment and selection, outsourcing (independent variables) and organizational citizenship behavior as a moderating variable. Organizational performance (dependent variable) was analyzed in terms research out put, level of customer satisfaction, quality of learning facilities, level of employee attraction and retention.

#### **4.2 Response Rate**

Out of a target population of 2,822 employees, a sample size of 341 was adopted. Subsequently, 341 questionnaires were distributed. A total of 269 questionnaires were returned from which, 21 questionnaires were discarded for either lack of response, being improperly filled, or being incomplete. The researcher ended up with 248 correctly filled questionnaires, which represented a response rate of 72.7 %. This response rate was deemed adequate for external validity. According to Nulty (2008) any response of 50% and above is adequate for analysis thus 72.7 % is even better.

### **4.3 Reliability Statistics**

Pilot testing was done at Moi University where 34 questionnaires which consisted of 34 items were disseminated to 34 respondents and received back 28 questionnaires. Thereafter, reliability of the questionnaire was determined using Cronbach's alpha. The overall reliability co-efficient of the instrument after the pilot testing yielded alpha 0.79 the following results: succession planning had five items whose alpha was 0.83, workforce diversity had five items which the alpha was 0.74, recruitment and selection had five items whose alpha was 0.71, outsourcing had five items whose alpha was 0.73, organizational citizenship behavior had five items whose alpha was 0.73, and organizational performance had five items with an alpha of 0.85. These are higher than the minimum acceptable value of alpha which should be at least 0.70 or above (Taber, 2018). Therefore, the response items were considered reliable.

### **4.4 Demographic Characteristics**

Respondents were asked to provide information regarding their demographic profile that included; gender, age bracket, level of education and period of work in the profession. This information was deemed relevant in assessing the effect of human resource planning practices on organizational performance in public universities, western Kenya Region.

**Table 4.1: Respondents Demographic Characteristics**

<b>Demographics</b>	<b>Cases</b>	<b>Frequency</b>	<b>Percentage</b>
Age bracket	20-30	51	20.6
	31-40	101	40.7
	41-50	69	27.8
	51-60	27	10.9
Gender	Male	151	60.9
	Female	97	39.1
Level of education	Diploma	95	38.3
	Bachelors	104	41.9
	Post graduate	33	13.3
	Any other	16	6.5
Period of work	Less than 1yr	28	11.3
	1-5yrs.	68	27.4
	6-10 yrs.	50	20.2
	11-15yrs	34	13.7
	16-20yrs	42	16.9
	Above 20yrs	26	10.5

Results presented in Table 4.1, depicted that (20.6 %) were between 20-30yrs., (40.7%) were between 31-40 yrs., (27.8%) were between 41-50yrs and (10.9%) were 51-60yrs. This shows that majority of staffs were aged below forty years which represented a youthful population that is energetic and interested in building their careers. Majority of the employees were females (39.1%) and males (60.9%), which mean that the population of either gender was more than one third of staff population. This suggested that the public universities in western Kenya region were adhering to the principle of gender parity in employment and the decisions made by the public universities were bound to remain gender sensitive. The highest level of education

included Diploma (38.3 %), Bachelors' (49.1%), and Post graduate (13.3%). Any other level of education was 6.5 % which implied that the minimum level of employment for majority of staffs in the public universities was at Diploma level of education hence could understand what is sought by this study and even interpret questionnaire well. Majority of employees had served for more than six years at 61.3%. The implication of this was that they had adequate experience to give information that the researcher could rely on.

#### **4.5 Descriptive Statistics for the Variables**

The findings from the study were analyzed using descriptive statistics, which included Skewness, kurtosis, means and standard deviations. Means and standard deviations for the independent and dependent variables were computed from the respondents' responses. The purpose of means and standard deviations was to provide a general picture of how the respondents perceived the effects of human resource planning practices on organizational performance in public Universities. Skewness and Kurtosis was used to test for the assumption of normality.

##### **4.5.1 Descriptive Statistics for Succession Planning**

The researcher sought to establish the level of agreement to various aspects of Succession Planning. Five response items were used to examine the prevailing status of Succession Planning.

**Table 4.2: Succession Planning Descriptive Statistics**

<b>Responses</b>	<b>SD %</b>	<b>D%</b>	<b>UD%</b>	<b>A%</b>	<b>SA%</b>	<b>MEAN</b>	<b>SD</b>
Mentoring and coaching is well done by most leaders.	3.2	5.6	10.9	27.8	52.4	4.21	1.054
In our organization there are opportunities for continuously improving on the skills.	0.8	8.9	15.7	30.2	44.4	4.08	1.013
Succession planning is strictly considered for top level management	7.3	7.7	13.7	32.7	38.7	3.88	1.215
Employees that need training and development are identified and provided with an opportunity	4.0	2.4	15.3	30.2	48.0	4.16	1.036
The organization has built a good brand image to attract key talented employees who can lead the organization	3.2	2.4	13.7	58.5	22.2	3.94	.863

According to the findings presented in Table 4.2, 80.0% of the respondents agreed and strongly agreed that mentoring and coaching is well done by most leaders (M=4.21 SD=1.054), .9 % were in disagreement and 10.9% were undecided. 74.6% of the respondents both agreed and strongly agreed that in their organization there are opportunities for continuously improving on the skills (M=4.08 SD=1.013) while 9.7% and 15.7% were in disagreement and undecided respectively. Besides, a majority of the employees both agreed and strongly agreed (71.4%) that succession planning is strictly considered for top level management (M=3.88 SD=1.215), 15.0 % disagreed while 13.7% were undecided. 78.2% of the respondents were in agreement that employees who need training and development are identified and provided with

an opportunity ( $M=4.16$   $SD=1.036$ ), 6.4% disagreed while 15.3% undecided. Lastly 80.7% respondents agreed and strongly agreed that the organization has built a good brand image to attract key talented employees who can lead the organization ( $M=3.86$   $SD=.740$ ), 5.6% disagreed while 13.7% were undecided. The implications of these results is that the public universities should continuously embrace succession planning as a means of providing opportunity for growth and satisfaction for the employees. This argument is supported by the fact that succession planning provides opportunities to foster an innovative culture, boost performance and increase competitive success (El Badawy, Alaadin & Magdy, 2016).

#### **4.5.2 Descriptive Statistics for Work Force diversity**

Research objective two sought to establish the prevailing status of work force diversity in public universities. The study conceptualized that work force diversity had an effect on performance of public universities. Thus; five questionnaire items were used to examine the status of work force diversity in the public universities in western Kenya region.

**Table 4.3: Workforce Diversity Descriptive Statistics**

<b>Responses</b>	<b>SD %</b>	<b>D%</b>	<b>UD%</b>	<b>A%</b>	<b>SA%</b>	<b>MEAN</b>	<b>SD</b>
Differences in age group makes decision making easy	4.4	9.7	6.5	32.7	46.8	4.08	1.148
Diversity amongst staff is considered during employment	10.1	20.6	9.3	16.1	44.0	3.63	1.462
Working with different gender ensures job satisfaction	0	6.5	14.5	21.4	57.7	4.30	.944
Employees of different ethnic background improves reputation	4.8	4.0	22.2	19.0	50.0	4.05	1.149
Diverse education background enhances communication and information sharing.	0	3.2	10.5	37.1	49.2	4.07	.856

Results presented in Table 4.3 reveal that a total of 79.5% of the respondents both agreed and strongly agreed that differences in age group makes decision making easy (M=4.08 SD=1.148) ,14.1 % were in disagreement while 6.5% were undecided. Besides, a majority of the employees 60.1% of the respondents agree that diversity amongst staff is considered during employment (M=3.63 SD=1.462), 30.7% were in disagreement while undecided were 9.3%. A total of 79.1% of the respondents also agreed and strongly agreed that there is working with different gender ensures job satisfaction (M=4.30 SD=.944), 6.5% disagreed and strongly disagreed while 14.5% were undecided. A total of 69.0% of respondents agreed and strongly agreed that employees of different ethnic background improves reputation, (M=4.05 SD=1.149),

8.8% strongly disagreed and disagreed while 22.2% were undecided. Lastly 86.3% of the respondents agreed and strongly agreed that diverse education background enhances communication and information sharing. (M=4.07 SD=.856), 3.2% were in disagreement while 10.5% were undecided. From the responses it can be inferred that there is a diverse workforce in the public universities. The implication of this is that based on the policy frameworks which recognize and influence workforce diversity within various domains of their work should be enhanced.

#### 4.5.3 Descriptive Statistics for Recruitment and Selection

Research objective three sought to examine the prevailing status of recruitment and selection in the public universities in western Kenya region. Thus; five questionnaire items were used.

**Table 4.4: Recruitment and Selection Descriptive Statistics**

<b>Responses</b>	<b>SD %</b>	<b>D%</b>	<b>UD%</b>	<b>A%</b>	<b>SA%</b>	<b>MEAN</b>	<b>SD</b>
Recruitment is done on capabilities of candidates.	3.2	24.2	4.8	22.2	45.6	3.83	1.319
Recruitment for promotion is done on active employee recommendation	0.0	18.1	25.0	16.5	40.3	3.79	1.159
Recruitment and selection process is open and transparent.	0	16.9	9.3	15.7	58.1	4.15	1.155
Recruitment is based on community influences,	2.8	11.3	19.4	10.9	55.6	4.05	1.208
Most vacancies requirement are made clear to the general public and staff.	0	16.9	21.4	12.5	49.2	3.94	1.177

Results presented in Table 4.4 reveal that a total of 67.8% of respondents both agree and strongly agree that recruitment is done on capabilities of candidates (M=3.83



SD=1.319), 27.4% strongly disagreed and disagreed while 4.8% were undecided. Besides, a 56.8 % of the employees both agreed and strongly agreed that recruitment for promotion is done on active employee recommendation (M=3.79 SD=1.158) while 18.1% disagreed and strongly disagreed while 25.0% were undecided. 73.8 % of respondents agreed and strongly agreed that recruitment and selection process is open and transparent (M=4.15 SD=1.155), 16.9% disagreed 9.3% were undecided. 66.5 % agreed and strongly agreed that recruitment is based on community influences (M=4.05 SD=1.208), 14.1 % strongly disagreed and disagreed. 19.4 % were undecided. Lastly the respondents 61.7% agreed and strongly agreed that most vacancies requirement are made clear to the general public and staff (M=3.94 SD=1.177).

#### **4.5.4 Descriptive Statistics for Outsourcing**

The study conceptualized that outsourcing had an effect on performance of public universities in Western Kenya region. Thus; five questionnaire items were used to examine the prevailing status of outsourcing in the public universities in Western Kenya region.

