

**THE IMPACT OF HUMAN RESOURCE PLANNING ON ORGANIZATIONAL
PERFORMANCE: A CASE OF THE MINISTRY OF HEALTH HEADQUARTERS,
NAIROBI (2005-2015)**

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DECLARATION

This research report is my original work and has not been presented for a degree award in any other University.

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This research report has been submitted for examination with my approval as University Supervisor.

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DEDICATION

I dedicate this study to my beloved family especially my husband Pius and my children Cynthia, Michael and Vanessa for their constant encouragement, support and love during my postgraduate studies.

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ABBREVIATIONS AND ACRONYMS

FBOs	Faith-based Organizations
HIS	Health Information System
HR	Human Resource
HRH	Human resources for health
HRIS	Human Resource Information Systems
HRM	Human Resource Management
HRP	Human Resource Planning
HW	Health Worker
KEMRI	Kenya Medical Research Institute
KEPH	Kenya Essential Package for Health
KHSSP	Kenya Health Sector Strategic Plan
KMTC	Kenya Medical Training College
MDGs	Millennium Development Goals
MOH	Ministry of Health
MTEF	Medium Term Expenditure Framework
NHRHSP	National Human Resources for Health Strategic Plan
NGOs	Non-Governmental Organizations
WHA	World Health Assembly
WHO	World Health Organization

ABSTRACT

Human resource planning is one of the growing areas of academic research. Organizations regard human resource as their core competency that can give them competitive advantage because it leads to better organizational performance. The objective of this study was to examine the impact of human resource planning on organizational performance at the Ministry of Health Headquarters, Nairobi (2005-2015). The data was collected from top managers, middle level managers, HR managers and support staff through the use of questionnaires. Data collected was analysed using Statistical Package for Social Sciences (SPSS) and interpreted in view of the four specific objectives of the study. The key findings of the study indicated that there was no significant evidence that effective human Resource Planning was being undertaken at the Ministry of Health during the period under review. Literature review did not yield empirical evidence of similar researches carried out before. The study therefore concluded that the impact of human resource planning on organizational performance at the Ministry of Health was to a very small extent. The study recommends that the Ministry of Health should aim at optimal staffing levels and endeavour to undertake professional demand and supply forecasts for human resources especially the doctors and nurses who form a great percentage of their staffing. The ministry should ensure that schemes of service are regularly reviewed to avoid employees stagnating in one job grade for many years. Further research on the impact of HRP on organizational performance in public organizations is thus recommended.

CHAPTER ONE

INTRODUCTION

1.1. Background to the Study

Globally, there is now a general realization that effective management of human resources (HR) can enable an organization to gain as well as maintain a competitive advantage (Gupta & Govindarajan, 2001). Consequently, many organizations have attributed their success to effective Human Resource Management (HRM) (Orbole, 2016). HRM may be understood to refer to strategies or policies, procedures as well as practices related to developing the organization's human resources (Inyang, 2011). This is basically a unique way of managing employees and leads to achievement of organizational goals by using skilled and motivated staff. It incorporates various cultural, organizational and personnel techniques (Huselid, 2000). While stressing the significance of HR, Elnaga and Imran (2013) have argued that employees are a critical resource in an organization as they can affect the corporate image and consequently, determine the success or failure of the organization. Effective HRM enables managers to make plans and hire skilled staff, at the same time it helps employees find meaningful work with avenues for career development.

The key objective of HRM is to increase employee performance and improve organizational performance through investment in HR (Craft, 2000). This is achieved through several key functions of HRM including planning for the quantities and qualities of required employees, acquiring services of employees, developing them, motivating them and making sure that they continue to maintain high performance standards. The human resource planning (HRP) thus becomes a very essential component of human resource practice (Dienemann, 2005).

HRP aims to ensure a suitable workforce is accessible to the organization to facilitate and improve organizational performance (Mathias, 2003). Through HRP organizations are able to maintain a desirable human resource position while projecting future needs so as to have the correct quantities and qualities of employees as needed. HRP is therefore a strategy for the organization to acquire, utilize, development and retain its workforce by forecasting prospective workforce needs, reviewing current human resource needs and making plans to fill

any anticipated manpower gaps (Green & Downes, 2005). Reilly (2003) argues that the HRP function enables an organization to approximate its need for labour, calculate the numbers and supply source that will satisfy the demand.

Despite differences in terms of the strategies and practices, HRP is embraced in both the private and public sectors worldwide (Delaney, 2000). According to Seonghee (2005), since the mid-1990s there has been a rise in the use of HRP as a strategic function of HRM. HRP has been generally accepted as a critical function because it enables organizations to attain their goals through the forecast of human resource needs (Jacobson, 2010). Therefore, how to conduct HRP accurately and effectively has gained significant interest in the field of HRM over the years (Campbell, 2000).

In public organizations, the dramatic shift in workforce demographics has necessitated appropriate HRP strategy, policy and practice. In many African countries including Kenya the need for HRP was felt immediately after independence. Governments in African countries put concerted efforts to bring about socio-economic development. Consequently, many of the public sector reform efforts adopted have involved planning, developing and managing the human resource function. For instance, in Mozambique, the country realised that despite the efforts of the public sector to adjust to political and economic dynamics through administration, reform was required to ensure that the public sector would become more responsive to the national objectives to improve service delivery to its citizen. The result of the analysis created the need for a planned, dynamic, and participatory process of public sector reforms including in the area of HRM (Green & Downes, 2005). In Rwanda, to meet its human resources needs for health (HRH), the government came up with a HRH strategic plan whose overall aim was to increase the numbers of suitably accomplished workers in the health sector (Motsomi, 2008). In Ghana a bloated civil service led to the introduction of a code of conduct for civil servants as well as a high flyer scheme in 1996 that aimed at identifying young officers for specialized training (Guidelines on Staffing, Republic of Ghana, 2003). In South Africa, a bloated civil service led to computerization of personnel records, the introduction of Medium Term Expenditure Framework (MTEF) as well as separation of policy formulation from implementation (Frye, 2004).

Similarly, Kenya has suffered from the impact of a fast growing public sector which grew dramatically from 63,000 employees in 1963 to 158,883 in 1980 and to 271,979 in 1990, which translated to annual growth rates of 9% and 7% respectively well above the growth rate of the economy. The current Civil Service employment is about 354,250 (KNBS, 2016). Lack of proper HRP resulted in over-employment leading to a bloated Civil service. Consequently, it became imperative to institutionalize HRP in the public sector as part of reforms in the Civil Service, and each Ministries, Departments and Agencies (MDAs) was required to develop strategic human resource plans to regulate and rationalize recruitment, eliminate stagnation, link development of staff to their career progression as well as skills requirements in the organizations (Republic of Kenya, 2006). The HRP process guidelines requires all the government ministries and institutions to develop strategic human resource plans by: gathering and analysing information on established posts; budgeting for payroll costs, forecasting for demand and supply, controlling current staff establishment, developing annual training projections and having a reliable Human Resource Information System (HRIS) (MSPS 2A/ (35, 2010). Further the Human Resource Development Policy (GOK, 2015) requires that all MDAs develop, update, analyse and maintain skills inventories for all staff. This will assist to establish the available competencies and to check if there are any existing gaps so as to recommend appropriate interventions. This is geared towards improving organizational performance.

The Ministry of Health as one of the MDAs is therefore required to implement effective HRP. Health care service delivery in Kenya is devolved to the county with some functions shared between the National and County governments. The health sector is a key component under the social pillar in the Kenya Vision 2030 (GoK, 2008), the country's economic blue print. The National government is mandated to formulate policies which are implemented by both levels of government. Such policies include HRH policies among others. These are implemented in addition to the policies issued by public service commission as well as county public service boards. The aim is to ensure proper management of the health workers for achievement of better service delivery in both levels of government. According to world health organization, (WHO) the main goal of managing health workers is to ensure that they have the necessary qualifications and are properly deployed. However, it has not been easy

to actualize this noble goal (Bratton and Gold, 2007). According to Kempner (1971), HRH is deemed to be a major building block for an effective and efficient health care system in any country. Globally there is evidence of a direct relationship between the size of a country's health workforce and its health care outcomes (Griffins, 2006). The role of HRP in the Ministry of Health is to ensure that there are optimal staffing levels in the organization (Bratton & Gold, 2007).

Effective HRP will thus enable proper alignment of structures, people and organizational development goals in Ministry of Health. This can only be realized if the Ministry of Health has in place a strong HRP process (Kenya Health Policy, 2015-2017). Surveys undertaken in both developing and developed countries have shown HRP has a major impact on organizational performance (Busienei, 2013). In view of the forgoing, this study will determine the effect of HRP on the performance of the organization in the Ministry of Health.

1.2. The statement of the Research Problem

There is a general indication that regardless of the importance of HR in encouraging better public services delivery, HRP is accorded a peripheral status and is rarely used in strategic decision making. According to Collins (2007), there are minute fractions of effective application of HRP processes in the public sector. Confirming the above Schuleret (2000) states that HRP is rare in the civil service. This lethargic attitude towards HRP is due to organizations not having acknowledgement of: the impending worth of the inclusivity of critical employee data; lack of skill data base or competencies to support HRP; and HRP not being recognized as a main concern of HRM (Delaney, 2000).

In spite of the recognized importance of HRP, the Ministry of Health in Kenya continuous to face challenges normally associated with poor or ineffective implementation of HRP. These challenges include: rising costs due to a bloated wage bill; lack of continuity due to poor succession planning; employee stagnation in one grade for long periods of time; severe scarcity of critical skilled workers due to incapability to draw and keep employees (employee attraction and retention); deprived and irregular payment of allowances; meagre operational circumstances; insufficient necessary equipment, medicinal and other

supplies; uneven allocation of workers; unhonoured CBAs; deteriorating output; low work motivation, staff unrest in the service (Kenya Health Policy (2015-2017)). According to staff projections by MOH, USAID and Funzo Kenya (2016), there is need to ensure improved recruitment for key medical staff by the year 2030. Projections from Public Health Division indicated that there were 4,678 workers against a required number of 25,933 country wide, which left a huge gap of 21,255 for the year 2017/2018 (Kenya Health Policy (2017-2018)). The Ministry's service delivery is largely affected by the shortage of staff as well as lack of essential skills and competencies required by the staff to perform effectively. There has been frequent staff unrest leading to poor service delivery. Despite its importance, however, studies encompassing the impact of HRP on performance in Kenya there have been limited to very a small number. According to Craft (2000), generally, there is a shortage of studies on HRP in the civil service. There is therefore a need to undertake a detailed study to bring out presence of HRP practices that have impacted performance specifically in MOH, Kenya.

1.3. Research Questions

Generally, the research sought to answer the question on how HRP impacted organizational performance at the MOH. It also sought to answer the following specific questions: -

- i. To what extent does aligning HRP to the Ministry's Strategic Goals impact the MOH performance?
- ii. How does ensuring optimal staffing level impact the MOH performance?
- iii. How does employee motivation impact the MOH performance?

1.4. Objectives of the Study

The main objective of this research was to determine how HRP impacted on organizational performance at MOH.

The specific objectives which guided the study were: -

- i. To determine the extent to which aligning HRP to the ministry's strategic goals impact the MOH performance.
- ii. To assess the impact of optimal staffing on the MOH performance.
- iii. To establish how employee motivation impacts the MOH performance.

