

**HUMAN RESOURCE PLAN IMPLEMENTATION AND PROJECT
PERFORMANCE AT KONZA TECHNOPOLIS DEVELOPMENT
AUTHORITY**

BY

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DECLARATION

This research project is my original work and has never been presented for any degree in this or any university.

Signed

Date 30th November 2020.

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This research project has been presented for presentation and examination with my approval as the university supervisor

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DEDICATION

I wish to dedicate this project to my family. To my husband, for holding fort while I completed my studies. To my kids, my greatest blessing. To my Mum and sister, for being my pillar of support always. To my late Dad the visionary.

ABBREVIATIONS AND ACRONYMS

COG	Council of Governors
GDP	Gross Domestic Product
KoTDA	Konza Technopolis Development Authority
RBV	Resource Based View
ST&I	Science Technology & Innovation
HCT	Human Capital Theory
HR	Human Resource
HRP	Human Resources Planning
ISD	Information Service Department

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ABSTRACT

Implementation of the human resource plan ensures development of the project team which can make the differences between the project success and failure. Lack of the implementation of the human resource plan in the organization or ineffectiveness and inefficiency of the human resource plan have become a major problem in most project's performance in Kenya, thus the motivation of the study. The study intended to establish the effect of human resource plan implementation on project performance at Konza Technopolis Development Authority. The study was guided by the resource-based view, the human capital theory and the dynamic capability theory. The study adopted a case study in this case, KoTDA was the case of the study. The study used primary data with the use of an interview guide as a data collection and other document review. The researcher collected data from 15 heads of departments/ divisions representing 15 respondents. The collected data were edited, organized to meaningful way and were analyzed and presented in by using qualitative research procedures. Qualitative method constituted of content analysis which was used to extract key themes, concepts and augments. The major findings show that the human resource plan is partially implemented at KoTDA due to the challenges of the inadequate budget and resources at the disposal of the authority. It was established that succession plan, recruitment and retention, sufficient number of employees, employees' skills and capabilities and appraisal tool are some of the elements that have been incorporated in the human resource plan at KoTDA that are greatly influencing the project performance. The finding revealed elements that need to be included in the human resource plan that will influence project performance are reward scheme and bonus plan, compensation plan, excellence awards plans and transfer of skills plans especially for projects that are implemented through foreigners and Exchange programmes both locally and internationally. KoTDA has also been able attract and retain highly skilled work force due to the implementation of the human resource plan, promoted employee productivity and attracted and retained employees, training and capacity building and the succession element has led to knowledge transfers hence leading attraction of over 300 foreign and local investors to the KoTDA. The study concluded that human resource plan implementation has a strong relationship with project performance. Thus, effective human resource plan implementation supported with adequate budget and resources will lead to successful project performance and ineffective human resource plan implementation will lead to poor project performance. The study recommended that effective human plan implementation requires adequate budget and resources, and inclusion of key human resource needs and review of the performance of the project with the implemented elements of the human resource plan for an improved project performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The success of a project is assessed using internal measures such as technical and operational goals, meeting schedule and budget. Human resource plan implementation elements have been recognized as an essential practice that ensures project's success hence must be taken into consideration. Due to the important role played by human resource function in the project performance, human resource planning is essential part of the strategic plan and actions of any firm that seeks to meet organizational objectives (Gupta, 2009). Implementation of the human resource plan ensures development of the project team which can make the differences between the project success and failure. (Bergmann & Scarpello, 2011). One way to improve effectiveness and performance of the project in place is full implementation of the human resource plan which will motivate the project team and hence meeting and exceeding the objective of the project. Implementation of the Human resource plan (HRP) has emerged as a critical aspect of the human resources function in the entity for an organization that strives to meet the set objectives and goal so as to survive in era of increased globalization (Price Water House Coopers, 2012).

The study was guided by the resource-based view, the human capital theory and the dynamic capability theory. The resource-based view was traced to scholars including Penrose's (1959), Barney's 1991 and Rapert and Suter (1996). This theory refers to how performance and competitive advantage can be achieved due to the possession of rare and valuable resources which other rival firms cannot imitate. The theory considers having human resource planning as an important resource in the organization that helps in achieving its objectives (Barney, 1991).

The human capital theory was developed by (Schultz, 1961) who argued that an organization should adopt human resource planning (through concentrating on what skills in terms of human power skills will be needed in future and providing the adequate number of employees that is required in the firm). The dynamic capability theory was developed by Teece, Pisano and Shuen (1997) to offer a clear explanation on how various resources in an organization can develop, deploy and protect various types of resources. It vital in the study as it indicates human resource planning as a key resource that needs to be implemented in order to be to competitive in ever-changing environment and hence influence the performance of the firm.