**Table 4.5: Outsourcing Descriptive Statistics**

<b>Responses</b>	<b>SD %</b>	<b>D%</b>	<b>UD%</b>	<b>A%</b>	<b>SA%</b>	<b>MEAN</b>	<b>SD</b>
Outsourcing provides an opportunity to concentrate on core functions	2.4	18.1	12.1	34.7	32.7	3.77	1.159
Outsourcing reduces overhead costs	4.0	13.3	17.7	41.5	23.4	3.67	1.096
Outsourcing is effective in presently hiring new labour	2.4	12.1	26.6	33.9	25.0	3.67	1.055
Outsourcing has been effective in addressing labour shortages of the universities	2.4	18.5	22.6	23.0	33.5	3.67	1.189
Outsourcing is effective in building competency	3.2	3.2	6.9	39.5	47.2	4.24	.951

Results presented in Table 4.5 reveals that a total of 67.4% respondents agree and strongly agree that outsourcing provides an opportunity to concentrate on core functions (M=3.77 SD=1.159), 20.6% disagree while 12.1% were undecided. 64.9% of the respondents agree and strongly agree that outsourcing reduces overhead costs (M=3.67 SD=1.096), 17.3% disagreed while 17.7% were undecided. Besides, a majority of the employees at 56.5% agreed and strongly agreed that outsourcing is effective in presently hiring new labour (M=3.67 SD=1.055), 16.5% were in disagreement while 26.6% were undecided. 56.5% of respondents agreed and strongly agreed that outsourcing has been effective in addressing labour shortages of the universities (M=3.67 SD=1.189), 20.9% were undecided while 22.6% were

undecided. 86.7% of the respondents were in agreement that outsourcing is effective in building competency (M=4.24 SD= .951), 6.4% were in disagreement while 6.9% were undecided.

#### 4.5.5 Descriptive Statistics for Organizational Citizenship Behavior Variable

The moderating variable of the study was organizational citizenship behavior. To this end, five questionnaire items were used to assess organizational citizenship behavior in public universities in western Kenya region.

**Table 4.6: Organizational Citizenship Behavior Descriptive Statistics**

<b>Responses</b>	<b>SD %</b>	<b>D%</b>	<b>UD%</b>	<b>A%</b>	<b>SA %</b>	<b>MEAN</b>	<b>SD</b>
I am always willing to lend a helping hand to those around me	0.0	2.4	9.3	38.3	50.0	4.36	.750
I am mind full how my behavior affects other peoples jobs	0.8	3.2	6.5	39.1	50.4	4.35	.806
I keep myself updated with the organizational announcements and memos	3.2	1.6	8.9	27.8	58.5	4.37	.947
I always require frequent doses of motivation to get work done	0.0	0.8	12.9	29.4	56.9	4.42	.744
I willingly help fellow professionals when they have work related problems	0.0	2.8	13.7	22.2	61.3	4.42	.831

Results displayed in Table 4.6, reveals that 88.3% of respondents concurred that they are always willing to lend a helping hand to those around me (M=4.36 SD= .750) while 2.4% were in disagreement and 11.7% were undecided. 89.5% of the respondents were of the view that they are mind full how my behavior affects other people's jobs. (M=4.35 SD= .806), 4.0% were in disagreement while 6.5% were undecided. 86.3% of the respondents were also in agreement that they keep myself updated with the organizational announcements and memos (M=4.37SD= .947), 4.8% were in a disagreement while 8.9% were undecided. 86.3% of the respondents agreed that they always require frequent doses of motivation to get work done (M=4.42 SD=.744), 0.8% were in disagreement while 12.9% were undecided. 83.5% of the respondents also agreed that they willingly help fellow professionals when they have work related problems (M=4.42 SD= .831) while 13.7% were in disagreement.

#### **4.5.6 Descriptive Statistics for Organizational Performance Variable**

The dependent variable of the study was organizational performance.

**Table 4.7: Organizational Performance Descriptive Statistics**

<b>Responses</b>	<b>SD %</b>	<b>D%</b>	<b>UD%</b>	<b>A%</b>	<b>SA%</b>	<b>MEAN</b>	<b>SD</b>
The positive image helps in high attraction and retention of staff.	4.4	14.1	21.8	35.5	24.2	3.61	1.129
Employees are motivated to meet their work deadlines	0.0	1.6	18.1	56.9	23.4	4.02	.624
There has been an improvement of the institutions infrastructures with adequate basic facilities for learning	0.0	3.2	24.2	44.0	28.6	3.98	.812
The institution frequently gets research income in form of a grant through staff	0.0	3.2	34.3	45.6	16.9	3.76	.766
Improved customer satisfaction by staff has attracted more academics from other nations	0.0	0.0	5.6	46.0	48.4	4.43	.599

Table 4.7, depicts the prevailing status of performance of public universities in western Kenyan region. That 59.7% of respondents concurred that the positive image helps in high attraction and retention of staff (M=3.61 SD=1.129) while 18.5% were in disagreement and 21.8% undecided. 80.3% of the respondents were of the view that employees are motivated to meet their work deadlines (M=4.02 SD= .694), 1.6% were in disagreement while 18.1% were undecided. 72.6% of the respondents were also in agreement that there has been an improvement of the institutions infrastructures with adequate basic facilities for learning(M=3.98 SD= .812), 3.2% were in a disagreement

while 24.2% were undecided. 62.5% of the respondents agreed that the institution frequently gets research income in form of a grant through staff. (M=3.76 SD=.766), 3.2% were in disagreement while 34.3% were undecided. 94.4% of the respondents also agreed that improved customer satisfaction by staff has attracted more academics from other nations (M=4.43 SD= .599) while 5.6% were undecided.

#### **4.6 Predictive Analysis**

To determine which among the human resource planning practices predicts organizational performance. Before multiple regression analysis was conducted, assumptions of regression analysis were first tested.

##### **4.6.1 Assumption of Normality**

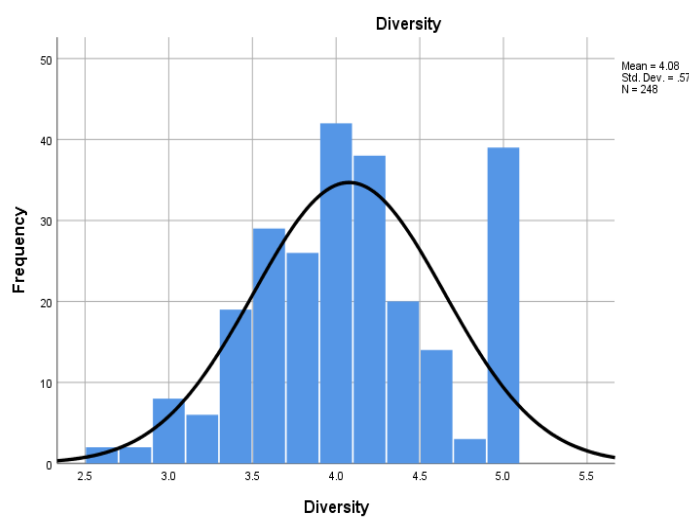
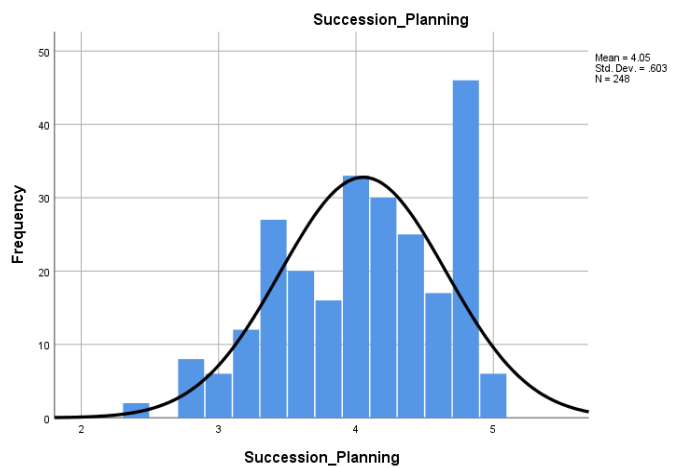
Normality of data was assessed using Skewness and Kurtosis statistics (Tabachnick & Fidell, 2007). Hair, Money, Samouel and Page (2007) indicated that data skewness values must fall within +1 and -1 and kurtosis values must be in the range of +3 and -3. If both tests have been fulfilled, then the data can be considered as normally distributed and no any skewed distribution.

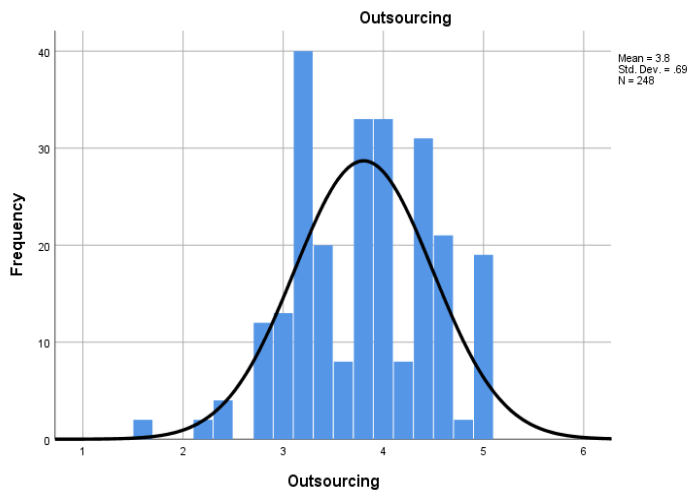
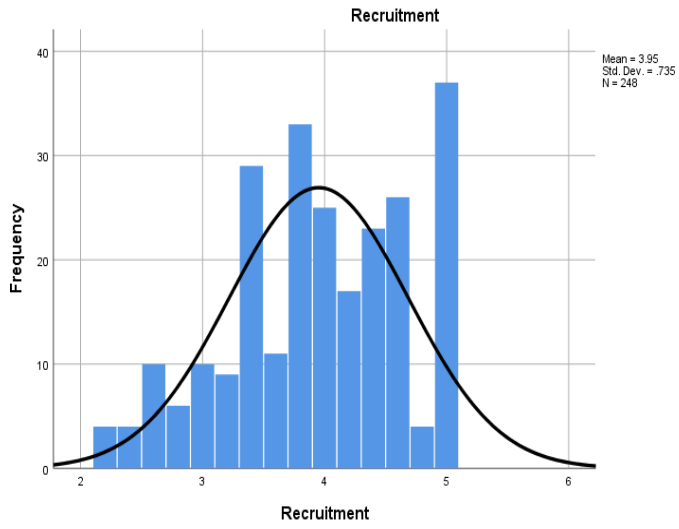
**Table 4.8: Test for Normality**