1.5. Justification of the Study

The study has significance importance for both policy formulation and academic reference. The HR practitioners as well as the line managers at the MOH may use the study findings to formulate sound human resources policies and regulations. This supports the use of HR best practices with regard to matching supply of labour with forecasted demands based on the strategies of the organization. The recommendations made by the study may be useful to the MOH in ensuring that the succession management challenges are properly addressed. The organization will be able to maintain optimal staffing levels, ensure critical positions are filled at all times and ensure requisite competences and skills are maintained for proper execution of the mandate of the MOH.

Academically, other researchers particularly in the field of HRM can benefit from this study. It contributes to the existing body of academic knowledge. This research sought to provide the needed information that would guide the management to better align their planning strategies with their staff performance measurement systems for optimum staff performance. There are no other known studies that have been carried out in the MOH on HRP. The study can form the basis for further studies in the area of HRP.

1.6. Scope of the Study

The Constitution of Kenya (COK) of 2010, Schedule four (4) devolved the function of health service delivery to the County Government and left the National Government with mainly policy /guidelines formulation. HR policies and guidelines are some of such deliverables expected from the MOH Headquarter. The scope of the study was the MOH, headquarters, Nairobi for the period between 2005 – 2015 which covers part of the period before and after the promulgation of the new constitution and the subsequent devolution of health care service delivery.

The Headquarter has the mandate for the centralized HRP in the entire establishment, despite the fact that the MOH was decentralized to Regional and County levels across the Country. The study focused only on Ministry of Health staff comprising of top management, middle and

low level managers as well as support staff working in the mainstream as well as in the programmes and projects.

1.7. Definition and Operationalization of Key Concepts

Demand Forecasting: This is the procedure of approximation of the potential number and excellence of workforce conditions in future (Reilly, 2003). Forecasting human resource demand is the process of estimating/predicting the future human resource requirement of right quality and right number based on past and present data (Seonghee, 2005). It refers to the progression and prediction of the future demand for the organization under both controllable and non-controllable factors (Griffins, 2006). In this study demand forecasting will be understood as a process of predicting future manpower demands for the Ministry of Health in terms of skills and competences.

Human resources for health (HRH): Deals with essentials of managing the workforce in the health sector to achieve a county's health priorities (Griffins, 2006). HRH denotes the workers occupied and engaged in the issuance of labour in the health sector (WHO, 2008). In this study HRH will be understood as the essential manpower needed to enhance productivity of workers and subsequent improvement in health service delivery.

Human Resource Planning (HRP): is the procedure by which the present and prospective requirements of workforce that an organization needs to attain its objectives are established (Reilly, 2003). It is a procedure or process of forecasting provision as well as requirements for labour or workforce in an organization (Ghazala & Habib, 2012). This Study will adopt Reilly's definition.

Organizational Performance: it comprises real production as well as the output of an institution and is deliberated alongside the desired productivity (Shirey, 2008). In this study since the MOH is not a profit making firm, performance was measured using staff performance appraisal, performance contracts, strategic plans, customer satisfaction surveys in order to understand the analysis/comparison of an organizations performance against its set goal/s and intentions

Optimal Staffing: This ensures that the organization has adequate staff at all times (no over or under staffing) in order to enable it enhance service delivery. It is also referred to as a conscious and constant practice that involves collection, improvement and assessment of

workers so as to fill vacancies with suitable candidates in an organization Gupta (2008). It involves choice as well as training the workers to be able to undertake various positions, functions and charging them with the associated responsibilities (Shirey, 2008). In this study optimal staffing is understood as the practice of ensuring the MOH has the required number of doctors, nurses, clinical officers and other health staff.

Succession planning: it is the deliberate move by an organization to promote a persistent growth of workers in order to make sure that key posts maintain steadiness in an effort to help the organization attain its goals (Ghazala & Habib, 2012). It is a deliberated action by an organization to encourage as well as support progress of workers that ensures main posts remain stable so that an organization can achieve its goals and objectives (Kossen, 2001). In this study succession planning is understood to depict a continuous process of developing employees' skills and knowledge through training. This prepares them take over key positions in future with a view of ensuring no gap exists.

Employee motivation: Employee motivation refers to an individual's need to work to their full potential in order to carry out a specific job or task (Armstrong, 2014). In the context of this study, employee motivation will be understood to depict the HRM factors that are known to boost employee morale in work performance. These may include incentives such as adequate compensation, opportunities for training and promotions/ career progression, adequate working tools and a favourable working environment.

Supply forecasting: This is basically a procedure for creation of estimation concerning future demands and supply of workers in an organization. In order to conduct a vibrant supply forecasting of workforce there is need to consider both the internal and external factors (Coonan, 2005). In this study Human resource supply forecasting will be understood as process of assessing current HR supply and projecting future needs with a view of maintaining optimal levels.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter reviewed literature of previous researches related to this study topic. It was organized according to the objectives of the study and has the following sub-sections: the concept of HRP, aligning HRP to organizational strategic goals; role of HRP in ensuring optimal staffing; succession management plans; and impact of HRP on performance of the organization.

2.2. The Concept of HRP

Globalization, competition, information technology, innovations, new market and consumer trends, together with other emerging issues affect the supply of labour. Consequently there is need for professional HRP practices. This is essential for future HR demand and supply forecasting to ensure organizations maintain optimal staffing levels. HRP is that process of ensuring the organization has adequate employees with the right competences deployed or placed according to their expertise (Gilley & Maycunich, 2000). As provided by Cascio (2005), HRP is seen as an attempt by an organization to predict future business needs and environmental demands. There will also be need to provide competent people to execute these business needs and gratify the environmental demands. HRP is a major component of the HRM function and is deemed as that process which identifies the workforce needs of an organization. At the same time it develops the interventions, innovations and initiatives to enable the organization meet its needs. The process involves analyzing the job (by developing job descriptions and job specifications) and designing career progression guidelines for the upward mobility of the employees (Gilley & Maycunich, 2000). Therefore HRP is a very essential aspect of HRM and it plays a big role towards achievement of goals and objectives of an organization.

According to Kwak, McCarthy and Parker (2007), HRP is the focus of HRM and entails achieving desired quantity and quality of skilled workforce that an organization requires in order to achieve its mandate. The main aim of HRP as a critical function of HRM is to foster

competitiveness among employees and renew existing potential for improved performance in the whole organization (Gilley & Maycunuch, 2000). The failure to embrace HRP endangers the organization's future success.

A study on the effect of employee resourcing strategies on the performance of commercial banks in Kenya (Ngui et al., 2014) established that, employee resourcing strategies have a significant positive effect on performance of the aforementioned banks. In addition, the study findings indicated that, there is a positive relationship between strategic employee resourcing and employee performance in commercial banks in Kenya. One of Ngui et al.'s (2014) recommendations was that banks should develop and document strategies for human resource planning so as to enhance employee and organizational performance. Katua et al. (2014) inferred that, HRP strategies can enhance performance of a firm. According to their findings, the scholars recommended that firms ought to develop and document strategies for HRP with the object of enhancing both employee and organizational performance. The fundamental importance of human resource planning practices to the organization's performance has been underscored; yet the same has hardly been studied in the context of Kenya's County Governments (Katua et al., 2014).

A report on the dynamics and trends of employment in Kenya by the Institute of Economic Affairs (IEA, 2010) indicated that, quality of the workforce, achievement of the optimal mix of managerial-technical support staff, management skills and manpower issues are some of the areas with the greatest potential of affecting organizational productivity. The report further observes that, a National Manpower Survey (NMS) is one of the inputs that provides baseline information necessary in formulation and implementation of effective labour market policies, (Institute of Economic Affairs IEA, 2010). In a study on the effect of placement practices on employee performance in small service firms in the information technology (IT) sector in Kenya (Kavoo-Linge & Kiruri, 2013) , it is noted that, a well-done induction process could improve employee confidence and performance and also provide a competitive advantage in attracting and keeping good staff. When assessing the ethical considerations in HRM in Kenya, Mathenge (2011) complained that, most organizations in Kenya are currently facing conspicuous challenges of attracting and retaining qualified personnel (Mathenge 2011).

2.3. Aligning Human Resource Planning to Organizational Strategic goals

To successfully achieve its goals and objectives, every organization is expected to undertake development of strategic plan. Strategic planning includes identification of the organization's long-term goals and objectives and providing the means to realize them (Woodhall, 2006). To enable an organization to achieve its strategic goals, it requires resources which normally fall into three main categories namely: technology, finance and people. Therefore HRP is necessary to work out the number and categories that will be needed by the organization to successfully achieve its mandate.

HRP can be explained as a procedure to recognize present as well as expected requirements the workers to enable the institution attain its objectives (Gupta, 2008). It is a vital for every organization to align its HRP with its organizational goals and objectives because hiring the incorrect workforce or incapacity to foresee fluctuations in appointment requirements might be dear in the long run. HRP guarantees an organization's workforce contains necessary talent and competencies to enable it achieve its objectives (Ghazala & Habib, 2012). Aligning of HRP to an organization's strategic goals makes sure that the workforce gets necessary expertise and competencies that the organization requires in order to accomplish its objectives (Ghazala & Habib, 2012). HRP, therefore, acts to connect HRM with strategic management of the organization. According to Reilly (2003), HRP allows organizational approximation of required workforce; evaluates extent, character, and basis for supply fundamentally necessary for demand of the organization as well as desired practices.

According to the Ministerial Strategic and Investment Plan (MSIP) report by MOH for the period between July 2014-June2018, there were major health challenges facing the Kenyan health sector such as: high maternal deaths, high neonatal and child mortality rates arising from preventable conditions, lifestyle related diseases (emerging and re-emerging diseases such as High blood pressure and Diabetes), Cancer, high number of new HIV infections, risk of Ebola and Marbug. Also poverty is still a major challenge affecting many people. Lack or limited resources which include health workers, ineffective utilization of the scarce resources coupled with weak regulatory systems have greatly constrained the health sector from effectively responding to the challenges. According to a circular ref.

MPYG/DPSM/HRM/4/1/1VolIII/123 dated 24th July 2017, all Ministries and Government departments were directed to incorporate HRP in the Medium Term Plan (MTP III), Annual Work plans and Performance Contracts.

Upon realization that HR demands are important in dealing with the problems encountered in the Health Sector, Human Resources for Health Strategy has been Kenya's intervention in both the National and County Governments. This has been done in partnership with other stakeholders so as to reinforce the HRH in order to bring about good health services more competently. The primary significance of HRP exercise in relation to performance of the organization is emphasized; however this subject is not fully examined to reflect a Kenyan situation. Though both strategic planning and HRP are important they are often understood separately; this study will fill the gap by aligning them in order to realize organizational goals and improve performance. The strategic goals of an organization can only be met if there is requisite HR and these have to be deliberately planned for.

It is imperative to embrace HRP to avoid hiring the wrong employees which can be counterproductive to the organization. It is worth to note that failure to anticipate fluctuations in hiring needs could be costly in the long run. When an organization aligns HRP to its strategic goals, it ensures that the employees have the requisite skills and knowledge needed to achieve its goals and objectives (Ghazala & Habib, 2012). In addition HRP appropriately prepares employees for possible staff rationalization. It further allows the organization to make adequate arrangements for new recruitment and hiring. Studies have shown that HRP can be used to identify present and future manpower requirements for better performance by an organization (Gupta, 2008). HRP also serves as the link between HRM function and the overall realization of organizational overall objectives. According to Reilly (2003), HRP practices enable an organization to estimate the demand for labour and evaluate the size, nature, and sources of supply which will essentially be required to meet the demand. HRP practices include strategies on employee retention, absence management, flexibility, talent management, and recruitment and selections (Reilly 2003).