Konza Technopolis Development Authority (KoTDA) is among the key drivers of Vision 2030 in Kenya. The approval to form KoTDA was registered back in 2008 and it was to serve as a technology hub and the key economic driver of the country (Ministry of Information and Communication of Republic of Kenya, 2014). However, KoTDA is currently facing challenges with regard to achieving its goals to spur economic development in the country through innovation and technological hub, thus doubt if there is an existence of effective and efficient human resource planning in the organization to actualize the vision 2030 (Gateri & Esho, 2013). The issues related to implementation and actualization of KoTDA goals should therefore be solved if the country desire to realize vision 2030 through implementation of effective human resource plan (Mumo,2014) This requires KoTDA to review some of its HR practices including the need to implement and review its HR plan in order to influence the performance of the flagship project. Therefore, the motivation of this study was to establish the relationship between HR plan implementation and project performance at KoTDA; a Kenya Vision 2030 flagship project.

1.1.1 Human Resource Plan Implementation

The HR planning is the process that a firm ensures that a right labor force is in place that has the ability to complete achieving the objective of the firm (Cappelli, 2009). Implementation of HRP is a process that seeks to ensure that a firm has the adequate number of labor force with relevant skills holding appropriate positions at a right period of time (Hartman, Faisal & Schober, 2010). HRP seeks to forecast the needs of the firm in respect to its labor force with consideration of the external and internal supply of the skills. HR plan helps the firm to identify the gaps between the required skills and the ones that are already in place (Morgan, & Jardin, 2010). HRP can be viewed as cyclic process covering different interlinked operations which require to be updated and altered as it may be required.

An organization should embrace and implement the HRP so as to ensure that right talents are attracted that would contribute towards realization of the goals. It is costly for the firm to hire attract wrong skills as this would lead to poor performance in the organization (Afzal, Mahmood, Sherazi, Sajid, & Hassan, 2013). HRP ensures that the staff in the entity is competent and skilled enough as required by the entity for prosperity. HRP strive to ensure there is an optimal staff in the firm to avoid excess or scarcity of the labor force (Marachi & Wario, 2013). Several activities are conducted during HRP which include forecasting of labor, managing the demand for and supply of labor and how to maintain a balance between these two constructs. It aids the firm to ensure that competent staff have been forecasted, recruited and retained in the firm so as to achieve the formulated goals. It focuses on carrying out an analysis of external and internal forces of the environment while ensuring there is optimal utilization of the labor force (Ringo, Schweyer, DeMarco, Jones, & Lesser, 2008).

1.1.2 Project Performance

Performance entails how well a firm attains the stipulated goals and objectives within a particular time frame (Barney, Carneiro, Da Silva, & Kimura, 2012). According to McCahery, Sautner and Starks (2016), performance involves how an organization can create the value to the shareholders through the resources at their disposal within a particular period of time. Performance may also be expressed in non-financial terms which may include customer satisfaction and timely delivery. Project performance ensures that organization minimizes the consequences of uncertain events and risks in terms of achieving the objective of the projects (Kululanga and Kuotcha, 2010). Project performance can be actualized through executions of procedures and methods that guarantees sound management, good governance, focus on customers value, effective and efficiency of activities, processes and functions within the stipulated time-frame, within a budget and perceived value of the customers (Mahapatro, 2009).

The dimensions of project performance and its importance are reflected in the avoidance of over spending on projects thus keeping within budgeted costs, execution of projects within agreed upon timelines for design work, approvals, handing over and ensuring that stipulated specifications and technical standards are adhered to in terms of functionality, safety, quality and environmental protection (Flanagan and Norman 2003). Project performance ensures that enterprises minimizes the chances of the risky events from arising (Kululanga and Kuotcha, 2010). Policy makers, management and implementers are informed on how the project is performing in the environment and some of its element that require management outlook by allowing progressive monitoring and evaluation through performance measurement. Poister (2003) posits that performance aids decision making hence strengthens management practice. According to the author, one of the most substantial measures of project performance is the

extent to which established goals and objectives are achieved. Abdifatah (2012) argues that performance varies from one organization to the other and therefore an evaluator should check for effectiveness and efficiency of internal practices such as relationship management, flexibility of processes, continuous improvement and customer relationship management unique to an organization.