<b>Construct</b>	<b>Skewness Statistic</b>	<b>Kurtosis Statistic</b>
Succession planning	- .385	-.682
Work force diversity	- .049	-.481
Recruitment and selection	- .346	-.605
Outsourcing	-.214	-.232
Organizational Citizenship Behavior	-.342	-1.014
Organizational performance	- .324	-1.186

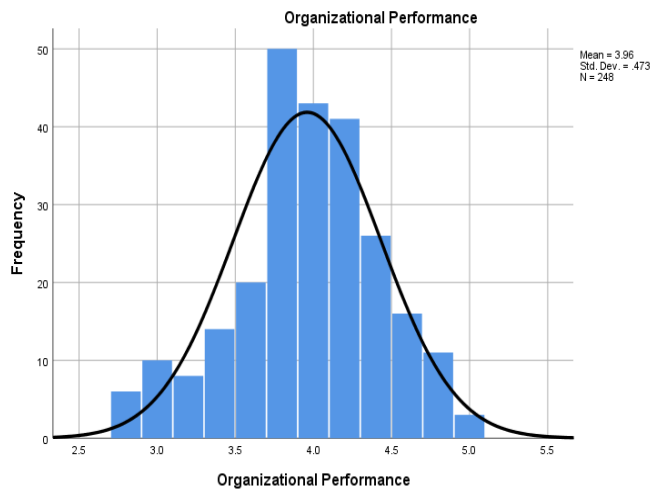
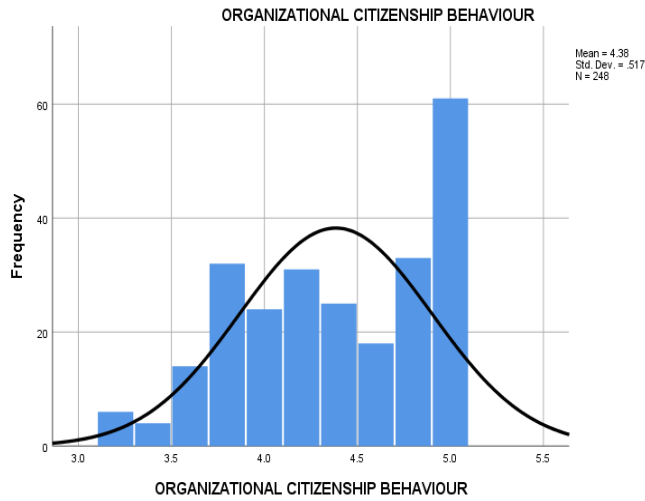
Results presented in Table 4.8 reveal that normality assumption was supported. None of the Skewness and Kurtosis values fell outside the stated ranges.

Histograms are a good way of getting an instant picture of the distribution of data (Field, 2009). Therefore histograms were also employed in the study to test for normality on the data analysis that was used in the study that is; regression and ANOVA was based on the assumption that the data were normally distributed. The researcher made the evaluation by checking how far the data deviated from a bell-shaped normal distribution.









#### 4.6.2 Assumption of Linearity

Pearson's correlation coefficients were used to test linearity assumption. The purpose of using correlation was to identify human resource planning practices that provide best predictions for conducting regression analysis.

**Table 4.9: Test for Linearity**

	<b>Succession Planning</b>	<b>Work force Diversity</b>	<b>Recruitment and selection</b>	<b>Outsourcing</b>	<b>OCB</b>	<b>Organizational performance</b>
<b>Succession Planning</b>	1					
<b>Work force Diversity</b>	.576**	1				
<b>Recruitment and selection</b>	.600**	.381**	1			
<b>Outsourcing</b>	.162*	.127*	.187**	1		
<b>OCB</b>	.531**	.482**	.551**	.205**	1	
<b>Organizational performance</b>	.670**	.620**	.676**	.400**	.583**	1

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

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

The inter-correlations among the variables are shown in Table 4.9. From the results, it can be seen that correlations among the social correlates were significant. Correlations between succession planning, work force diversity, recruitment and selection, outsourcing and organizational citizenship behavior, where  $r=.670^{**}$ ,  $r=.620^{**}$ ,  $r=.676^{**}$ ,  $r=.400^{**}$  and  $r=.583^{**}$  respectively were also positively and significantly related to organizational performance where  $P<0.01$ . Linearity assumption was therefore satisfied. This implies that all the all the human resources planning practices under study jointly have a positive and significant impact on organizational performance in public universities in western region as such it behooves the management of the public universities to pay high premiums on these human resource planning practices to secure high organizational performance.

### **4.6.3 Multicollinearity**

First correlation matrix was obtained for all the factors and scrutinized for chances of Multicollinearity. Correlation matrix gives the correlation coefficients between a single factor and every other factor in the investigation. The correlation coefficient between a factor and itself is always 1; hence the principal diagonal of the correlation matrix in Table 4.9 contains 1s. This therefore means it is an identity matrix therefore there was no multicollinearity (Kothari 2009). The Variance Inflation Factor (VIF) measures the impact of co linearity among the variables in a regression model. Values of VIF that exceed 10 are often regarded as indicating Multicollinearity (Tabachnick & Fidell, 2001). All variables involved in the linear relationship will have a small tolerance. Some suggest that a tolerance value less than or equal to 1 (Osborne & Waters, 2002). According to table 4.24 Variance Inflation Factor (VIF), Tolerance are within the threshold ranges hence no multicollinearity.

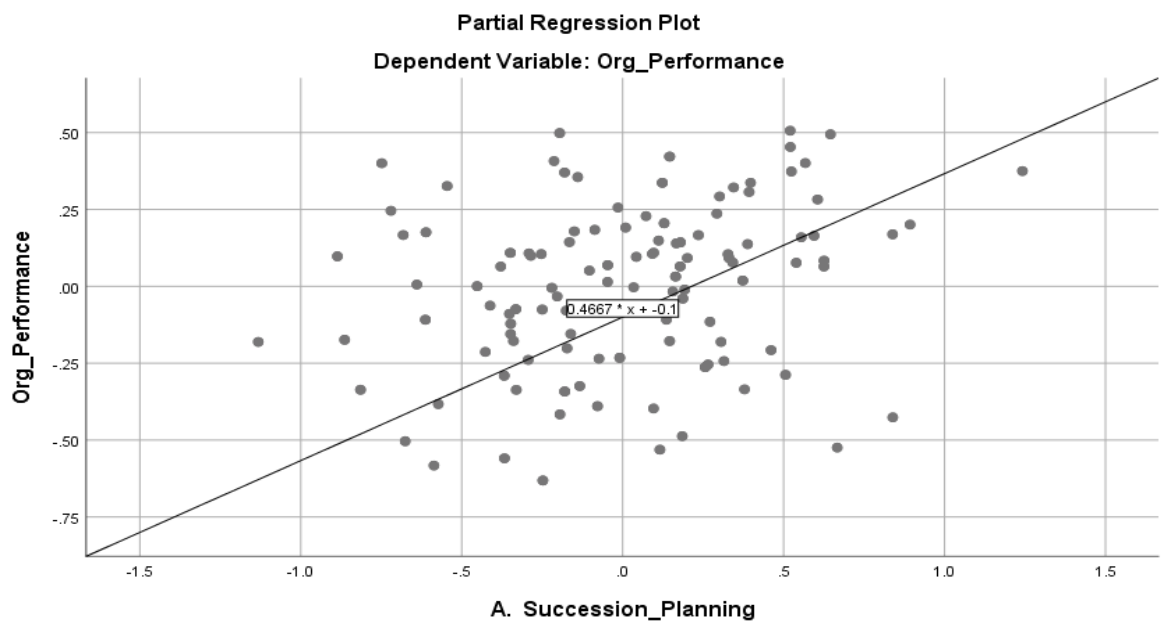
### **4.6.4 Autocorrelation**

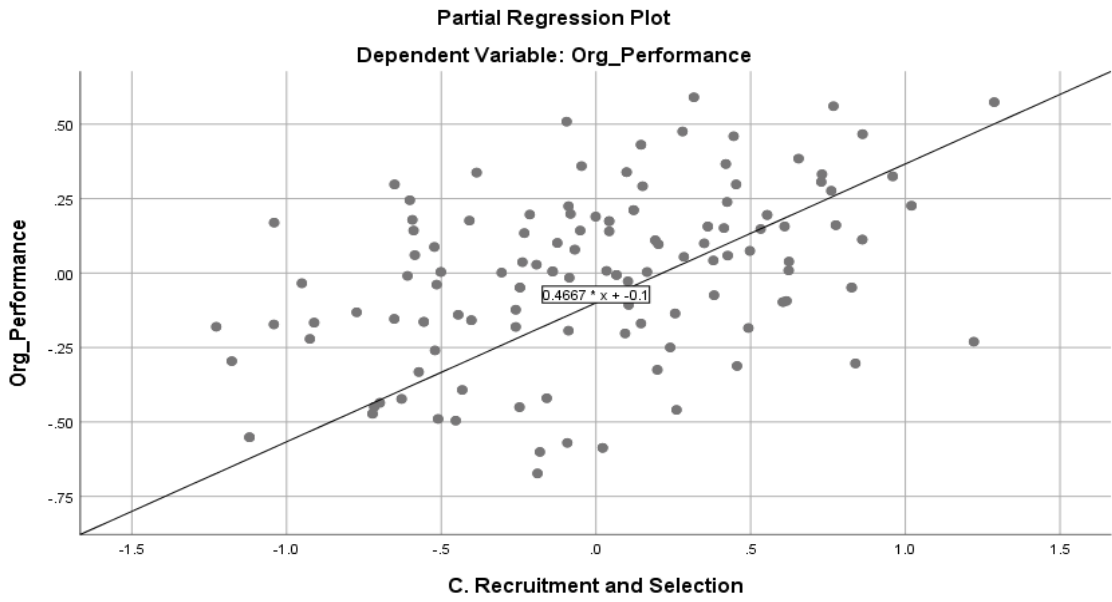
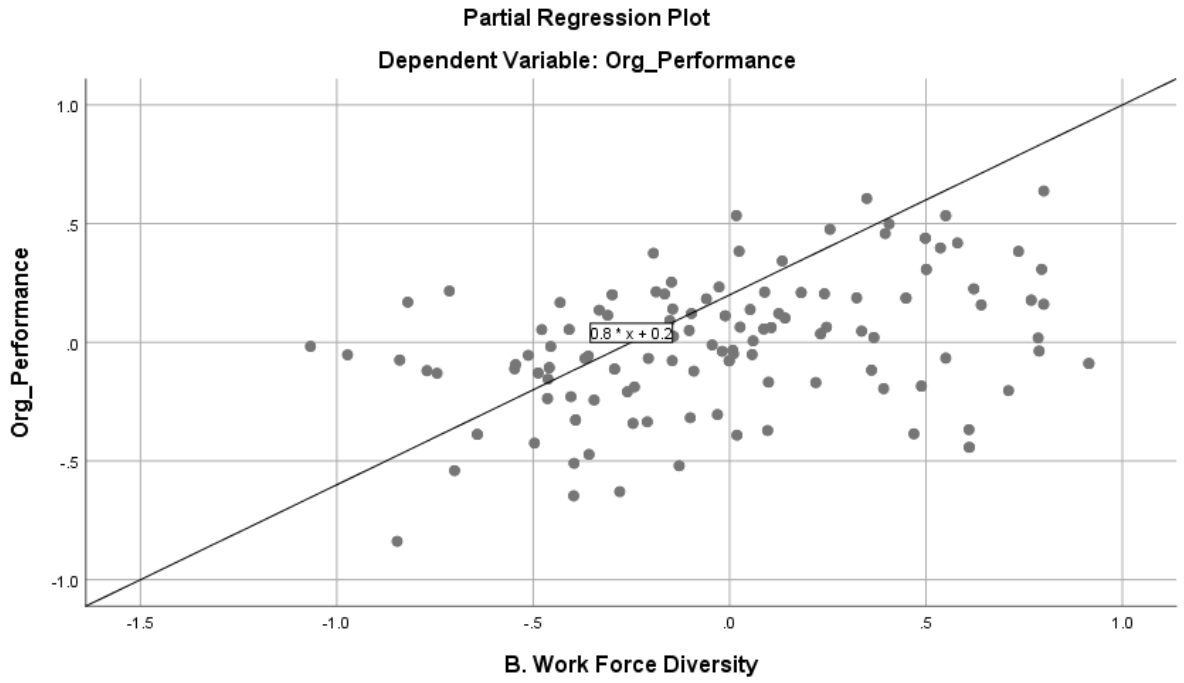
Linear regression analysis requires that there is little or no autocorrelation in the data. Autocorrelation occurs when the residuals are not independent from each other (Tabachnick & Fidell, 2001). The linear regression model was tested for autocorrelation using Durbin-Watson test. As a rule of thumb values of  $1.5 < d < 2.5$  shows that there is no auto-correlation in the data. According to table 4.21 the Durbin-Watson was 1.581 which was within the range hence there was no autocorrelation.