Strategic planning is deemed as a critical component of strategic management in an organization. Wagner (2006) explains the importance of strategic planning from various points of view namely: scanning the environment; formulating strategies; and linking organizational goals/objectives to budgets. This will promote the effective collection and analysis of information regarding any HRM challenges that may arise. In addition it will inform the formulation of policies, strategies and process interventions to these challenges (Ghazala & Habib, 2012). This kind of approach is suitable in providing sound solutions and interventions for addressing HRM challenges in a systematic and holistic manner (Reilly, 2003). These challenges can be addressed through interlinking of the strategies for efficient and improved quality service delivery at MOH (Sarkodie, 2011).

Other studies have investigated the role of implementing HR plans and their effects on performance of organisations in Kenya. For example, strategic allocation of resources was reported to be associated with improved performance at the University of Nairobi (Kinyanjui & Juma, 2014). While in another study, environmental scanning, stakeholder involvement, resource allocation and strategic communication were reported as the main factors which impacted performance in PSC, Kenya (Rintari & Moronge, 2014). On the other hand, a study which investigated factors which affected the realization of strategic plans, goals and objectives in secondary schools in Baringo county in Kenya, reported that lack of communication of vision statements to stakeholders, inadequate human resources, poor ownership of strategic planning by management coupled with insufficient allocation of funds were factors which impeded performance in these secondary schools (Chemwei et al., 2014). Moreover, Kanyora & Okello, (2015) examined the impact of the process of strategic management on performance in of construction firms in Kenya. They concluded that there was a significant relationship between competitive strategies and performance in an organization. In view of the above literature, it can be observed that most studies have centred on the relationship between strategic planning and organizational performance but few or none have specifically been done on HRP.

2.4. Role of Human Resource Planning in Ensuring Optimal Staffing

According to Woodhall (2006), HR demand forecasting is the process of making estimates of future staff needs according to the right quantity and the desired quality. HR requirement estimates should be carried out in view of the organizations plan during a specific period, for example annually. For any firm to determine its human resource needs in terms of numbers, composition, competencies with respect to services provided and productivity levels in meeting organizational needs demand forecast must be undertaken (Ghazala & Habib, 2012). After the identification of the manpower gaps the organization then puts into motion plans to bridge them (Griffins, 2006).

The procedure of approximation of accessibility of workforce essential to meet the HR demand is what is termed as supply forecasting of human resource (Reilly, 2003). It identifies where the required quantity of workers with the necessary knowledge, expertise and skill, will be supplied from (Kwon, 2009). Additionally, it is also necessary in shaping the criteria of employing resource inside the prearranged scheduling prospect so as to ascertain if future supplies will be enough to meet future demands of HR (Mutua et al., 2012). Kavoo (2013) opines that, to meet their supply demands, organizations require assessing internal and external workforce. Labour supply can come from within or outside the organization. Schuler (2000) supports this argument when he emphasizes that supply forecasting engages a thoughtful look at potential suppliers of HR.

Optimizing staffing levels is one of the objectives HRP and is achieved by assessing supply as well as demand for workers including corresponding all to the shortages therein and the surpluses (Wright & Gardner, 2003). To establish optimum staffing levels, the organization needs to address the gaps identified through the comparison of the demand and supply forecast (Muhammad, 2009). In this view, contrast can disclose a shortfall or excess of human resources in future. Shortfalls will indicate a need for employing more people whereas excesses show a need for laid-offs or reassignment (Armstrong, 2006). This is supported by Wright & Gardner (2003) who asserts that optimizing staffing levels is one of the objectives HRP and is achieved by assessing organizations demand and workforce supply so as to establish any shortfalls in

supply. Organizations can rectify a demand gap using a variety of techniques like employment, transfer, transfer and motivation of employees (Shirey, 2008).

Administrators should look forward to recruitment of workers in the organization as well as movement outside the organization. It is necessary to put into practice actions which endorse workers competitiveness which match the requirement of the organizations approximation for demand and supply. There is a need for a major review and evaluation of the current training and development approaches. For instance, the speedy varying scenery of the HR settings requires organizations to recruit workers who have the ability to deal with change and the progressions as well as the technological requirements (Griffins, 2006). Clearly, it is no longer enough for the public sector to expect educational systems to produce candidates who possess the precise skill-sets required for today's and tomorrow's jobs. It is important for organizations to take upon themselves to fill this gap and improve performance by engaging in HRP.

Staffing at the MOH has been distorted, where certain areas of the some counties experience shortages while others are overstaffed. The Government needs to align workforce by creating the number of workers that may be in a certain area in a given period of time in view of the needs and availability of workers as well as the number of workers a certain facility can hold as is outlined in the NHRH Strategy (2017). Sufficiency takes into consideration the required, skill mix, number of workers, capability, and outlook of the employees needed to execute on the mandate of MOH. There is a need for the MOH to find appropriate ways to predict long term HR needs in terms of quality and quantity. This study therefore intends to fill that gap by examining the extent to which HRP ensures optimal staffing levels in MOH so as to enhance its performance.

2.5. The role of Human Resource Planning on Employee Motivation

According to Armstrong and Taylor (2014), employee motivation refers to an individual's need to work to their fullest potential in order to accomplish a desired goal. Motivation is highly regarded in attracting and retaining employees (Armstrong, 2012). According to Mackay (2006) and Nel (2015) identifying the factors that motivate employees in the workplace is vital because this affects their performance. Employees who are well compensated and provided

with opportunities for promotion, career progression, proper working tools, and training opportunities and generally a favourable work environment will be highly motivated. Stone (2013) observes that if an organization motivates its employees well, it should result in enhanced productivity in the workplace thus improving both the employee and customer satisfaction. This will also lead to creation of a competitive advantage over competitors. According to Sharma (2006) motivated employees are the lifeblood of any organisation hence improved performance. Barling (2003) also agrees that HR practises and more so HRP extensively influence job satisfaction and organisation efficiency in an organization.

A study by Delaney and Huselid (2000) found a significant relationship between some HR practices (improved employee skills and competences, employee motivation, the structure of work) with organizational performance. The authors noted that progressive HR practices, including selectivity in staffing, training, and incentive/compensation are positively related to perceptual measures of human resource planning. Since training and development has been identified as one of the factors that motivate employees, there is a need for a major review and evaluation of the current training and development approaches, and in particular as they relate to HR Planning in the Ministry of Health. The fast changing nature of the HRH environment makes it necessary to provide all health workers from new hires to existing ones, with the capacity to cope with changes in processes, technology and expanded responsibilities. The purposeful development of capacity involves the diagnosis of the specific needs, the establishment of a clear objectives and the delivery of programs to improve service delivery (Griffins, 2006). Most studies on motivation have been done on private and profit making organizations and thus the need for a research in a public institution/ Ministry. This study will fill the gap on how HRP motivates employees thus improving their performance and that of the organization as whole.

2.6. The role of HRP Succession Planning

Succession planning refers to the decision by an institution to promote and endorse a frequent growth of workers in order to guarantee consistency and retention of major job positions. This is usually done to ensure that the organization maintains a systematic fill up of positions (de Koning, 2005). Succession planning is pegged on a wider procedure of preparing and keeping

up with the HR gap analysis. This procedure is normally elastic and adjustable. It varies according to the requirements as well as organization of the department. However the main aim is to have knowledge of what the major positions are and how to grow talent and skills and the expansion of an aptitude team to obtain the competency (Griffins, 2006). As part of a broader HRP framework, succession planning can be said to be a strategy to assist and offer support to the organization in addressing HR challenges such as an ageing labour force, rising departure of workers, possible talent and skill pitfalls as well as other capability gaps (Muhammad, 2009). Planning for succession enables a smooth succession planning, offers a smooth transition of information as well as ensuring that there is successor's in available mission critical placements.

The partnership found in various sections in an organization is important in ensuring sound succession planning. For it to flourish, succession planning should receive enormous support from the top management who should provide leadership on skills needed in the organization (Shirey, 2008; Green & Downes, 2005). HR department needs to pay attention to the process of succession planning and more importantly the top administration team should be involved (de Koning, 2005). The exercise of succession planning is a never ending one and entails reviewing of workers; discussing workers concerted requirements for nurturing good leaders (de Koning, 2005). Succession planning is particularly important in the healthcare sector. According to Shirey (2008), the scarcity of skilled labour force in the health sector has seen the raise in demand of healthcare services.

Githua (2006) undertook a study on HRP practice in the private hospitals found in Nairobi. The findings of the data analysis from the study indicated that a majority of these institutions had corporate objectives in line with the requirements of HRP. In addition the results revealed that the major challenge facing HRP in these hospitals was the inability by HR practitioners to predict the future due to the dynamics of the prevailing environment and weak HR units. Consequently study recommended that other studies be undertaken to establish whether the same situation upheld public hospitals. Another study by Kariuki (2008) set out to determine the challenges of HRP faced by airline organizations in Kenya. The results were that the airlines indicated that most airlines had clear goals and objectives and that employee attraction

and retention was given a priority. Their major challenges were those of operating in a dynamic work environment and poaching by other organizations.

In view of the forgoing this study will come in handy to fill the gap left out by the above researches who mainly concentrated on staff retention, training and poaching by other organizations. The study will look at HRP factors such as authorised staff establishment, succession plans, and mentorship programs among others to ensure succession plans are put in place. There seem to have a minimal research geared towards succession planning in health sector environment (de Koning, 2005). The study enabled a deeper understanding of succession planning and the findings would help HR managers in the MOH to ensure repeated growth of workers as well as guarantee that key positions are filled on a timely basis to avoid succession challenges. This in return will ensure the ministry enhances service delivery.

2.7. Human Resource Planning and Organizational Performance

Organizational performance entails the definite production or the output obtained by an organization and is derived from the planned productivity measured against the intended objectives of the organization (Shirey, 2008). Organizations that have embraced HRP realize better output as opposed to those that have not because a variety of HRP steps are put in place which are likely to enhance the attainment of organizational goals (David, 2001). HRP offers a structure to ensure management as well as organizational actions and thorough execution of decisions all the way through location of goals and objectives that offer a foundation in the measure of organizational performance (Shirey, 2008; Green & Downes, 2005; Arasa & K'Obonyo, 2012).

Boxall (2000) argues that HRP aids organizations to acquire a track or course to follow in pursuit of intended goals and objectives which in turn guide the workers on the path to follow. Thus HRP acts as a guide in directing the organizational discovery of its major goals and provides a map as to which path to follow in realizing them. In addition, HRP processes shape an organization's recruitment and selection strategy using organized, rational and sensible approach. HRP discloses as well as elaborates organizational openings plus risks by enabling a structure for sound making decisions. HRP facilitates the achievement of an effective and

consistent performance (Wernerfelt, 1984). Through HRP organizations invest in the nurturing and development of the workers by ensuring that workers are well trained in the various skill and knowledge required by the organization (Becker & Gerhart, 1996). Dienemann (2005) opined that HR planning may be utilized as a way to encourage transformation of workers. However, the degree to which it is used, as well as the means implemented, depends on the level at which the leadership realizes that achievement is pegged on organizations needs in the future as well as putting in place a strategy to assure the obligation is reached (Campbell, 2000).