1.1.3 Konza Technopolis Development Authority, Kenya

The history of Konza Technopolis Development Authority (KoTDA) dates back to 2008 when the government made approval its formation. The Authority was formally established by the Legal Notice NO.23 of 2012 under the State Corporations Act. KoTDA is regarded as a pillar for realization of Vision 2030 in Kenya (Government of the Republic of Kenya Press Report, 2013). Konza Technopolis Development Authority is located 60 km out of Nairobi. It is government flagship project of Kenya Vision 2030 that will boost the country's GDP, create high value jobs by focusing on Research, Development and Entrepreneurship in the Science Technology and Innovation (ST&I) Sector. (KoTDA Strategic plan 2016-2020). It supposed to support Nairobi, set as Kenya version of Silicon Valley and main ICT hub in Africa (Johari, 2015). KoTDA was envisaged to be a technology hub while driving economical growth. It was in 2009 that there was initiation of the KoTDA project after 5,000-acre parcel of land was purchased at Malili Ranch. Phase one of the KoTDA project was envisaged to open up about 20,000 job opportunities either directly or indirectly (Government of Kenya Press Report, 2014).

The development of KoTDA project was to adopt a public private partnership, with the government playing a limited role including the development of public infrastructures and formulation of regulations. (Government of the Republic of Kenya, 2014). KoTDA operates and functions within the larger ministry of ICT, Innovation and Youth Affairs in Kenya, which is

responsible for formulation of regulations. Acting as a technological hub is expected to establish a pool of ICT professionals that are likely to contribute towards the growth of the economy.

[\(www.ict.go.ke/a-brief-on-the-konza-techno-city/\)](http://www.ict.go.ke/a-brief-on-the-konza-techno-city/)

Currently the Authority has a staff complement of sixty-one (61) staff against the approved optimal staff establishment of one hundred eighty-seven (187) as per the KoTDA Organization Structure, Grading and staff establishment. The current workforce has been instrumental in implementation of the phase one of the project with several infrastructural projects ongoing. The ongoing projects include Construction of the Konza Complex (the Authority Head Quarters), Development of horizontal infrastructure (through EPC-F), implementation of Konza National Data Center, Design of Kenya Advanced Institute of Science and Technology (KAIST) among other projects (Konza Newsletter, July 2020 Edition)

1.2 Research Problem

Human resource planning is one of the rapidly growing area of scholars and researchers worldwide. Organizations have started to recognize implementation of the human resource plan as their core competency function because it would lead to improved performance (Chugh & Bhatnagar, 2011). Human resource plan tends to provide reflections to how well a particular organization is performing with the resources at their disposal (Kaur, 2013). Lack of the implementation of the human resource plan in the organization or ineffectiveness and inefficiency of the human resource plan have become a major problem in most project's performance in Kenya despite of various reforms and policies being implemented in these organizations (Njiru, 2008). The flagship projects in Kenya have been underperforming and even some of them being regarded as white elephant projects (The Star, 2016), thus doubts if

there's a fully implemented human resource plan that might be affecting the performance of these projects. The problem exists at Konza Technopolis Development Authority and that is why the study was carried out.

The KoTDA was established as one of the flagship projects of Vision 2030 in Kenya. However, it is currently facing challenges with regard to implementation of its purpose and vision (Van Noorloos, Klaufus and Steel, 2018). The challenges faced by KoTDA as far as human resource plan is concerned with implementation of strategies, policies, elements, systems and general competences that have contributed towards underdevelopment and utilization of organizational resource (Mwau, 2018) The project has stagnated in the planning stage for over 10 years. Which have affected the performance of the project. There is need to increasingly adopt and implement the HRP so as to improve the performance of the project. Thus, efforts should be made including adoption and implementation of the human resources plan so as to enhance the performance of KoTDA project for Kenya to realize its vision 2030.

The available literature suggests that there exists relationship between human resource planning and performance. For instance, In Tanzania, Moyo (2015) sought to establish the link between HRP and performance where a significant link was identified. Pamela, Umoh and Worlu (2017) did an inquiry into HRP and its link with performance at an organizational level, where a significant link was identified. Mbiu and Nzulwa (2018) did an assessment of HRP and its link with productivity of the staff focusing on Kenyan counties. A significant link was noted between HRP and productivity of the staff. Macharia (2016) sought to bring out the factors that shape HRP with reference to insurance entities in Kenyan context where it was shown that insurance entities have embraced HRP.

There are different studies that have been conducted on human resource planning and their influence on performance; they were however done in different contexts including commercial banks, public institutions as well as insurance companies and not the government flagship projects. The studies above have only linked human resource planning with staff productivity and not general performance of the firm. Thus, creating contextual and conceptual gap. To fill these gaps, the present study sought to provide answers to the following research question: what is the influence of human resource plan implementation on project performance at the Konza Technopolis Development Authority?

1.3 Research Objective

The study sought to establish the human resource plan implementation and project performance at Konza Technopolis Development Authority.