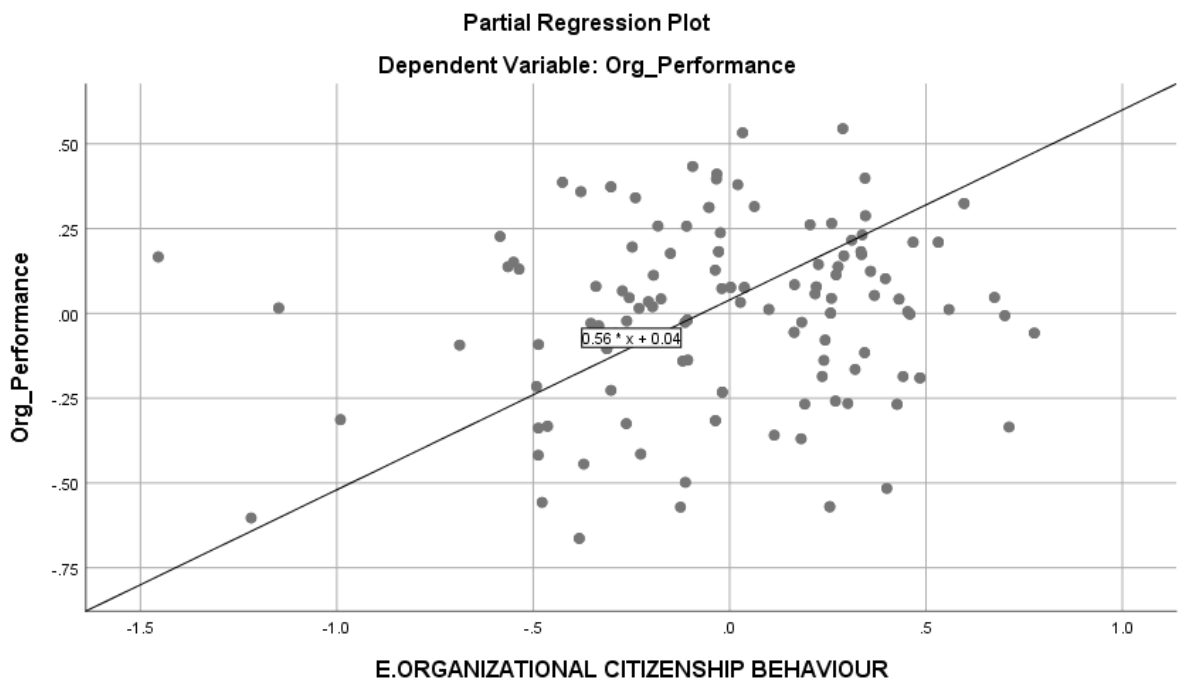
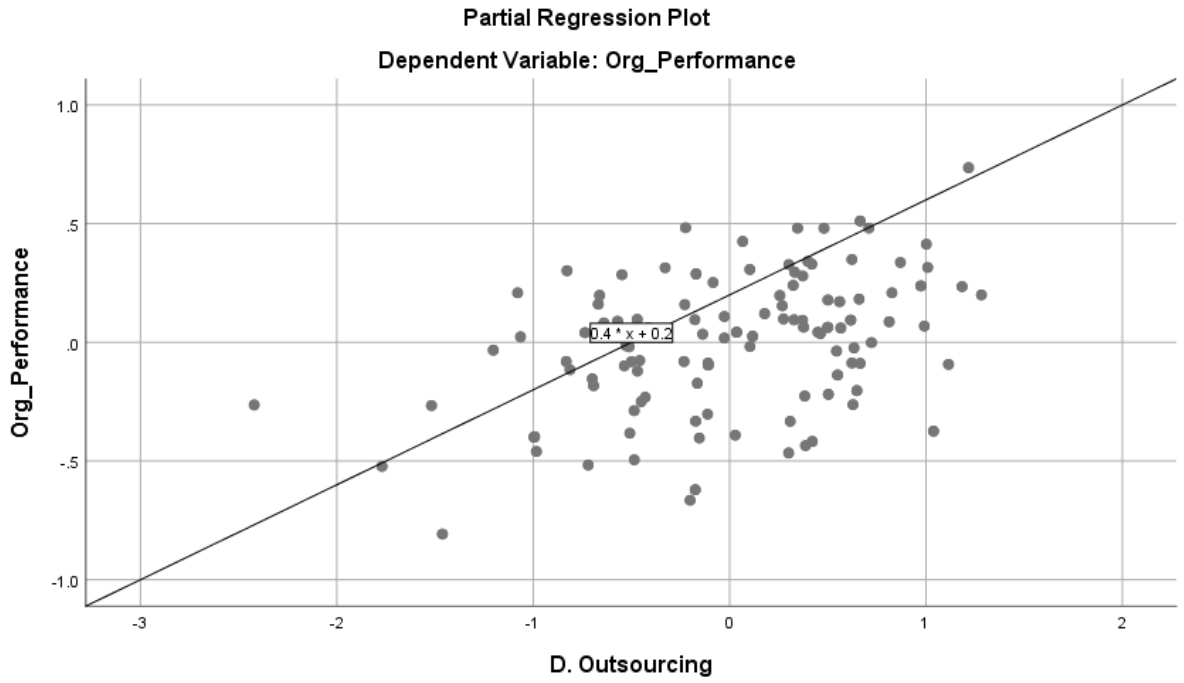
### **4.6.5 Homoscedasticity**

Homoscedasticity means that the variances of all the observations are identical to one another, heteroscedasticity means they're different (Allison, 2015). A scatter plot

reveals the relationships or associations between two variables. From the scatter plots in A,B,C, D and E reveals an approximate linear relationship between the employee performance and the predictors, it reveals a statistical condition of heteroscedasticity. For a heteroscedastic data set, the variation in the dependent variable differs depending on the values of predictors. The use of heteroscedastic data still provides an unbiased estimate for the relationship between the predictor and the dependent variable (Gujarati & Porter, 2009; Ginker & Lieberman, 2017).







## 4.7 Regression Analysis

### 4.7.1 H0<sub>1</sub>: Succession planning management practices has no significant effect on the performance of public universities in western Kenya region.

The model summary presented in table 4.10 involves succession planning as the only independent variable.

**Table 4.10: Model Summary**

Model	R	Adjusted R Square	Std. Error of the Estimate	Sig.	Durbin-Watson
	1	.670 <sup>a</sup>	.449	.352	.000

a. Predictors: (Constant), Succession Planning

b. Dependent Variable: Organizational Performance

The coefficient of determination (R square) of 0.449 indicated that the model explained only 44.9 % of the variation or change in the dependent variable with the remainder of 55.1 % explained by other factors other than succession planning. Adjustment of the R square did not change the results substantially, having reduced the explanatory behavior of the predictor to 44.7%

**Table 4.11 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.784	1	24.784	200.469	.000 <sup>b</sup>
	Residual	30.413	246	.124		
	Total	55.417	247			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Succession Planning

Second, the ANOVA output was examined to check whether the proposed model was viable. Results shown in Table 4.11 reveal that the F-statistic was highly significant (F= 200.469 p<0.05), this shows that the model was valid.

The model significantly improved the ability to predict organizational performance. Thus, the model was significant.

Results of the regression coefficients presented in Table 4.12 shows that the estimates of  $\beta$  values and give an individual contribution of a predictor to the model.

**Table 4.12: Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	1.832	.152		12.058	.000		
Succession planning	.525	.037	.670	14.159	.000	1.000	1.000

a. Dependent Variable: Organizational Performance

The  $\beta$  value tells us about the relationship between organizational performances with the predictor. The positive  $\beta$  value indicates a positive relationship between the predictors and the outcome. The  $\beta$  value for succession planning (.670) was positive. The positive  $\beta$  values indicate the direction of relationship between predictor and outcome. From the results (Table 4.12) the model was then specified as:-

$$y = \beta_1 X_1 + \epsilon \dots \dots \dots \text{Equation 4.1}$$

$$\text{Organizational performance} = .670 \text{ succession planning} + \epsilon$$



The coefficient of the variable indicates the amount of change one could expect in organizational performance given a one-unit change in succession planning basing on the standardized coefficients. Result reveal standardized regression coefficient for succession planning ( $\beta=0.670$ ), implies that an increase of 1 standard deviation in succession planning is likely to result in a 0.670 standard deviations increase in organizational performance. T-test was used to identify whether the predictor was making a significant contribution to the model. When the t-test associated with  $\beta$  value is significant then the predictor is making a significant contribution to the model. The results show that succession planning ( $t=14.159, P<.05$ ).