The move may also be challenged by the level at which it is probable to create precise forecasts. Group functioning where the environment are unstable and where motion points are hard to forecast find themselves depending on short period determinants in staffing. Seonghee (2000) argued in his work on HRP and performance that failure of organizations to have an elaborate HR planning process results to failure to attain organizational goals. Delaney (2000) stressed the importance of enhancing performance through putting in place motivational structure to help inspire the workers alongside good organizational systems. There is need for studies more in-depth studies linking HRP and organizational performance. A review of the existing narrative indicate a shortage of experiential studies intended for exploring the widespread utilization of HRP to enhance performance in the health organizations. Furthermore, studies in HRP have almost been solely conducted in European Countries (Griffins, 2006). In Kenya however, several studies have been done to examine the relationship between strategic planning and performance in different sectors of the economy (Chemwei, Leboo, & Koech, 2014; Kinyanjui & Juma, 2014; Kanyora & Okello, 2015). None of these studies have been specifically on the impact of HRP on organizational performance and in the public sector in Kenya. This study will therefore fill the gap.

2.8. Theoretical Framework/Conceptual Framework

The researcher used the Resource Based View theory (RBV) and Human capital theory as they were the most appropriate as most empirical studies have heavily relied on them as their baseline theories while discussing human resource planning in relation to organizational performance (Fleetwood & Hesketh, 2008)

2.9. Resource Based View Theory

The RBV assumes that a firm uses resources to exploit the available opportunities and neutralize any threats for the purpose of achieving a competitive advantage over the others. Those advancing this theory believe that any performance by any organization is basically determined by the resources that are found in the organization. The resources used by organizations can be grouped into the physical resources, the human resources, and the organizational resources (Selznick & Recardo, 2007). Human resources encompass all workers in the organization, all trainings, any experience acquired, intelligence, skills, competences, knowledge and their unique abilities. According to this theory HR is one of its internal resources that if utilized properly has the potential to deliver competitive advantage to the organization in this case the MOH.

In this study, the theory will be used to assess how human resource planning in MOH contributes significantly to the overall performance. The theory assumes that possession of rare as well as valuable resources that are difficult to copy can enable a firm to achieve competitive advantage over its competitors (Takeuchi, 2007). In its application to the human resource-performance link, the workers are deemed to be similar to other resources in the firm building up a pool of human capital which stimulates desirable behaviour that gives a firm competitive advantage (Boxall & Steeneveld, 2001).

In order for any organization to get the required number of workers to perform any job, there must be a deliberate effort to exercise forecasting. This is the ability of the organization to establish the quantity of future workforce that possesses particular skill and ability needed to enhance development. Accessibility forecasting refers to ability of the organization to be able to settle on the number of needed workers the organization is competent in hiring. HRP is essential for the firm in that it creates awareness for the organization and enables it to know the action as well as options available in hiring and retaining workers (Takeuchi, 2007). HRP assists organizations establish whether they are furnished with correct supply of talent for the purposes of improving performance. For any organization to be able to participate in the international market, it needs established plans to emerge as the preferred employer.

HRP adds to an organization's achievement by ensuring the organizations understand the job market as well as its relation to its lack of success. An organization that fails to embrace HRP may be faced with gaps in its authorised establishment. This leads to vacancies in very critical positions. HRP assists organizations organize the skills of human resources they have and link them to performance based delivery. In this study HRP will assist top managers in MOH organize workers according to their capabilities with a view to improve performance.

RBV assumes firms should organize all skills in human resources they have and link them to performance based delivery. Through the effective use of HRP, the MOH will be able to ensure proper attraction; development and retention of qualified and experienced staff with desired skills and knowledge. This will give the MOH a competitive edge over other firms which might be competing for the same category of employees. This will ensure employee retention and curb brain drain as well as employee unrest.

2.10. Human Capital Theory

The theory on human capital is practiced by top managers to assess the workforce in the organization with a view of gaining knowledge of the workers skills and productivity or lack of it. This knowledge is vital in ensuring the organization has productive workforce. Bearing in mind that gathering experience requires skills and may take time, it is vital to nurture the human capital in order to enhance performance (Green, 2008). Human capital is the supply of creativity and the possession of skills by employees in an organization (Kwon, 2009). Collins (2007) asserts that this idea of having the correct human capital involves gradually acquiring the right mix of workers in the organization. According Delaney (2000), human capital means viewing employees as an important integral part of the organization that can produce important values for the firm (Delaney, 2000). In this study this theory will be used to identify the skills employees possess, the gaps and how to align them to better performance.

Green (2005) argues that an organization can establish the creation of human capital in two ways. Firstly, by employing people as workforce and secondly by investing in workers through training and education in order to improve performance. This means that the organization must ensure that the workforce is available (physical capital) and that the workers if available are

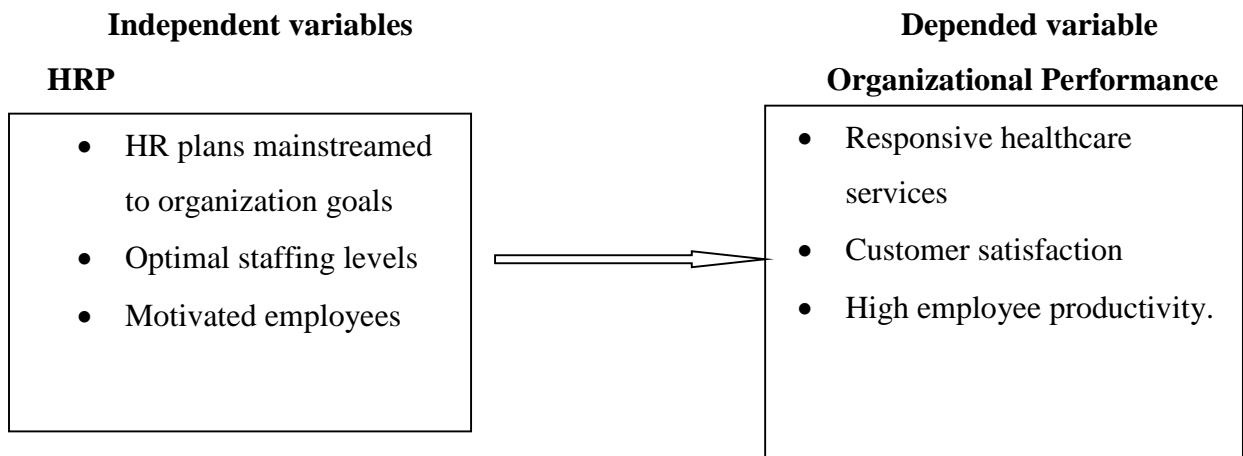
well trained and educated on service delivery to improve performance. The theory of human capital portrays a person (employee) as a creator capable of acquiring skills, knowledge as well as competency in exercising their daily activities which are geared towards improving oneself (Craft, 2000). Empowerment of the employees as well as personal possession of the necessary knowledge and skills can be translated into service delivery (Woodhall, 2001). In the context of HRP and practice, this theory is most suitable because it justifies the rationale of attracting and retaining workforce with the necessary skills, knowledge and competences.

2.11. Conceptual Framework

In this study the independent variable is HRP, whose indicators include HR plans aligned to strategic goals of the organization, ensuring that set goals are in line with expected results; forecasting to ensure staff gaps and positions are filled adequately and optimizing staffing levels and succession planning to ensure HR plan is linked to overall organizational goals. This calls for streamlined recruitment strategy, maintenance of optimal staffing levels, a skilled workforce in place, effective utilization of employees and effective succession planning. Alignment of HRP to the organizational goals ensures that workers receive the necessary expertise and therefore, serves as a connecting bond between HRM and the organization performance. Forecasting HR needs will affect the procedure for approximation of future HR requirement to ensure particular class of workers as well as the right numbers. Staffing levels ensures choice of persons suitable for particular position and aligning people appropriately in accordance to their skills. Succession planning affects development of employees' skills through training and prepares them to take over key positions in future.

The dependent variable is organizational performance which is depicted by high level performance, effectiveness, attainment of goal and quality services. HRP has a significant effect in the attainment of objectives and goals of an organization which include; responsive healthcare services to avoid unnecessary deaths which can be prevented by quick response, quality services where medicine is available and qualified staff, attainment of organizational set goals, high employee productivity and effective use of resources to avoid wastage and customer satisfaction.

Figure 1: Conceptual Framework Model



Source: Author, 2019

2.12. Research Hypotheses

The study advanced the following four (4) hypotheses

- i. H₁: Aligning HRP with the strategic goals of the MOH will significantly affect the Ministry's performance.
- ii. H₂: Optimal staffing levels at the MOH will significantly affect the ministry's performance.
- iii. H₃ Motivating employees at the MOH will significantly affect the ministry's performance.

CHAPTER THREE

METHODOLOGY OF THE STUDY

3.1. Introduction

This chapter describes the methodology and the procedures that were used to undertake this study. It included; research design, target population, sampling techniques, sample size, data collection and data analysis.

3.2. Research Design

The study adopted a cross-sectional design whereby by data collection was undertaken at a particular point in time and that there was no manipulation of variables. This method is suitable because it is used to prove and/or disprove an assumption. This method is cheap to execute and was suitable within the timeframe of the research. Another advantage is that multiple variables and findings can be analysed to create new theories.

3.3. Target Population

The target population was all the employees from the MOH Headquarter, Nairobi. The population was stratified into categories of top Management, middle level management, and other staff from support services.

3.4. Sampling Technique and Sample Size

This study employed purposive sampling method to select the sample. For the purpose of obtaining a desired representation; respondents were clustered into three groups of top managers, middle managers and support staff. Inside these clusters were different cadres of officers like doctors, nurses, HR practitioners and other categories of staff. Table 3.1 indicates the actual population and the sample.

Table 3.1: Sample Size

Structure	Actual Population	Sample
Top Managers	30	15
Middle Level Managers	120	50
Other Support Staff	150	27
Total	300	92

3.5. Data Collection Procedures

Primary data for the study was collected by means of a questionnaire. The data was in qualitative. The questionnaires constructed by the researcher and were organized according to the study objectives. They consisted of closed ended. The study adopted Likert scale type of questionnaire. The questionnaires were dropped and picked later since the sample consisted of personnel based within Nairobi. In order to encourage feedback the researcher followed up the questionnaires through making personal visits, phone calls, and sending e-mails.

3.6. Data Reliability Statistics

Reliability is a measure of the extent to which a research instrument yields consistent results after repeating the same for several times (Mugenda and Mugenda, 2003). In this study data reliability was tested through administering the questionnaires to nine (9) respondents from each of the three categories on a pilot basis. Cronbach's Alpha coefficient which is used to assess the internal consistency among the research instrument items was applied. This was with a view to test whether the variables were within acceptable range. The Coefficient was 0.861 is well above the recommended 0.6.

Table 3.2 illustrates that a Coefficient of 0.861 is well above the recommended 0.6.

Table 3.1: Reliability Test

Cronbach's Alpha	Number of items
.861	10

3.7. Data Validity

Validity is the degree to which results achieved through analysis of data represent problem under review. Ideally an instrument should be able to measure what it is supposed to measure with precision (Bridget & Lewin, 2005). Validity can either be face validity, criterion validity, content validity, or construct validity. In this study, during construction of the instrument, quality control and face validity was ensured. This was specifically by the advice obtained during the proposal defense which added value to the instrument and also the guidance offered by the supervisor.