**4.7.2 H0<sub>2</sub>: Work force diversity management has no significant effect on the performance of public universities in western Kenya region.**

The model summary presented in table 4.13 involves work force diversity as the only independent variable.

**Table 4.13: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig	Durbin-Watson
1	.620 <sup>a</sup>	.384	.382	.372	.000	1.826

a. Predictors: (Constant), Work Force Diversity

b. Dependent Variable: Organizational Performance

The coefficient of determination (R square) of 0.384 indicated that the model explained only 38.4% of the variation or change in the dependent variable with the remainder of 61.6% explained by other factors other than work force diversity.

Adjustment of the R square did not change the results substantially, having reduced the explanatory behavior of the predictor to 38.2%.

**Table 4.14 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.221	1	21.221	153.654	.000 <sup>b</sup>
	Residual	33.975	246	.138		
	Total	55.197	247			

a. Dependent Variable: Organizational performance

b. Predictor: (Constant), Work force diversity

Second, the ANOVA output was examined to check whether the proposed model was viable. Results shown in Table 4.14 reveal that the F-statistic was highly significant (F= 153.654 p<0.05), this shows that the model was valid.

The model significantly improved the ability to predict organizational performance. Thus, the model was significant.

Results of the regression coefficients presented in Table 4.15 shows that the estimates of  $\beta$  values and give an individual contribution of a predictor to the model.

**Table 4.15: Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.864	.171		10.922	.000		
Work force diversity	.514	.041	.620	12.936	.000	1.000	1.000

a. Dependent Variable: Organizational Performance

The  $\beta$  value tells us about the relationship between organizational performance with the predictor. The positive  $\beta$  value indicates the positive relationship between the predictors and the outcome. The  $\beta$  value for work force diversity (.620) was positive. The positive  $\beta$  values indicate the direction of relationship between predictor and outcome. From the results (Table 4.15) the model was then specified as:-

$$y = \beta_2 X_2 + \varepsilon \dots \dots \dots \text{Equation 4.2}$$

$$\text{Organizational performance} = .620 \text{ work force diversity} + \varepsilon$$

The coefficient of the variable indicates the amount of change one could expect in organizational performance given a one-unit change in the value of that variable, given that all the variables in the model are standardized basing on the standardized coefficients. Result reveal standardized regression coefficient for employee participation ( $\beta=0.620$ ), implies that an increase of 1 standard deviation in work force diversity is likely to result in a 0.620 standard deviation increase in organizational

performance. T-test was used to identify whether the predictor was making a significant contribution to the model. When the t-test associated with  $\beta$  value is significant then the predictor is making a significant contribution to the model. The results show that work force diversity ( $t = 12.396, P < .05$ ).

**4.7.3 H0<sub>4</sub>: Outsourcing has no significant effect on the performance of public universities in western Kenya region.**

The model summary presented in table 4.16 involves out sourcing as the only independent variable.

**Table 4.16: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig	Durbin-Watson
1	.400 <sup>a</sup>	.160	.157	.434	.000	1.507

a. Predictors: (Constant), Outsourcing

b. Dependent Variable: Organizational Performance

The coefficient of determination (R square) of 0.160 indicated that the model explained only 16.0 % of the variation or change in the dependent variable with the remainder of 84% explained by other factors other than outsourcing. Adjustment of the R square did not change the results substantially, having reduced the explanatory behavior of the predictor to 15.7%.

**Table 4.17 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.847	1	8.847	46.592	.000 <sup>b</sup>
	Residual	46.350	246	.188		
	Total	55.197	247			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Out sourcing

Second, the ANOVA output was examined to check whether the proposed model was viable. Results shown in Table 4.17 reveal that the F-statistic was highly significant ( $F= 46.592$   $p<0.05$ ), this shows that the model was valid. The model significantly improved the ability to predict organizational performance. Thus, the model was significant.

Results of the regression coefficients presented in Table 4.18 shows that the estimates of  $\beta$  values and give an individual contribution of a predictor to the model.

**Table 4.18: Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1 (Constant)	2.916	.155		18.835	.000		
Outsourcing	.274	.040	.400	6.852	.000	1.000	1.000

a. Dependent Variable: Organizational Performance

The  $\beta$  value tells us about the relationship between organizational performance with outsourcing. The positive  $\beta$  values indicate the positive relationship between the

predictor and the outcome. The  $\beta$  value for outsourcing (.400) was positive. The positive  $\beta$  values indicate the direction of relationship between predictor and outcome. From the results (Table 4.18) the model was then specified as:-

$$y = \beta_3 X_3 + \varepsilon \dots \dots \dots \text{Equation}$$

**4.3**

$$\text{Organizational performance} = .400 \text{ Outsourcing} + \varepsilon$$

The coefficient of the variable indicates the amount of change one could expect in organizational performance given a one-unit change in the value of outsourcing, given that the variable in the model is standardized basing on the standardized coefficient. Results reveal standardized regression coefficient for outsourcing ( $\beta=0.400$ ), implies that an increase of 1 standard deviation in outsourcing is likely to result in a 0.400 standard deviations increase in organizational performance. T-test was used to identify whether the predictor was making a significant contribution to the model. When the t-test associated with  $\beta$  value is significant then the predictor is making a significant contribution to the model. The results show that Outsourcing ( $t = 6.852, P < .05$ ),

4.7.4 H0<sub>3</sub>: Recruitment and selection has no significant effect on the performance of public universities in western Kenya region

The model summary presented in table 4.19 involves recruitment and selection as the only independent variable.

**Table 4.19: Model Summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Sig	Durbin-Watson
1	.676 <sup>a</sup>	.457	.455	.349	.000	1.456

a. Predictors: (Constant), Recruitment and Selection

b. Dependent Variable: Organizational Performance

The coefficient of determination (R square) of 0.457 indicated that the model explained only 45.7% of the variation or change in the dependent variable with the remainder of 54.3% explained by other factors other than recruitment and selection. Adjustment of the R square did not change the results substantially, having reduced the explanatory behavior of the predictor to 45.5%.

Second, the ANOVA output was examined to check whether the proposed model was viable.

**Table 4.20: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.210	1	25.210	206.819	.000 <sup>b</sup>
	Residual	29.986	246	.192		
	Total	55.197	247			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Recruitment and Selection

Results shown in Table 4.20 reveal that the F-statistic was highly significant (F=206.819 p<0.05), this shows that the model was valid. The model significantly improved the ability to predict organizational performance. Thus, the model was significant.

Results of the regression coefficients presented in Table 4.21 shows that the estimates of  $\beta$  values and give an individual contribution of a predictor to the model.

**Table 4. 21: Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	2.242	.121		18.455	.000		
Recruitment & Selection	.435	.030	.676	14.381	.000	1.000	1.000

Dependent Variable: Organizational Performance

The  $\beta$  value tells us about the relationship between organizational performance with recruitment and selection. The positive  $\beta$  values indicate the positive relationship between the predictors and the outcome. The  $\beta$  value for recruitment and selection (.676) was positive. The positive  $\beta$  values indicate the direction of relationship between predictor and outcome. From the results (Table 4.21) the model was then specified as:-

$$y = \beta_4 X_4 + \varepsilon \dots \dots \dots \text{Equation}$$

**4.4**

$$\text{Organizational performance} = .676 \text{ recruitment and selection} + \varepsilon$$



The coefficient of the variable indicates the amount of change one could expect in organizational performance given a one-unit change in the value of that variable, given that the variable in the model is standardized basing on the standardized coefficient. Results reveal standardized regression coefficient for recruitment selection ( $\beta=0.676$ ), implies that an increase of 1 standard deviation in recruitment selection is likely to result in a 0.676 standard deviations increase in organizational performance. T-test was used to identify whether the predictor was making a significant contribution to the model. When the t-test associated with  $\beta$  value is significant then the predictor is making a significant contribution to the model. The results show that recruitment and selection ( $t =14.381, P<.05$ ).

**4.7.5 H0<sub>5</sub>: Organizational citizenship behaviour does not significantly moderate the effect of human resource planning practices on the performance of public universities in western Kenya region**

Table 4.22 explains the joint effect of human resource planning on organizational performance as moderated by OCB.

**Table 4.22: Goodness of fit model summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	R Square Change	Sig	Durbin-Watson
1(without moderator)	.837 <sup>a</sup>	.700	.695	.261	.700	.000	
2 (With moderator)	.840 <sup>b</sup>	.705	.699	.259	.005	.000	1.581

Predictors: (Constant), Succession Planning, Work Force Diversity, Outsourcing and Recruitment and Selection

Predictors: (Constant), Succession Planning, Work Force Diversity, Outsourcing and Recruitment and selection and OCB

c. Dependent Variable: Organizational Performance in Public Universities

From the model summary of multiple regression model, the results showed that all the four predictors (Succession planning, work force diversity, outsourcing and recruitment and selection) jointly explained 70.0 per cent variation on performance of public universities. This showed that considering the four study independent variables, there is a probability of 70.0% ( $R^2=0.700$ ) in predicting performance of public universities without a moderator. However, with a moderator the variables jointly explained 70.5 % ( $R^2= 0.705$ ) variation in performance of public universities. This implies that when public universities embrace human resource planning practices and proactively formulate policies in support of human resource planning practices, then performance of public universities is likely to improve.

**Table 4.23 ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1(without moderator )	Regression	38.636	4	9.659	141.726	.000 <sup>b</sup>
	Residual	16.561	243	.068		
	Total	55.197	247			
2(Moderator)	Regression	38.913	5	7.783	115.659	.000 <sup>c</sup>
	Residual	16.284	242	.067		
	Total	55.197	247			

a. Dependent Variable: Organizational Performance in Public Universities

b. Predictors: (Constant), Succession Planning, Work Force Diversity, Outsourcing and Recruitment and Selection

c. Predictors: (Constant), Succession Planning, Work Force Diversity, outsourcing and recruitment and selection and OCB

Table 4.23 reveals that the F-value of 141.726 and a p-value of 0.00 significant at 5% level of confidence indicate that the overall regression model is significant; hence, the joint contribution of the independent variables was significant in predicting organizational performance in public universities is likely to improve. F-value of 115.659 and a p-value of 0.00 significant at 5% level of confidence indicate that the overall regression model is significant, hence, the joint contribution of the independent variables was significant in predicting was significant in predicting organizational performance in public universities is likely to improve in the presence of a moderator. In this regard, we reject the null hypothesis stating that there is no significant moderating role of organizational citizenship behavior on the effect of human resource planning practices on organizational Performance of public universities. Instead, the alternative hypothesis will hold true; stating that there is a significant moderating role of organizational citizenship behavior on the effect of human resource planning practices on organizational Performance of public universities.

Results of the regression coefficients presented in Table 4.24 show the estimates of Beta values and give an individual contribution of each predictor to the model.

**Table 4.24 Regression coefficients of Organizational Performance in Public Universities and predicted by Human Resource Planning Practices**

Model	Unstandardized		Standardized	T	Sig.	Collinearity	
	Coefficients		Coefficients			Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.570	.150		3.792	.000		
1 Succession planning	.173	.039	.221	4.434	.000	.498	2.009
1 Work force diversity	.263	.036	.318	7.373	.000	.665	1.503
Outsourcing	.174	.025	.254	7.085	.000	.960	1.042
Recruitment and selection	.271	.028	.375	8.466	.000	.630	1.587
(Constant)	.426	.165		2.575	.011		
2 Succession planning	.160	.039	.205	4.083	.000	.485	2.061
2 Work force diversity	.245	.037	.295	6.679	.000	.624	1.603
Outsourcing	.169	.025	.246	6.878	.000	.949	1.053
Recruitment and selection	.221	.030	.343	7.367	.000	.561	1.783
OCB	.085	.042	.093	2.030	.044	.587	1.704

Dependent Variable: Organizational Performance of Public Universities

The Beta value tells us about the relationship between performances of public universities with each predictor. The positive Beta values indicate the positive relationship between the predictors and the outcome. The Beta value for Succession planning (.221), Work force diversity (.318), Outsourcing (.254) and recruitment and selection (.375) were all positive without OCB as a moderator. With OCB as the moderator the Beta values for Succession planning (.205), Work force diversity (.295), Outsourcing (.246) and recruitment and selection (.343) were also positive.

The positive B values indicate the direction of relationship between predictors and outcome. From the results in Table 4.48 the model can then be specified as: -

$$Y = .221X_1 + .318X_2 + .254X_3 + .375X_4 + \epsilon, \dots\dots\dots \text{Equation 4.5}$$

$$Y = .205X_1 * Z + .295X_2 * Z + .246X_3 * Z + .343X_4 * Z + \epsilon, \dots\dots\dots \text{Equation 4.6}$$

Where:

X<sub>1</sub>= Succession planning

X<sub>2</sub>= Work force diversity

X<sub>3</sub>= Outsourcing

X<sub>4</sub>= Recruitment and selection

T-test was then used to identify whether the predictors were making a significant contribution to the model. When the t-test associated with Beta value is significant then the predictor is making a significant contribution to the model. The results show that Succession planning (t =4.434, P<.05), Work force diversity (t =7.373, P<.05), Outsourcing (t =7.085, P <.05) and Recruitment and selection (t =8.466, P <.05) without a moderator. On the other hand, the results show that with a moderator Succession planning (t =4.083, P<.05), Work force diversity (t =6.679, P<.05), Outsourcing (t =6.878, P <.05) and Recruitment and selection (t =7.367, P <.05). These findings indicate that all the human resource planning practices jointly significantly effect on organizational performance in public universities with or without a moderator.

#### **4.8 Hypothesis Testing**

**H<sub>01</sub>:** Succession planning does not significantly affect organizational performance in public universities in western Kenya region. From the regression analysis table t value is =  $t = 14.159$  Similarly, P value is equal to 0.000 that is less than 0.05. Table 4.12 is sufficient to show relative importance. Therefore, it is evident from the results that null hypothesis is rejected and alternate hypotheses are accepted as successions planning significantly affect organizational performance in public universities in western Kenya region, Kenya.

**H<sub>02</sub>:** Work force diversity does not significantly affect organizational performance in public universities in western Kenya region. Hypothesis two postulated a lack of significant effect of Work force diversity on organizational performance in public universities. Standardized regression weight was found to be positive and explores that a positive relation is caused by independent variable in dependent variable. The value of t value is =  $12.396$   $p < 0.05$  which is significant. Therefore, these results are providing sufficient ground for rejection of null hypotheses and accepting alternate hypotheses. In fine these results confirm that work force diversity significantly affects organizational performance in public universities.

**H<sub>03</sub>:** Outsourcing does not significantly affect organizational performance in public universities in western Kenya region. This hypothesis postulated a lack of a significant effect of Outsourcing on organizational performance in public universities. From multiple regression results, the value of  $t = 6.852$  and  $P = 0.000$  in table 4.18. These results are providing sufficient ground for rejection of null hypotheses and accepting alternate hypotheses.

**H<sub>04</sub>:** Recruitment and selection does not significantly affect organizational performance in public universities in western Kenya region. This hypothesis postulated lack of a significant effect of recruitment and selection on organizational performance in public universities in western Kenya region. From multiple regression results the value of  $t = 14.381$  and  $P=0.000$  in table 4.24. These results are providing sufficient ground for rejection of null hypotheses and accepting alternate hypotheses.

**H<sub>05</sub>:** There is no significant moderating role of OCB on the effect of human resource planning practices on organizational performance in public universities in western Kenya region. This hypothesis postulated lack of a significant effect of moderating role of OCB on the effect of human resource planning practices on organizational performance in public universities. From multiple regression results the value of  $F=115.659$ ,  $P<0.05$  in table 4.23. These results are providing sufficient ground for rejection of null hypotheses and accepting alternate hypotheses.

**Table 4.25: Summary for Hypothesis Testing**

<b>Hypothesis</b>	<b>t and P values</b>	<b>Decision</b>
<b>H<sub>01</sub>:</b> Succession planning does not significantly affect organizational performance in public universities in western Kenya region.	t= 14.159,P<0.05	Reject H <sub>01</sub>
<b>H<sub>02</sub>:</b> Work force diversity does not significantly affect organizational performance in public universities in western Kenya region	t=12.396,P<0.05,	Reject H <sub>02</sub>
<b>H<sub>03</sub>:</b> Outsourcing does not significantly affect organizational performance in public universities in western Kenya region.	t=6.852,P<0.05,	Reject H <sub>03</sub>
<b>H<sub>04</sub>:</b> Recruitment and selection does not significantly affect organizational performance in public universities in western Kenya region.	t=14.381,P<0.05	Reject H <sub>04</sub>
<b>H<sub>05</sub>:</b> There is no significant moderating role of OCB on the effect of human resource planning practices on organizational performance in public universities in western Kenya region	F=115.659,P<0.05	Reject H <sub>05</sub>

#### **4.9 Discussion of Results**

The main purpose of the study was to assess the effects of human resource planning practices on organizational performance in public universities in western Kenya region as moderated by OCB. From the results, there is no second opinion to the fact that human resource planning practices organizational performance in public universities. In fact, organizations can only attain high organizational performance by estimating their incessant demand for labor and constantly evaluating the size, nature



and sources of the supply which will be required to meet that demand without disparaging the need to select practices that improve the psychosocial aspects of work environment which are premised on the efficacy of their human resource planning practices. This is underpinned by the findings of this study.

The first objective was to examine the effect of succession planning on organizational performance in public universities in western Kenya region. In acknowledging that whether public or private, the organization's perpetuity invokes the need to bring on board and sustain high quality workforce over a period of time. This is at the behest of the intercourse of effective talent development to take up leadership responsibilities and growth of businesses to the next level by countering competitive forces. Multiple regression analysis showed that a significant relationship exists between dependent variable and independent variables. The coefficient of determination (R square) of 0.449 indicated that the model explained only 44.9 % of the variation or change in the dependent variable with the remainder of 55.1 % explained by other factors other than succession planning. From the regression analysis table t value is = 14.159 Similarly, P value is equal to 0.000 that is less than 0.05 that is sufficient to show relative importance Therefore, it is evident from the results that succession planning was found to be a positive and a significant predictor of organizational performance. This implies that organizations should be strongly committed to succession planning practices because this can foster employee satisfaction and secure greater employee commitment which can warrant an increase in organizational performance. This finding is further corroborated by Adewale, Abolaji and Kolade, (2011); Noe, Hollenbeck, Gerhart and Wright, (2017).Who found that succession planning significantly affects organizational performance in this regard the public

universities must take cognizance of attrition amongst staff and changes in business environment which would require constant audit and planning to perpetuate continuous progress in organizational operations. This finding is also underpinned by resource based view theory which calls for strategic management of organizational resources to engender performance. Thus courtesy of succession planning the organization is able to retain its most valued talent. Talents are important to the organizations since they are valuable, rare, in-imitable (costly to imitate), and non-substitutable (VRIN) and are a source of sustained competitive advantage and organizational performance to the extent that there are no strategically equivalent resources (Collings & Mellahi, 2009).

The second objective of the study was to analyze the effect of work force diversity on organizational performance in public universities in western Kenya region. Appreciation and work force diversity management is a cornerstone of effective people management, which can enhance workplace productivity. The converse might become barrier to achieving organizational goals. This argument is justified by the findings of this study. Standardized regression weight was found to be positive and explores that a positive relation is caused by independent variable in dependent variable. The coefficient of determination (R square) of 0.384 indicated that the model explained only 38.4% of the variation or change in the dependent variable with the remainder of 61.6% explained by other factors other than work force diversity. The t value = 12.396,  $p < 0.05$  which is significant. Therefore, these results are providing sufficient ground to affirm that work force diversity has a significant effect on organizational performance in the public universities in western Kenya region. These findings are supported by Kisaka, Ellen and Andrian (2018), Ogbo and Kifordu

(2014), Busolo (2017) who found a positive and significant effect of work force diversity and employee performance and organizational performance. This findings are premised on both resource based view and systems theory thus as the management focuses on workforce diversity they do not side step the tenets of employee relations initiatives to engender maximal organizational performance. This implies that organizations should move beyond equal employment opportunity (EEO) façade and myopia of affirmative action laws and intransigently embrace effective diversity management strategies which amplifies diversity initiatives amongst its top management and organizational culture.

The third objective was to investigate the effect of outsourcing on organizational performance in public universities in western Kenya region. Finn (2012) suggests that the organizations need to differentiate between “core” and “non-core” activities of their functions. Strategic outsourcing leads to greater emphasis on sourcing capability and positively impacts organization performance (Su & Gargeya, 2012). It is presumed that Outsourcing activities that has been previously been performed in-house will free up human and capital resources as well as allow for increased flexibility in the way labor is employed. The findings of this study shows that the coefficient of determination (R square) of 0.160 indicated that the model explained only 16.0 % of the variation or change in the dependent variable with the remainder of 84% explained by other factors other than outsourcing. The multiple regression results show that  $t$  is = 6.852 and  $P=0.00$ . In fine, it has been found to be true that outsourcing significantly affect organizational performance in public universities. This finding are supported by Su and Gargeya (2012); Rehema and Rugami (2018); Muweesi (2011) who opined that strategic sourcing leads to greater emphasis on

sourcing capability and positively impacts organization performance. This finding are premised on resource based view theory in cognizance of the fact that highly strategic activities are valuable, unique and therefore needs to be performed in house, whereas non-core critical activities are the main component of outsourcing (Rodríguez & Robaina, 2005). This implies that organizations can only remain competitive and effectively perform if they outsource non-core activities but equally essential for the organizations operations.