3.8. Data Analysis

The researcher ensured that questionnaires returned were dully answered. The information was coded for accuracy and analysis. It was then categorized according to different thematic areas. The data was analysed using the Statistical Package for Social Sciences (SPSS). Qualitative data was analysed according to thematic areas as per the study variables. Quantitative data was presented in percentages (%), Means and Frequencies. The reports were presented by use of pie charts, tables and graphs.

CHAPTER FOUR

ANALYSIS, FINDINGS AND DISCUSSION

4.1. Introduction

This chapter details analysis, presentation as well as interpretation of the findings of the study. The results are presented in line with the objectives of the study which were: to determine the extent to which aligning HRP to the ministry's strategic goals impact the MOH performance; to assess the impact of optimal staffing on the MOH performance; to establish how employee motivation impacts the MOH performance; and to generally ascertain the overall impact of HRP on organizational performance at the MOH.

4.2. Response Rate

Out of a total of 92 questionnaires that were administered, 46 were returned.

Table 4.1 indicates the response rate which was 50%. This percentage was therefore fair and representative. Mugenda and Mugenda (2003) stipulate that a response rate of 50% is adequate for analysis and reporting.

Table 4.1: Response Rate

Questionnaires	Frequency	Percentage (%)
Distributed	92	100
Returned	46	50

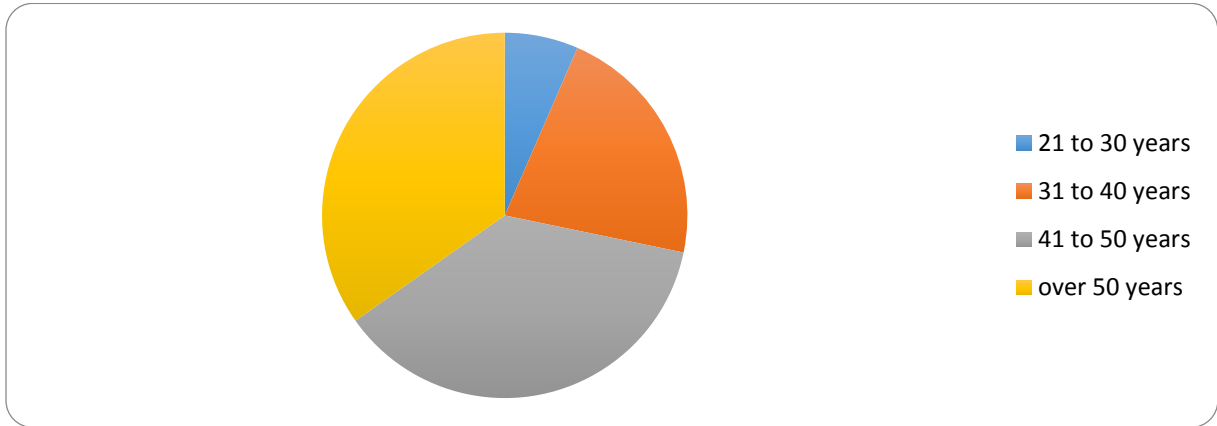
Source: Field data

4.3. Demographic Information of the Respondents

This section analysed demographic data of the respondents and was intended to establish certain attributes like age, gender, years of experience and level of education. Demographic information breaks down the overall survey response data into meaningful groups of respondents for purposes of prudent decision making. Analysis of demographics enables the researcher to get a feel of the characteristics of the respondents.

4.3.1. Age of the Respondents

Figure 2: Age of the Respondents

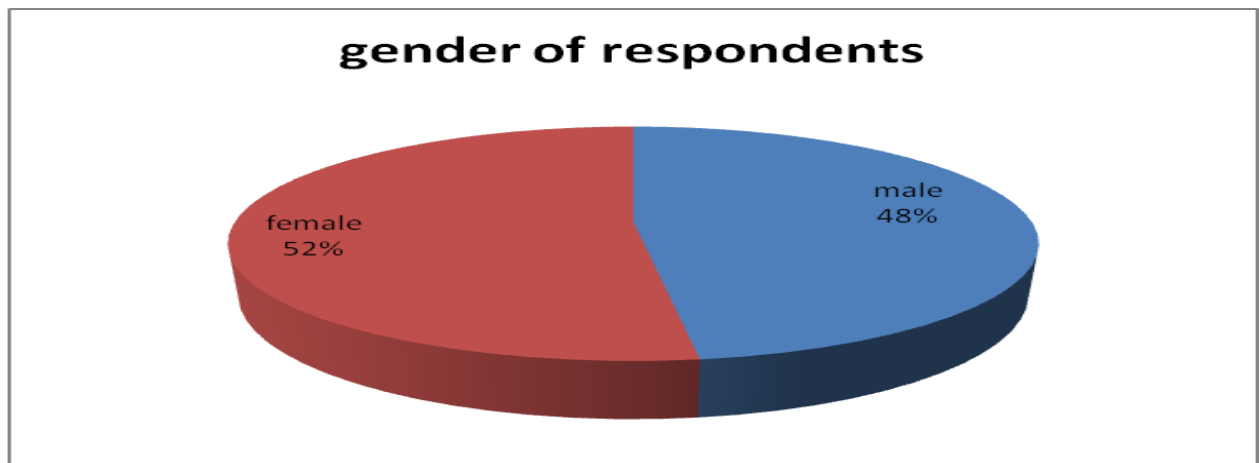


Source: Field data

As shown in Figure 2 above, the majority of the respondents at 37% were aged between 41 to 50 years. This was followed by those over 50 years at 35% and those between 31 to 40 years were 22% while only 6% were aged between 21 and 30 years. These study findings imply that the Ministry of health is faced with an aged population and therefore it is important to ensure proper HR planning is done to avoid succession management challenges.

4.3.2. Gender of the Respondents

Figure 3: Gender of the Respondents



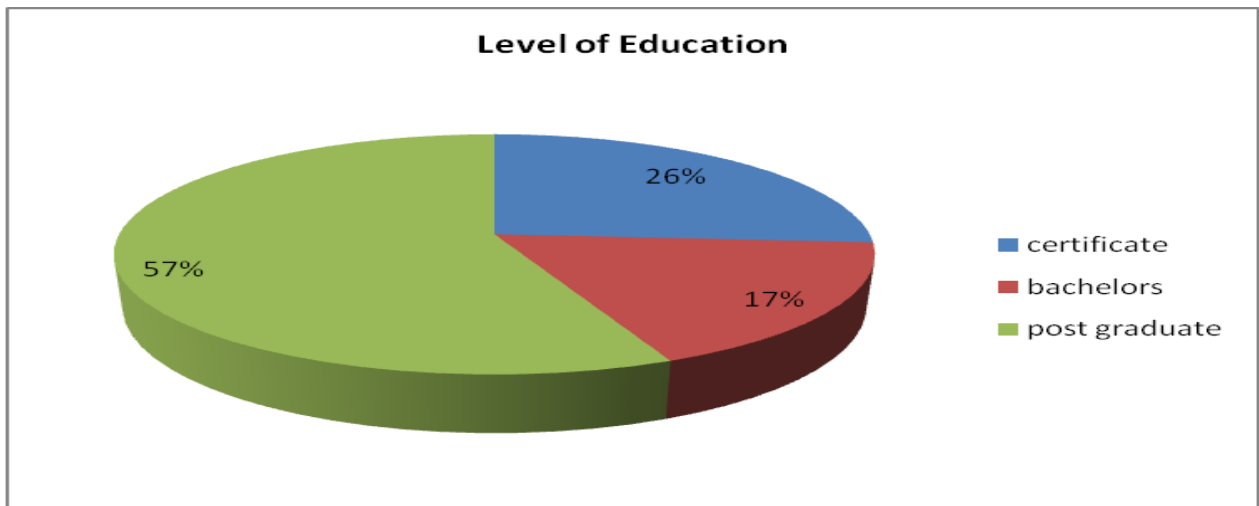
Source: Field data

According to Figure 3, the gender breakdown in the sample comprised of 48 % male employees and 52 % female employees which is almost equally balanced. This study finding shows that the Ministry complies with the requirement of two third gender rule as per COK 2010.

4.3.3. Level of Education of the Respondents

The respondents were required to indicate their level of education. The purpose of this question was to determine whether their education level was commensurate with their position in the implementation of HRP at MOH.

Figure 4: Highest Level of Education

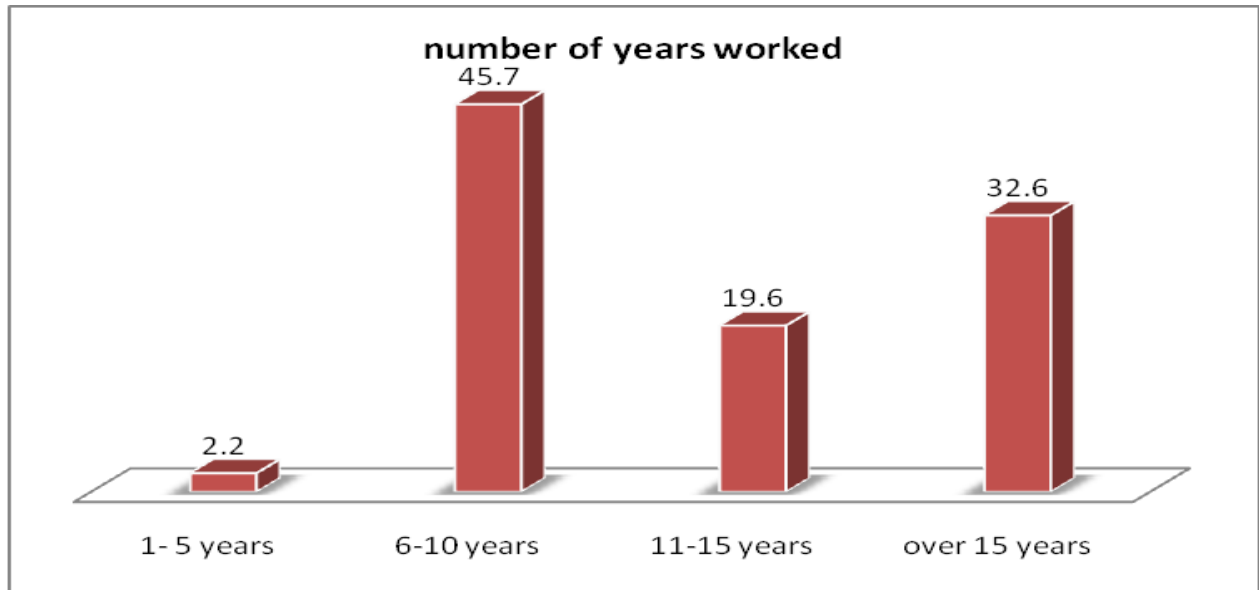


Source: Field data

According to Figure 4, 57% of the respondents had attained a Master degree level in education, 26% were certificate holders while 17% were bachelor's degree holders and none had a PhD. The high percentage of university level education is an indicator that the respondents were qualified and well educated and therefore understood the questions items well.