The fourth objective was to investigate the effect of recruitment and selection on organizational performance in public universities in western Kenya region. Recruitment and selection as human resource management function, is one of the activities that impact most critically on the performance of an organization. The quality of the recruitment and selection process is a cornerstone to the success of the organization as such it calls for great attention. The probity of the recruitment and selection process builds the image of an organization and inconsequence a selling point of an organization in the job market. Deb (2009) the process of recruitment becomes sacrosanct in achieving organization objective and goals, apparently success is achieved through attracting the quality applicant to fill vacant position in the organization. From the findings of this study the coefficient of determination (R square) of 0.457 indicated that the model explained only 45.7% of the variation or change in the dependent variable with the remainder of 54.3% explained by other factors other than recruitment and selection. The multiple regression results show that  $t$  is = 14.381 and  $P=0.00$ . In fine, it has been found to be true that recruitment and selection significantly affect organizational performance in public universities. These findings are supported by Aphu (2018), Akuamoah, Amedagbui, Buabasah and Letsa

- Agbozoseph (2016), Ofobruku and Iheabunike (2013) who also found a positive and significant relationship between recruitment and selection on organizational performance. These findings are underpinned by both resource based view and systems theory. This implies that management should effectively manage recruitment and selection process to subject candidates to a meticulous scan in order to get quality of employees, image of the organization and foment trust which occasions high organizational performance.

The fifth objective was to determine the moderating role of OCB on the effect of human resource planning practices on organizational performance in public universities in western Kenya region. Result of multiple regressions further revealed that human resource planning practices jointly and independently influence organizational performance in public universities in western Kenya region. Jointly reveal that the four constructs namely succession planning, work place diversity, outsourcing and recruitment and selection all the four predictors (Succession planning, work force diversity, outsourcing and recruitment and selection) jointly explained 70.0 per cent variation on performance of public universities. This showed that considering the four study independent variables, there is a probability of 70.0% ( $R^2=0.700$ ) in predicting performance of public universities without a moderator. However, with a moderator the variables jointly explained 70.5 % ( $R^2= 0.705$ ) variation in performance of public universities. This implies that when public universities embrace human resource planning practices and proactively formulate policies in support of human resource planning practices, then performance of public universities is likely to improve. However, in the light of human resource planning practices recruitment and selection, as a concept, when embraced by the public

universities will contribute extensively to improving their performance as compared to workforce diversity, succession planning and outsourcing. In fine, it has been found to be true that OCB significantly moderates the effect of effect of human resource planning practices on organizational performance in public universities. This finding are supported by Morrison (1996) Sun, Aryee and Law (2007), Davood, Aminah, Khairuddin, Zoharah and Hamid, (2012) who also illustrated in their research that HRP is related to organizational performance and their findings indicate that a partially mediating role of OCBs exists in the relationships between HRP and organizational performance. According to Sun et al. (2007) OCBs have a moderating effect on the practice-performance relationships. However, the synergistic effect of the human resource planning practices understudy cannot be gainsaid. This implies that the management of public universities should pay high premiums in strategically formulating and implementing human resource planning practices which can effectively galvanize employee motivation and performance in consort with organizational citizenship behavior to realize improved performance.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the study which sought to investigate the effect of human resource planning practices on organizational performance in public universities in western Kenya region as moderated by Organizational Citizenship Behavior (OCB). The study was guided by specific objectives and hypotheses. This chapter therefore presents the summary of the research work, conclusions drawn from the study, recommendations and areas of further research in relation to data analysis.

#### **5.2 Summary**

The main objective of this study was to effect of human resource planning practices on organizational performance in public universities in western Kenya region as moderated by OCB. The study investigated the effects of succession planning, workforce diversity, outsourcing and recruitment and selection on organizational performance in public universities in western Kenya region as moderated by OCB. From the findings of this study, it was established that Organizational Citizenship Behavior (OCB) significantly moderates the effects of human resource planning practices on organizational performance in public universities in western Kenya region.

##### **5.2.1 Succession Planning**

In view of statistical results succession planning was found to have a positive and significant effect on organizational performance in public universities in western Kenya region. This led to the rejection of the null hypothesis hence it can be concluded that succession planning significantly affects organizational performance in

public universities in western Kenya region. Thus an increase in the efficiency of succession planning makes performance of public universities to increase. The implication of these results is that public universities may acquire better performance results by embracing succession planning. This finding is also underpinned by resource based view theory which calls for strategic management of organizational resources to engender performance. Thus courtesy of succession planning the organization is able to retain its most valued talent.

### **5.2.2 Work Force Diversity**

Organizational performance improvements are linked to worker workforce diversity. Appreciation and work force diversity management is a cornerstone of effective people management, which can enhance workplace productivity. The converse might become barrier to achieving organizational goals. From the findings of this study work force diversity was found to be significantly positively related to organizational performance in the public universities. This informed the rejection of the null hypothesis. This implies that organizations should move beyond equal employment opportunity (EEO) façade and myopia of affirmative action laws and intransigently embrace effective diversity management strategies which amplifies diversity initiatives amongst its top management and organizational culture. This findings are premised on both resource based view and systems theory thus as the management focuses on workforce diversity they should not side step the tenets of employee relations initiatives to engender maximal organizational performance.



### **5.2.3 Outsourcing**

Strategic outsourcing leads to greater emphasis on sourcing capability and positively impacts organization performance. Therefore, outsourcing of non-core activities remains the most salient approach in securing high organizational performance. The findings from this study showed a positive and significant correlation between outsourcing and organizational performance in public universities in Western Kenya region. Thus, the rejection of the null hypothesis. The implication of this result is that organizations should give importance to outsourcing of non-core activities besides other human resource planning activities to achieve high performance of public universities. This finding are premised on resource based view theory in cognizance of the fact that highly strategic activities are valuable, unique and therefore needs to be performed in house, whereas non-core critical activities are the main component of outsourcing. This implies that organizations can only remain competitive and effectively perform if they outsource non-core activities but equally essential for the organizations operations.

### **5.2.4 Recruitment and Selection**

Meticulous recruitment and selection is an effective tool that can be adopted by organizations seeking high employee and organizational performance. Recruitment and selection as human resource management function, is one of the activities that impact most critically on the performance of an organization. The quality of the recruitment and selection process is a cornerstone to the success of the organization as such it calls for great attention. The probity of the recruitment and selection process builds the image of an organization and in consequence a selling point of an organization in the job market. The need for effective recruitment and selection

process remains tenable as it would certainly translate to increased organizational performance in public universities. The findings from this study showed a positive and significant correlation between recruitment and selection and performance of public universities. This informed the rejection of the null hypothesis. These findings are underpinned by both resource based view and systems theory. This implies that management should effectively manage recruitment and selection process to subject candidates to a meticulous scan in order to get quality of employees, image of the organization and foment trust which occasions high organizational performance.

#### **5.2.5 Moderating role of organizational citizenship behavior on the effect of human resource planning practices on organizational performance of Public universities in western Kenya**

It has been found to be true that OCB significantly moderates the effect of effect of human resource planning practices on organizational performance in public universities. These findings suggest that in the light of OCB, human resource planning practices as a concept, when embraced by the public universities will contribute extensively to improving their performance. The synergistic effect of the OCB and human resource planning practices understudy cannot be gainsaid in achieving high performance of public universities. This implies that the management of public universities should pay high premiums in formulating and implementing human resource planning practices in tune with OCB to effectively galvanize performance of the public universities.

### **5.3 Conclusion**

From the findings, this study makes a number of conclusions. The study explored the relationship between the human resource planning practices such as: succession planning, workforce diversity, outsourcing and recruitment and selection on organizational performance in public universities; the study concludes that these practices are key in enhancing the organizational performance in the public universities in western Kenya region. This is evidenced by the fact that these constructs jointly and independently affect to some magnitude performance of public universities as per the study findings. The effect of all the constructs of human resource planning practices positively and significantly affects performance of public universities. It therefore calls for the formulation, promotion of human resource planning practices with OCB oriented policies and focusing on their implementation. In consequence, they would become ingrained in management and operations of public universities and not just an additional component of organizational policies thus high organizational performance of public universities.

The current study provides absolute support to the suggestion that human resource planning practices and OCB should be recognized as a significant precursor for the public universities. The study implies that in the light of human resource planning practices; recruitment and selection as a concept, when embraced by public universities, will contribute extensively to improving their performance as compared to workforce diversity, outsourcing and succession planning on improving organizational performance in the public universities. However, it should be adopted besides workforce diversity, outsourcing and succession planning to enhance a

synergistic relationship, which would eventually warrant high organizational performance of public universities.

### **5.3.1 Succession Planning**

The finding of this study further provides evidence on the role of succession planning in ensuring high organizational performance with respect to public universities. In fact, succession planning improves employee performance either by affecting factors such as knowledge, skill and abilities or by increasing motivation of employees which translates to employee performance and performance of public universities. The public universities should be preoccupied by building their talent pools to cater for their succession plans. Development of internal talent pools is an ingredient through succession planning is a recipe for meeting future leadership and skills requirement which catalyses organizational performance. This study submits that succession planning should be encouraged to bring on board and sustain high quality workforce over a period of time for sustained performance.

### **5.3.2 Work Force Diversity**

In conclusion work force diversity is significantly and positively related to organizational performance in the public universities. This implies that organizations should move beyond equal employment opportunity (EEO) façade and myopia of affirmative action laws and intransigently embrace effective diversity management strategies which amplifies diversity initiatives amongst its top management and organizational culture.

### **5.3.3 Outsourcing**

Strategic outsourcing leads to greater emphasis on sourcing capability and positively impacts organization performance. Therefore, outsourcing of non-core activities remains the most salient approach in securing high organizational performance. The implication of this result is that organizations should give importance to outsourcing of non-core activities besides other human resource planning activities to achieve high performance of public universities. Organizations can only remain competitive and effectively perform if they outsource non-core activities but equally essential for the organization's operations.

### **5.3.4 Recruitment and Selection**

The study provides evidence that the factors associated with the probity of recruitment and selection are overly indispensable in engendering high performance of public university. Bundled together both internal and external recruitment has the capacity of importing and nurturing the much-needed talent for the public universities. In this regard as a strategic recipe which embeds meticulous scan of potential employees within the public universities policy framework is evidently instrumental. Apparently, the probity of the recruitment and selection process remains a cornerstone for acquiring quality employees, employee motivation, image building and employee performance enhancement which is an ingredient of organizational performance. This argument has espoused from the findings of this study that recruitment and selection significantly affects performance of public universities. In view of this, it remains inordinately necessary for public universities to analyze and strengthen their human resource practices which promote quality recruitment process as this will attract and

motivate talent as a source heightened employee performance and performance of the public universities.

Human resource planning practices significantly affects the performance of public universities as moderated by OCB. Recruitment and selection had the highest contribution though this doesn't devalue role of succession planning, workforce diversity and outsourcing, on performance of public universities but could highlight the priorities of public universities as far as ranking these variables. Such outcomes could also be ascribed to other factors not considered in this study which could have potentiated their effect on performance of public universities. However, the human resource planning practices should be bundled through mutually consistent policies to enhance their synergy in achieving OCB and high performance of public universities. In fine strategic orientation of these human resources planning practices in consonance with their potentiation of OCB remains the cornerstone for enhancing performance of public universities.

#### **5.4. Recommendations**

In view of the findings of the study and the guidance from the literature review, it is apparent that strengthening the human resource planning practices in the public universities is an important ingredient for eliciting high performance of public universities. While there are other factors crucial for organizational performance. From the results, the public universities should pay more attention in addressing recruitment and selection, succession planning, outsourcing, and workforce diversity for purposes of increasing their performance. In this regard, the current study makes the following recommendations:

### **5.4.1 Succession Planning**

A good succession plan means there'll always be a talented and properly trained employee who can take over before operations fall into disarray. The universities should communicate succession plans ahead of time to positively impact on employees. The universities should train employees for future roles as well as their current role. There is a need for mentoring, shadowing and job rotation to foster a culture of continuous learning and development for succession planning to be effective.

### **5.4.2 Work Force Diversity**

There is need for securing work force diversity through compliance teams in order to improve on quality service delivery and high level of diversity and synergy on the part of employees for organizational performance. Management to ensure there is workforce diversity culture in order to secure maximal performance. It therefore remains inordinate for management of public universities to implement transparent and credible processes and rules which are beyond reproach to increase diversity amongst its work force. The university should use a more inclusive language to appeal to candidates from different backgrounds or use specific demographics in mind in order to boost your diversity recruiting strategy. Creating a diverse candidate referral program as a great way to both boost their diversity recruitment strategy, and showcase that the university values different backgrounds and ideas.

### **5.4.3 Outsourcing**

Public university should be encouraged to scan its activities to outsource for its non-core activities. Public universities should consider where their competencies lie and where their potential for differentiation resides when considering outsourcing. The

public universities can outsource their non core activities which support and actively contribute to their long-term strategies. There is need for internal audit in order to maximise value of outsourcing as a strategic tool.

#### **5.4.4 Recruitment and Selection**

Authorities of the public universities should acquire better performance of the public universities by embracing recruitment and selection by giving impetus to quality recruitment process as precursors of employee motivation, performance which leads to organizational performance. The university should focus on only the sources that can result in a talent pool of similar candidates and diversity. The public universities should improve on recruitment and selection besides other human resource planning practices to achieve high organizational performance in the public universities.

Human resource planning practices should be bundled through mutually consistent policies to enhance their synergy in achieving OCB and heighten performance of public universities. In fine strategic orientation of these human resource planning practices remains the cornerstone for enhancing performance of public universities.

#### **5.5 Area for Further Research**

Several studies should be undertaken to gain a more comprehensive understanding on this theme in other contexts, future research should also include: moderating effects of organization culture on the relationship between other human resource planning practices and organizational performance in public universities and other industries.



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## APPENDICES

### APPENDIX I: RESEARCH APPROVAL LETTER

  
MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

Tel: 056-30870  
Fax: 056-30153  
E-mail: [directordps@mmust.ac.ke](mailto:directordps@mmust.ac.ke)  
Website: [www.mmust.ac.ke](http://www.mmust.ac.ke)

P.O Box 190  
Kakamega – 50100  
Kenya

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Directorate of Postgraduate Studies

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Ref: MMU/COR: 509099 Date: 11<sup>th</sup> Nov, 2019

Rose Nondoh Achieng,  
BHR/G/01-57472/2016,  
P.O. Box 190-50100,  
KAKAMEGA.

Dear Ms. Nondoh,

**RE: APPROVAL OF PROPOSAL**

I am pleased to inform you that the Directorate of Postgraduate Studies has considered and approved your Masters proposal entitled: *"Effect of Human Resource Planning Practices on Organizational Performance in Public Universities in Western Kenya"* and appointed the following as supervisors:

1. Dr. Eglay Tsuma - SOBE, MMUST
2. Dr Benedict O. Alala - SOBE, MMUST

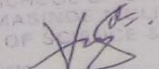
You are required to submit through your supervisor(s) progress reports every three months to the Director Postgraduate Studies. Such reports should be copied to the following: Chairman, School of Business and Economics Graduate Studies Committee and Chairman, Human Resource Management Department. Kindly adhere to research ethics consideration in conducting research.

It is the policy and regulations of the University that you observe a deadline of two years from the date of registration to complete your Masters thesis. Do not hesitate to consult this office in case of any problem encountered in the course of your work.

We wish you the best in your research and hope the study will make original contribution to knowledge.

Yours Sincerely,

DEAN  
SCHOOL OF GRADUATE STUDIES  
MASINDE MULIRO UNIVERSITY  
OF SCIENCE & TECHNOLOGY



Prof. John Obiri  
DIRECTOR, DIRECTORATE OF POSTGRADUATE STUDIES

## **APPENDIX II: INTRODUCTION LETTER**

**Dear Respondent,**

I am Rose Nondoh Achieng, a student at Masinde Muliro University of Science and Technology undertaking a Master of Science in Human Resource Management. I am carrying out a research on **EFFECT OF HUMAN RESOURCE PLANNING PRACTICES ON ORGANIZATIONAL PERFORMANCE IN PUBLIC UNIVERSITIES IN WESTERN KENYA REGION**. This is in partial fulfillment for the requirement of the requirement of the award of degree of Master of Science in Human Resource Management of Masinde Muliro University of Science and Technology. Any information you give will be handled with total confidentiality and at no time will you be required to identify yourself by name. I guarantee that this research will be used for purely academic purpose. Kindly complete the questionnaire to the best of your knowledge. In case of any enquiries please contact 0717541424; [rnondoh@mmust.ac.ke](mailto:rnondoh@mmust.ac.ke)

Thank you.

Yours faithfully,

---

Rose Nondoh Achieng  
Student

## APPENDIX III: QUESTIONNAIRE

This study focuses on the effect of human resource planning practices on organizational performance in public universities in western Kenya region. Please note that your responses are confidential and anonymous as you are not required to indicate your name. The questionnaire will be purely for academic purposes. Kindly answer all questions to the best of your knowledge.

### QUESTIONNAIRE NUMBER

*Kindly put a tick (✓) against the correct choice.*

#### 1. Age bracket

20 -30 years                                  31 -40 years                     

41 -50 years                                  51 -60 years                     

#### 2. Gender

Male                                            Female                     

#### 3.Highest level of education?

Diploma                                            Bachelors'                     

Post graduate                                  Any other                     

#### 4. For how long have you worked in your organization?

Less than 1 year                              11-15 years                     

1-5 years                                            16-20 years                     

6-10 years                                            Over 20 years



## SECTION B: INSTRUCTIONS

Please indicate the extent to which you agree or disagree with each statement by placing a tick where appropriate using the following 5-Point Likert scale:

**Strongly Disagree =1, Disagree=2, Undecided=3, Agree=4, Strongly Agree=5**

### PART I: SUCCESSION PLANNING MANAGEMENT PRACTICES

	RESPONSE ITEM	1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
A1	Mentoring and coaching is well done by most leaders.					
A2	In our organization there are opportunities for continuously improving on the skills.					
A3	Succession planning is strictly considered for top level management					
A4	Employees that need training and development are identified and provided with an opportunity					
A5	The organization has built a good brand image to attract key talented employees who can lead the organization					

**PART II: WORK FORCE DIVERSITY MANAGEMENT**

	<b>RESPONSE ITEM</b>	<b>1</b> <b>Strongly</b> <b>Disagree</b>	<b>2</b> <b>Disagree</b>	<b>3</b> <b>Undecided</b>	<b>4</b> <b>Agree</b>	<b>5</b> <b>Strongly</b> <b>Agree</b>
B1	Differences in age group makes decision making easy					
B2	Diversity amongst staff is considered during employment					
B3	Working with different gender ensures job satisfaction					
B4	Employees of different ethnic background improves reputation					
B5	Diverse education background enhances communication and information sharing.					

**PART III: RECRUITMENT AND SELECTION**

	<b>RESPONSE ITEM</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Undecided</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
C1	Recruitment is done on capabilities of candidates					
C2	Recruitment for promotion is done on active employee recommendation					
C3	Recruitment and selection process is open and transparent.					
C4	Recruitment is based on community influences,					
C5	Most vacancies requirement are made clear to the general public and staff .					

**PART IV: OUTSOURCING**

	<b>RESPONSE ITEM</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Undecided</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
D1	Outsourcing provides an opportunity to concentrate on core functions.					
D2	Outsourcing reduces overhead costs.					
D3	Outsourcing is effective in presently hiring new labour					
D4	Outsourcing has been effective in addressing labour shortages of the universities					
D5	Outsourcing is effective in building competency					

**PART V: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

	<b>RESPONSE ITEM</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Undecided</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
E1	I am always willing to lend a helping hand to those around me					
E2	I am mind full how my behavior affects other peoples jobs					
E3	I keep myself updated with the organizational announcements and memos					
E4	I always require frequent doses of motivation to get work done	7				
E5	I willingly help fellow professionals when they have work related problems					

**PART V1: ORGANIZATIONAL PERFORMANCE RATINGS**

	<b>RESPONSE ITEM</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Undecided</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
F1	The positive image helps in high attraction and retention of staff					
F2	Employees are motivated to meet their work deadlines					
F3	There has been an improvement of the institutions infrastructures with adequate basic facilities for learning					
F4	The institution frequently gets research income in form of a grant through staff					
F5	Improved customer satisfaction by staff has attracted more academics from other nations					

***THANK YOU FOR YOUR TIME AND GENUINE RESPONSE***

## APPENDIX IV: KREJCIE AND MORGAN TABLE

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

# APPENDIX V: RESEARCH PERMIT

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

RefNo: **823220** Date of Issue: **22/November/2019**

**RESEARCH LICENSE**



**This is to Certify that Ms. ACHIENG ROSE of Masinde Muliro University of Science and Technology, has been licensed to conduct research in Kakamega on the topic: EFFECT OF HUMAN RESOURCE PLANNING PRACTICES ON ORGANIZATIONAL PERFORMANCE IN PUBLIC UNIVERSITIES IN WESTERN KENYA for the period ending : 22/November/2020.**

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Applicant Identification Number

  
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