4.3.4. Experience of the Respondents

Figure 5: Number of years worked



Source: Field data

The respondents were required to indicate the number of years they had worked at the MOH. This was aimed at establishing the experience of the respondents in the HR planning. Figure 5 demonstrates that the majority of the employees (45.7%) had worked for between 6 to 10 years. It also indicated that 32.6% had worked for over 15 years, while those who had worked between 11 to 15 years were 19.6% and those between 1-5 years at 2.2%. From this study findings, 78% of the employees had worked over 6 years and above and hence possessed requisite skills to respond to the research questions. It was implied that the MOH had either slowed down new recruitments which may eventually affect the ministry's succession planning.

4.4. The extent to which aligning HRP to the ministry's strategic goals impact the MOH performance.

This section of the study sought to establish the extent to which aligning HRP to the ministry's strategic goals impact the MOH performance in line with objective number 1 (one) of the study.

Using Likert Scale where: 1=Strongly Agree, 2=Agree, 3=Don't Know, 4=Disagree and 5=strongly disagree; respondents were required to answer various questions in relation to objective one of this study. The results are indicated in Table 4.2

Table 4.2: Descriptive Statistics

	N	Mean	STD
The Ministry of health undertakes comprehensive HRP annually	46	4.72	.834
The Ministry Of Health mainstreams HRP in its strategic plan	46	4.76	.794
HRP is based on required skill, knowledge and abilities of employees	46	4.74	.880
HR manager is a member of Ministry top management committee	46	4.87	.453
Ministry's top management understand how HR affects organizations objective	46	4.74	.880

Source: Field data

The results in Table 4.2 indicate that the practice of the HR manager being a member of the Ministry's top management committee was highly refuted by most respondents at a Mean = 4.87 which translates to 97.4%. This is an indicator that employees' issues are not well presented to the top management for resolution hence may lead to poor morale. It is noted that when employees are aggrieved their performance is affected negatively and in return this affects the general performance in the organization.

The other question on whether the MOH mainstreams HR plans into the organizational strategic plan was second highly refuted with a mean =4.76 and which is equivalent to 95% refusal. This is contrary to the directive issued by PSC to all MDAs to ensure HR plans are mainstreamed in the strategic plans. This can negatively affect the organizational performance in line with the findings of several scholars who examined the relationship between strategic

planning and performance in different sectors in Kenya (Chemwei, Leboo, & Koech, 2014; Kanyora & Okello, 2015).

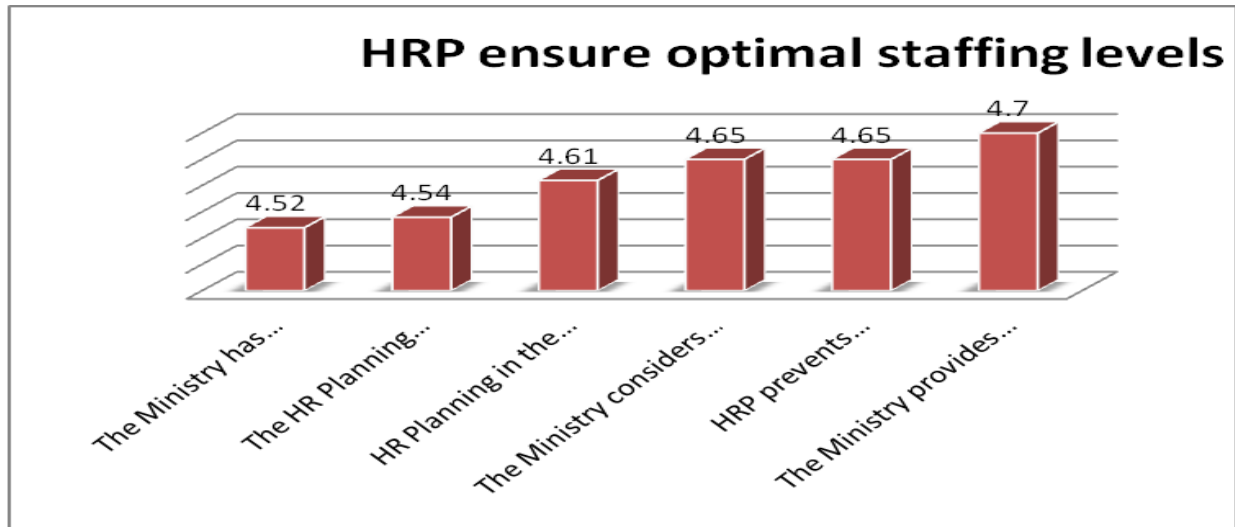
The other question sought to find out if HR planning was based on required skill, knowledge and abilities of existing employees at MOH. This was refuted at a mean of 4.74 translating to 94% refusal by the respondents. It also tied with the next question on whether the Ministry's top management understood how HR affected organizations objectives. As seen in the literature review, organizations usually ensure employees are well trained and developed to increase their levels of skills and competences for better performance (Noe, 2003) and therefore these two factors being refuted at ratings of 94% is very high and will consequently impact negatively on the overall organizational performance. The question on whether the Ministry of health undertakes comprehensive HRP annually scored a Mean = 4.72. This means that 84% of the respondents refuted the statement that the MOH undertakes comprehensive HRP annually.

The results indicate a general consensus that the Ministry does not align HR planning to the overall organizational goals. The scores ranged between 84% - 97% as an indication that HRP is not aligned to strategic plan in the MOH to a great extent. This is contrary to the directive given by the Public Service Commission which that all MDAs undertake annual HR plans and align them to the overall strategic goals. The purpose is to ensure proper budgeting in order to allow for effective implementation for enhanced organizational performance.

4.5. The impact of optimal staffing on the MOH performance

This section of the study sought to assess the impact of optimal staffing on the MOH performance in line with objective two of the study. Using Likert Scale where: 1=Strongly Agree, 2=Agree, 3=Don't Know, 4=Disagree and 5=strongly disagree, respondents were required to answer various questions on HRP that are related to staffing levels as indicated in the graph below. The results were as shown in Figure 6;

Figure 6: Optimal staffing levels



Source: Field data

According to Figure 6, the question that sought to know whether the Ministry provides the employees with training and development opportunities to equip them with better skills required in higher positions was the most refuted at a mean score of 4.7 (94%). This is an indication that training is not given a priority at MOH. Lack of training and development can lead to inadequacy of skills, knowledge and poor attitudes among the workers hence negatively affect performance.

The second to be refuted highly by the respondents was the statement that HRP prevents overstaffing and understaffing which also tied with the one on Ministry considers strategic needs when undertaking recruitment and selection. These two attained a mean score of 4.65 each (93%). This could be an indication that the organization has not been employing as frequently as it should, this could be the cause of understaffing in the organization. Understaffing implies the workers will be overworked while overstaffing implies that some workers will be idle and also costly for organization to maintain. This kind of situation can lead to employee dissatisfaction thus affecting performance.

Another question sought to find out whether HRP in MOH helps in effective utilization of human resources and was rated at a mean score of 4.61(92%) showing that a majority of respondents were in disagreement that workers were effectively utilized. The next question asked if HR planning process leads to fair distribution of work and received a mean score of 4.54 which translates to over 90% showing that majority felt that there was no fairness in distribution of work. Unfair distribution implies that some employees are overloaded while others have less workload. Inequity in any aspect may lead to tension cause low morale among the employees which affects performance.

Lastly this section of the study sought to establish if MOH had sufficient employees and the results were at a Mean score of 4.52 which is 90% indicative of majority of respondents disagreeing that the Ministry was adequately staffed. These questions were all disagreed at responses of above a mean score of four (4) which is about 90%. Generally these results indicated HRP at MOH was limited as majority of the respondents indicated that the organization had inadequate staffing, unequal distribution of work, and ineffective utilization of HR as well as lack of training and development opportunities. In this respect it can be interpreted that the MOH does not have optimal staffing levels which will negatively affect the ministry's performance

Optimal staffing levels may be affected by high labour turnover. The results of the turnover rate at the MOH the years 2005 to 2015 are indicated in Figure 7.

Figure 7: Labour Turnover



Source: field data

Using the scale 1=Very Low, 2=Low, 3=Moderate, 4=High, and 5=Very High.

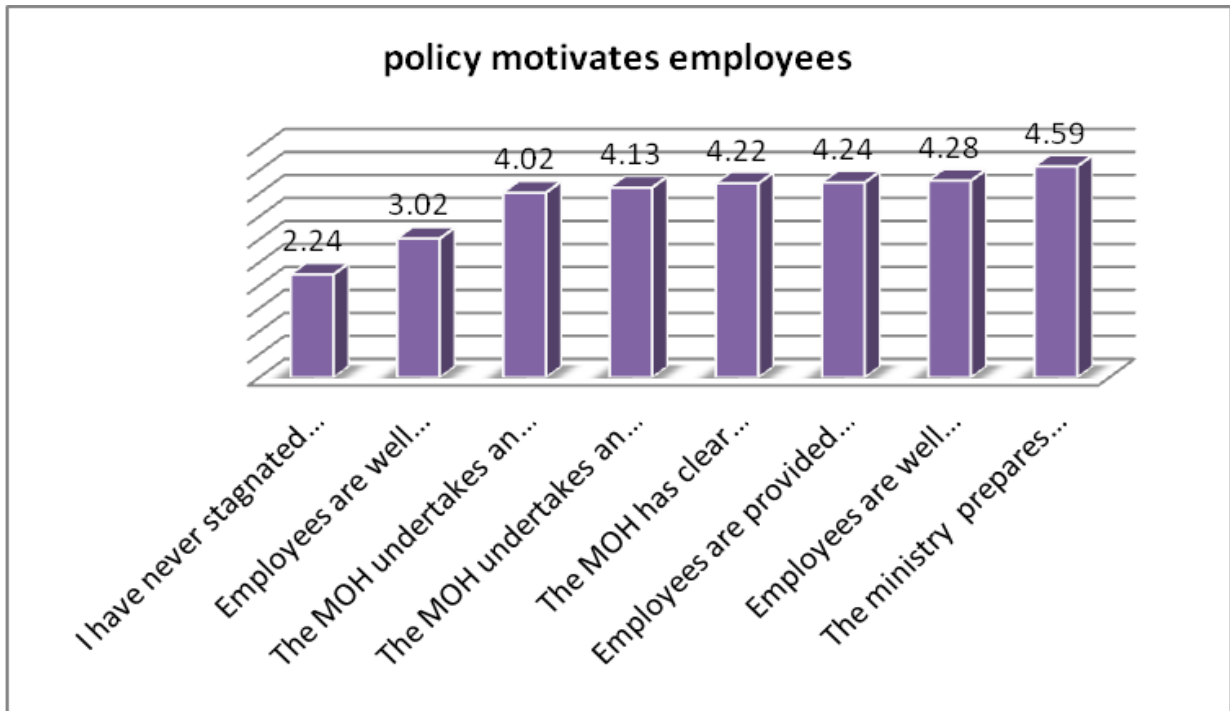
In this section of the study, the respondents were required to rate labour turnover for the period in question. According to figure 7 above a mean of between 1.19 - 1.98 was recorded for the period between 2005 to 2011 showing a bit of fluctuations. From 2012 to 2015 the mean increased from 2.04 to 2.46 showing more employees left the organization after the promulgation of the new COK 2010, which brought about devolution of the health function to the counties.

Therefore this major rise in turnover can be attributed to the period before and after devolution. The overall conclusion according to the findings is that there has been an element of employee turnover in MOH during the period under study. These results are supportive of the statement of the problem that the organization was faced with high employee turnover and unrest. The turnover in 2012/2013 and 2014/2015 could also be associated with retirement and other natural attrition. A high labour turnover leads to inadequate staffing as many workers leave the organization for various reasons, for instance due to termination of services, retirement, death, transfers or resignations. A high employee turnover can lead to lack of motivation / low morale in employees hence affecting performance. The turnover also leads to more workload and responsibilities for the remaining employees. The new employees joining the organization will

also be affected.as they try to fit in the new and volatile work environment. This situation is likely to cause succession management challenges leaving gaps in critical positions thus affecting performance of the organization downwards.

4.6 How employee motivation impacts the MOH performance.

Figure 8: Employee Motivation



Source: field data

This section sought to determine how employee motivation impacts the MOH performance. Using Likert Scale where: 1=Strongly Agree, 2=Agree, 3=Don't Know, 4=Disagree and 5=strongly disagree, respondents were required to indicate the extent to which the HRP motivates employees in the MOH by answering various questions on HRP that are related to employee motivation.

According to Figure 8 the question on whether the MOH prepares training projections annually obtained a mean score = 4.59 (92%) meaning that respondents refuted the fact they were trained and promoted regularly. Preparation of training projections is very important for an organization as it brings out the areas where employees are lacking in capacity to perform

better. The results indicate training is not given a priority in the organization. This can make employees to feel demotivated hence affecting their performance. This was followed by the statement that employees are well compensated according to their grades and performance with a mean score =4.28 (85.6%), employee compensation is one of the main components of HRP. If workers are not well compensated this will affect their performance. The other question was on whether MOH has clear career guidelines with a mean score =4.22 (84%). Every employee requires enjoying an upward mobility in their career growth. Lack of promotions kills employee morale and affects productivity negatively.

The next question was whether MOH undertakes work environment survey regularly which scored a mean of 4.13 (82%) followed by MOH undertakes an employee's satisfaction survey regularly Mean=4.02 (80%). Undertaking these two surveys is very crucial for any organization. This is because they point out areas of concern and recommend plan of action for the organization. Proper implementation of the recommendations thereof goes along in assisting improve on performance. Lastly the question on whether the employees had ever stagnated in career progression scored a mean= 2.24(45%). Due to the fact that there were no clear career guidelines, only less than 50% indicated that they had never stagnated,

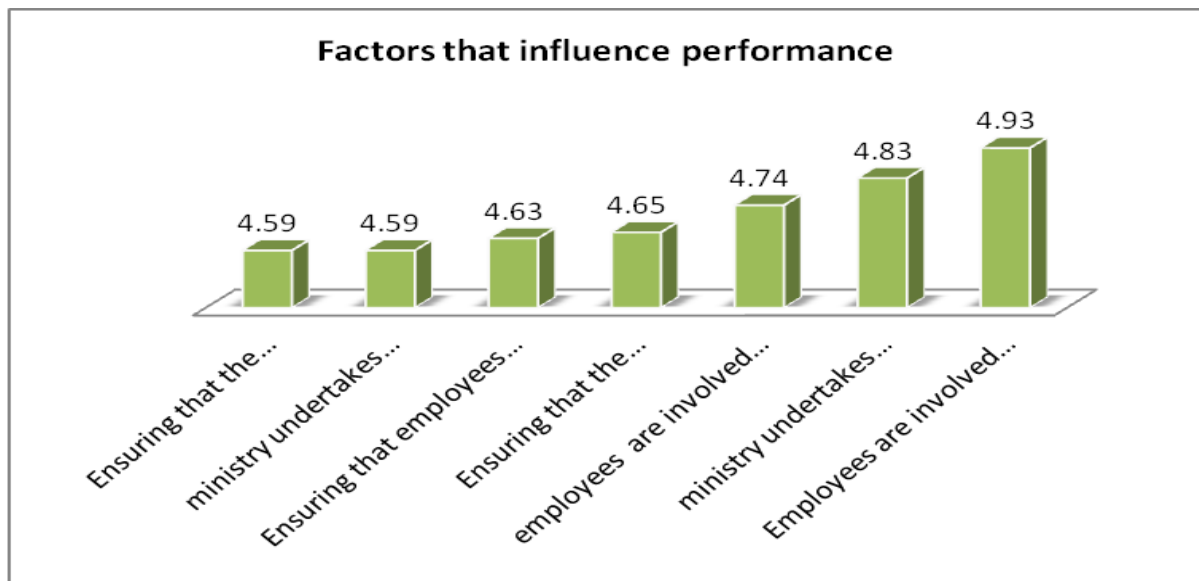
In view of these results, it is evident that the employees at MOH are not highly motivated since most areas scored over 80%. Stagnation in one job group for a long time is very demoralising for any employee and can affect individual performance downwards.. These facts can be a source of low morale among employees hence affecting organizational performance. According to Wright (2003) employees will exert discretionary effort if proper performance management systems are put in place and supported by fair compensation system

.Majority of employees in MOH indicated that they were not well compensated and that there were no clear career guidelines. In study of a similar nature done by Collins (2005), which targeted small businesses, it was found that effective HRM practices had an impact on employee's performance. Consequently this impacts on the overall performance of the organization. The results from this study indicated that, although there was some element of HRP practice at MOH, the extent was minimal.

4.7. Impact of HRP on organizational performance at the MOH

This section of the study sought to establish the impact of HRP on organizational performance at the MOH. Using Likert Scale where: 1=Strongly Agree, 2=Agree, 3=Don't Know, 4=Disagree and 5=strongly disagree, respondents are required to indicate the extent to which specified factors in Figure 9 influence performance in the MOH

Figure 9: Factors That Influence Performance



Source: Field data

The MOH is a public institution and thus the performance of the organization is not measured by profits as is in the case of private organizations. Therefore, in view of the forgoing, this study sought to use other parameters related to HRP other than monetary/profits to measure the organizational performance of the Ministry as indicated in the conceptual framework.

Using the Likert scale mentioned, the respondents were to indicate whether the Ministry ensures it has adequate employees that are qualified and placed according their area of expertise. This resulted to a mean score of 4.59 which tied with another question on whether the Ministry ensures it has the right mix of skills at 92%. These results confirmed there were inadequate staffing as well as low staff capacity building at MOH which will adversely affect performance. This points to inadequate HRP.

Regarding the questions as to whether employees were properly trained and involved in developing strategic plans had Mean scores of 4.63 (92%) and 4.65(93%) respectively. Failure to involve employees in the strategic management of the organization can be very counterproductive in thus affecting the performance of the organization. The next question was on whether employees are involved in target setting and if performance appraisal was being undertaken annually. These two received scores of Mean = 4.74(95%) and 4.83(97%) respectively. This shows that performance management of staff which forms a critical component of the HRM function was not being accorded the importance that is required.

The MOH undertakes customer satisfaction survey scored the highest level of agreement in this category with a mean score of 4.93 which is almost 100%. As seen in the literature review HRP offers a structure to ensure management and organizational actions are executed through decisions all the way to goals and objectives that offer foundation in the measure of organizational performance (Shirey, 2008; Green & Downes, 2005; Arasa & K'Obonyo, 2012). The conceptual framework also considers the organizational performance to be dependent variable and HRP to be independent variable in this study. In view of the forgoing lack of HRP leads to poor organizational performance in the MOH.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter gives a summary and conclusions of the study based on the findings and gives recommendations as per the objectives of the study.

5.2. Summary of the Study

The broad objective of this study was to examine the impact of HRP on organizational performance at MOH headquarter, Nairobi. This covered the period between the years 2005 to 2015. The assumption was that effective HRP will ensure that the organization has the right number of staff with the right skills placed in the right place to enable the Ministry meet its organizational goals hence improved performance. The period of study was chosen to cover the health service delivery before and after devolution. In addition, there were three (3) specific objectives which were; to determine the extent to which aligning HRP to the ministry's strategic goals impact the MOH performance; to assess the impact of optimal staffing on the MOH performance; to establish how employee motivation impacts the MOH performance. The study sought to answer the following research questions; to what extent does aligning HRP to the Ministry's Strategic Goals impact the MOH performance?; how does ensuring optimal staffing level impact the MOH performance? ; How does employee motivation impact the MOH performance?

The study used cross-sectional research design to collect data. A sample of 92 respondents consisting of employees from the MOH headquarters was purposively identified and used. However, only 42 questionnaires were obtained to give a response rate of 50%. The study used Cronbach's Alpha to determine the reliability of the instrument which gave a coefficient of 0.861 well above the recommended 0.6. The validity of data collection instrument was ensured through the guidance of the research supervisor. Demographics analysis of the respondents was done in areas of age, gender and highest level of education attained to enable the researcher get a feel of the data.

The key findings of the literature reviewed were that in public organizations, the dramatic shift in workforce demographics has necessitated appropriate HRP strategy, policy and practice. HRP is necessary to work out the number and categories of employees that will be needed by the organization to successfully achieve its mandate (Ghazala & Habib, 2012; Reilly (2003). It is a vital for every organization to align its HRP with its organizational goals and objectives because hiring the incorrect workforce or incapacity to foresee fluctuations in appointment requirements might be expensive in the long run (Sarkodie, 2011). To obtain optimal staffing levels effective demand forecasting and supply forecasting must be undertaken. HR demand forecasting is the process of making estimates of future staff needs according to the right quantity and the desired quality (Woodhall, 2006; Ghazala & Habib, 2012; Griffins, 2006). Supply forecasting is the procedure of approximation of accessibility of workforce essential to meet the HR demand Reilly, 2003; Kwon, 2009; Kavoo, 2013; Schuler, 2000).

Employee motivation is highly regarded in attracting and retaining employees (Armstrong, 2012). Therefore identifying the factors that motivate employees in the workplace is vital because this affects their performance (Mackay, 2006; Nel, 2015). Employees who are well compensated and provided with opportunities for promotion, career progression, proper working tools, and training opportunities and generally a favourable work environment will be highly motivated. When an organization motivates its employees well, it should result in enhanced productivity in the workplace thus improving both the employee and customer satisfaction (Stone, 2013). Motivated employees are the lifeblood of any organisation hence improved performance (Barling, 2003; Sharma (2006). Generally the literature review revealed a gap in research regarding the relationship between HRP and organizational performance and especially in a public institution.

For effective data collection and analysis, each study objective was broken down into smaller units/questions relating to human resource planning. The first objective which sought to determine the extent to which HRP was aligned to the Ministry's Strategic Goals was further broken down into five statements as whether: the Ministry undertakes comprehensive HR Planning annually; the Ministry mainstreams HR plans into its overall strategic plan; the Ministry's HRP is based on required skills, knowledge and abilities of current employees and

the HR manager is a member of the Ministry's top Management committee. Under this objective a majority of the respondents refuted that HRP was aligned to strategic goals of the organization. This was evidenced by the scores ranging between 84% - 97%.

The second specific objective was to assess the role of HRP in ensuring optimal staffing levels in MOH and had the following six statements: whether the Ministry has sufficient employees to achieve its goals; whether the HR Planning process leads to fair distribution of work among the employees; whether HR Planning in the Ministry helps in effective utilization of human resources; whether the Ministry considers its strategic needs when undertaking recruitment and selection; whether the Ministry provided current staff with training and development opportunities in preparation for higher positions in the organization; whether HRP prevents overstaffing or understaffing and the Ministry's top management understand how HR affects the organization's objectives. Under this objective majority of the respondents refuted that HRP played a role in ensuring optimal staffing levels. This was evidenced by the study results which ranged between 90% - 94%.

The third objective was to determine the extent to which HRP impacts on the employee motivation in MOH and was also broken into eight statements: employees were well compensated according to their grades and performance; employees were provided with equal opportunities for promotion and training; the MOH has clear career guidelines; I have never stagnated in my career progression; employees are well equipped with working tools; the Ministry prepares training projections annually; the MOH undertakes a work environment survey regularly and that the MOH undertakes an employee's satisfaction survey regularly. Under this objective majority of the respondents refuted that HRP impacts on the employee motivation in MOH. This was evidenced by the study results which ranged between 80% - 94%.

The study also set out to examine the factors that affect performance of an organization through asking various questions as indicated here. On the question of ensuring if employees were well developed and involved in developing strategic plans scored a Mean of 4.63 (92%) and 4.65(93%) respectively which is very high level of disagreement. Failure to involve employees

in the strategic management of the organization can be very counterproductive in terms of productivity. This will have a negative effect the general performance of the organization. Employees are involved in target setting and MOH undertakes performance appraisal annually disagreed at a very high Mean = 4.74(95%) and 4.83(97%) respectively. The MOH undertakes customer satisfaction survey scored the highest level of disagreement in this category with a mean score of 4.93. This can be interpreted to mean that performance appraisal system is not well embraced MOH. A labour turnover trend was also analysed and revealed that during the period in question there was substantial staff turnover. Between the years 2012 to 2015 the mean increased from 2.04 to 2.46 showing more employees left the organization after the promulgation of the new COK 2010, which devolved the health service delivery to counties.

5.3. Conclusions

Broadly the study sought to examine the impact of HRP on organizational performance at MOH headquarter, Nairobi. In addition there were three (3) specific objectives to the study which sought determine; to what extent does aligning HRP to the Ministry's Strategic Goals impact the MOH performance?; how does ensuring optimal staffing level impact the MOH performance? ; How does employee motivation impact the MOH performance? To assist the researcher obtain data for effective results, the objectives were further broken into smaller statements touching on specific areas which are related to HRP.

After the analysis of the findings the study arrived at the following conclusion: Regarding the first objective of the study, it can be concluded that HRP at MOH is not entirely aligned to the strategic goals of Ministry. This is because a majority of the respondents indicated that HR manager was not a member of the Ministry's top management committee, it implied that HR issues including HRP were not being given the importance that is required. In addition, study findings indicated that the MOH did not undertake a comprehensive HR planning on annual basis as required. The HR plans were not entirely mainstreamed in overall strategic plan at MOH. The skills, knowledge and abilities of current staff were not totally put into consideration while developing HR plans. The top management somehow understood how HR affected the realization of organization's objectives.

The second objective of the study sought to assess the role of HRP in ensuring optimal staffing levels at MOH in relation to performance of the ministry. The majority of the respondents were of the view that HRP has no significant role in ensuring optimal staffing levels in MOH. For instance majority of respondents felt that the Ministry lacked sufficient employees to achieve its goals and objectives fully. They also felt that there was no fair distribution of work. This could have due to the fact that the staffs were few in relation to the workload. The Ministry had not been employing new staff and was faced with brain drain to other private organizations. It was generally felt that the strategic needs of the Ministry were not being considered while undertaking recruitment and selection. Majority disagreed that HRP contributed to either staffing or understaffing, this is because according to them the organization was understaffed. They indicated that there was little training and development of current staff to prepare them for higher positions hence this affecting service delivery. This could be the reason why healthy service delivery is very poor in the country.

A labour turnover trend was also analysed which revealed that during the period under review there was substantial staff turnover. This was in line with the statement of the problem that indicated that MOH was faced with labour turnover as well as employee unrest. Labour turnover affects the organizational performance negatively.

In regard to the employee motivation, it emerged that the employees were not highly motivated. For instance, they indicated that they were not well compensated according to their grades. This could be the reason why there is lot staff unrest among the health workers in the country. They claimed that they did not have clear career progression guidelines. Such a situation leads to stagnation in one job grade for a long time as they indicated. According to the study results, majority indicated that they lacked proper working tools, and the working environment was unfavourable. Customer satisfaction and employee satisfaction surveys were not regularly undertaken and therefore the organization could not be able to device measures to improve the situation.

The broad objective of this study was to examine the impact of HRP on organizational performance at MOH. Considering that the MOH is a public institution and performance such an entity not measured by profits as is in the case of private organizations, the study set out to determine how non-monetary measures related to HR affected the organizational performance in MOH. To achieve this objective the respondents were asked questions to this regard. Majority indicated that placement of staff was poorly done as the organization did not always have the right people in the right place at all times. Performance management is usually used in public organizations to measure performance. The employees are required to set performance targets and undertake staff performance appraisal to determine how well they have worked. According to the study findings, majority indicated that they were not involved in performance target setting and they did not undertake staff performance appraisal annually as required. In absence the performance appraisal it may be difficult to measure the employee performance and that of the organization as a whole. The MOH undertakes customer satisfaction survey scored the highest level of agreement in this category with a mean score of 4.93 which is almost 100%. These results are a clear indication of lack of HRP in MOH during the period under review. The overall conclusion from the findings of this report is that HRP impacts on organizational performance in MOH. And that is why there is poor performance due to the failure of not fully embracing HRP and mainstreaming it into the overall strategic goals of the organization. This ensures that a budget is provided for its implementation

5.4. Recommendations

After analysing the findings, the study made the following recommendation for practise and further studies.

5.4.1. Recommendation for practise

- i. The MOH should ensure that HRP is mainstreamed in the overall strategic goals and a budget provided for it. This will curb the succession planning challenges and ensure that critical positions are not left vacant considering the officers are doctors, nurses, laboratory technologist and all the other cadres found in the Ministry.
- ii. To ensure optimal staffing levels the MOH should undertake professional demand and supply forecasting. This will ensure staff establishment is regularly updated to reduce

- the variance between the authorized and the in post. This prevents understaffing and over staffing.
- iii. In the area of stagnation the Ministry should put in guidelines that ensure employee career progression to avoid stagnation in one job grade for a long time. This kills employee morale hence affecting their performance. Motivated employees are likely to perform better thus improving the overall performance of the MOH.
 - iv. They should ensure that schemes of service are regularly reviewed and emerging issues taken into consideration so as to enhance career progression of staff. This will ultimately boost their morale and productivity leading to improved service delivery in the MOH.
 - v. Besides provision of adequate salaries, the MOH should ensure favorable work environment especially for those officers who deal directly with clients/patients like the nurses and doctors in order to make their work easier and improve service delivery. This may lead to improved staff retention hence improved performance in MOH.
 - vi. MOH should put in measures and guidelines to ensure effective employee (doctors, nurses) attraction, development and retention to avoid staff turnover which is very costly for the organization and the government of Kenya at large. This will also overcome high staff turnover and success management challenges.

5.4.2. Recommendation for Further Studies

- i. The literature review found very limited studies that have been done on relationship between performance and HRP in a public organization. A research on the same is recommended in future to bring out clearly what drives performance in public organization rather than monetary.

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APPENDICES

Appendix I: Research Questionnaire

THE IMPACT OF HUMAN RESOURCE PLANNING ON ORGANIZATIONAL PERFORMANCE: CASE STUDY OF MINISTRY OF HEALTH HEADQAURTERS, NAIROBI (2005-2015)

The questionnaire seeks to obtain views and opinions that relate to Human Resource Planning (HRP) and its impact on the Performance of Organization in the Ministry of Health (MOH). Kindly do not indicate your name on this questionnaire. Please answer all the questions. The information you give will be treated with utmost confidentiality and is only for academic purposes

SECTION 1: BIO-DATA

Tick only one

1. Indicate your age bracket in years

Below 21 21-30 31-40 41-50 Over

50

2. Indicate your gender?

M F

3. Indicate your highest academic qualifications?

Certificate Bachelors Post Graduate Ph.D.

4. State the number of years you have you worked at the MOH?

1-5 6-10 11 -15 Above 15

5. SECTION II: To determine the extent to which aligning HRP to the ministry's strategic goals impact the MOH performance.

Using the scale provided below please indicate the extent to which you agree or disagree with the following statements:

Where: 1=Strongly Agree, 2=Agree, 3=Don't Know, 4=Disagree and 5= Strongly Disagree

		1	2	3	4	5
i.	The Ministry undertakes comprehensive HR Planning annually					
ii.	The Ministry mainstreams HR plans into its overall strategic plan					
iii.	The Ministry's HR Planning is based on the required skills, knowledge and abilities of existing employees					
iv.	The HR manager is a member of the Ministry's top Management committee					
v.	The Ministry's top management understand how HR affects the organization's objectives.					

6. SECTION III. To assess the impact of optimal staffing on the MOH performance

Using the scale provided below please indicate the extent to which you agree or disagree with the following statements:

Where: 1=Strongly Agree, 2=Agree, 3=Don't Know, 4=Disagree and 5= Strongly Disagree

		1	2	3	4	5
i	The Ministry has sufficient employees to achieve its goals.					
ii	The HR Planning process leads to fair distribution of work among the employees					
iii	HR Planning in the Ministry helps in effective utilization of human resources.					

iv	The Ministry considers its strategic needs when undertaking recruitment and selection.					
v	The Ministry provides current staff with training and development opportunities to prepare them for future jobs in the organization					
vi	HRP prevents overstaffing or understaffing					

7. SECTION IV. To establish how employee motivation impacts the MOH performance.

Using the scale provided please indicate extent to which you agree or disagree the HRP motivates employees

Where: 1=Strongly Agree, 2=Agree, 3=Don't Know, 4=Disagree and 5= Strongly Disagree

		1	2	3	4	5
i	Employees are well compensated according to their grades and performance					
ii	employees are provided with the same opportunities for promotion and training					
iii	The MOH has clear career guidelines					
iv	I have never stagnated in my career progression					
v	Employees are well equipped with working tools					
vi	The Ministry prepares training projections annually					
vii	The MOH undertakes a work environment survey regularly					
viii	The MOH undertakes an employee's satisfaction survey regularly					

8. SECTION VI. The extent to which HRP impacts on organizational performance?

Using the scale provided below please indicate the extent to which you agree or disagree with the following statements:

Where: 1=Strongly Agree, 2=Agree, 3=Don't Know, 4=Disagree and 5= Strongly Disagree

		1	2	3	4	5
i	The Ministry ensures it has the right people in place					
ii	The Ministry ensures it has the right mix of skills					
iii	Ensuring that employees are developed in the right way					
iv	Employees are involved in developing strategic plans					
v	Employees are involved in performance target setting					
vi	Ministry undertakes staff performance appraisal annually					
vii	Ministry undertakes customer satisfaction survey					

9. SECTION VII. Rate the level of labor turnover in MOH over the period from 2005 to 2015. Tick the appropriate point on the scale below. (This section is for those in Managerial positions)

Year	Very Low (1)	Low (2)	Moderate (3)	High (4)	Very High (5)
2005					
2006					
2007					
2008					
2009					
2010					
2011					
2012					
2013					
2014					
2015					

Thank you