1.4 Value of the Study

The policy makers in the government will rely on the findings of the study to develop relevant policies that will guide the realization of vision 2030. The human resources management team at Konza Technopolis Development Authority will rely on the findings of the study to develop relevant policies on the implementation of the human resource plan that will improve project performance of the organization.

The findings of the study will help the management team of Konza Technopolis Development Authority to determine strengths as well as areas of improvement in terms of human resources plan implementation is concerned. Through the findings of the study, the senior management team of Konza Technopolis Development Authority will get to understand how their efforts to implement human resources plan are related with project performance. The study will point out

the areas that need improvement as part of the recommendation and the management team of Konza Technopolis Development Authority will rely on these suggestions to make sure Konza Technopolis Development Authority project performs better.

The study will add to the existing theory and literature on implementation of human resource plan and how it relates with project performance. Future scholars carrying out related studies will find it appropriate to review the literature. The study will also suggest areas that need further research which future scholars may capitalize on to increase the available level of knowledge and information on human resources plan and how they relate with project performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter is set out to review literature on the theories that will inform the study. The link between human resources plan implementation and project performance is also examined in this chapter. The empirical studies guiding the link between the study variables are also reviewed in this chapter.

2.2 Theoretical Review

The study was anchored by the following theories: resource-based view theory, the human capital theory and the dynamic capability theory

2.2.1 Resource Based View Theory

The origin of the Resource Based View theory can be traced to scholars including Penrose's (1959), Barney's 1991 and Rapert and Suter (1996). They argued that for organization to attain their objectives, they need to concentrate on the resources within the firm as opposed to external resources since they have a greater control of the internal resources. Therefore, the theory suggests that firms needs to concentrate on the internal resources more in order to influence the performance of the organization. According to this theory, the value to the customers can be achieved through the use of resources that cannot be substituted by rival firms.

The theory also explains the company should utilize their resources to foster their performance. Organization utilizes the resources when they have competitive advantage over the rivals due to the possession of the resources that cannot be imitated or substituted by competitors (Pearce &

Robison, 2007). According to the theory, the major strength or weakness of a firm depends on the type of resources such as human resources employed in the organization. Boxall (1998) suggests that, to generate human capital advantage, firms should recruit and retain exceptional individuals.

This theory recognizes human resources planning as a key element to the performance of the firm. It indicates that, firms might have resources to influence the performance, but without effective planning of the resources, the theory cannot be supported. The theory was essential to the study because it explained how resources can be utilized including planning to increase organizational performance. Despite the organizations having the resources it cannot guarantee exceptional performance. There is need for management control and implementation so as to achieve the desired objectives from the resources. The theory also does not take cognizance of the dynamic and ever-changing environment that organizations are constantly in. Agile implementation of the Human resource plan is therefore necessary to address the changes in the environment for any organization keen on maintaining its competitive advantage.

2.2.2 Human Capital Theory

The Human Capital theory was first developed by American economist Schultz (1961). According to, Schultz, addition of value to staff in the firm tremendously improves performance. This theory recognizes people as assets rather than expenses in the organisation. According to Bontis (2008), argued that the human capital views represent elements of the human resources such as expertise, intelligence and different skill sets that ensure a consistent attribute across the firm. It emphasizes on the value added to people which they can bring to an organisation. Boxall (1996), says that for a firm to gain competitive advantage and perform effectively, an organisation needs to integrate intangible assets in form of human capital. Effective planning on

the part of the firm that owns human resources is needed; for the fact that human capital is intangible in nature. To ensure that the human capital effectively discharge their responsibility and duties, effective planning and sound management is required in order to meet the organizational objectives.

According to Boxall (2008), the Human Capital Theory provides various forms of human capital that are not measurable in nature, for instance economic capital, for example, can be operationalized on the basis of wages. He further added that, it is hard for one to consistently study and observe human resources capital because, it is possible to store human capital but not utilize it fully at all time. Thus, categorizing human capital as symbolic capital, social capital, economic capital and cultural capital. Human Capital in an organization can be developed in several ways, for instance economic capital may be measured through an individual's labour performance capability hence creating a value of economic nature. Abilities of employees in an organization may also be increased through training and education, enabling the staff to earn more wages (Ramazani & Jergeas, 2014).

This theory identifies human resources as the major capital resource in the organization in order to achieve the stipulated goals and objectives. Thus, there is need for an effective planning and sound management of these resources in order to influence the performance of the firm. The theory was relevant to the study because it explained how human capital resources are essential in the organization, hence need to be effectively planned in order to increase performance in the firm. To note however, is that not all training and education translates to effective project performance. Despite the concentration on human capital in the organization there is need to for

an effective planning in order to achieve the best from the employees. The organization should therefore focus on checking competencies and skills of its workforce and only train where the return on investment from the training is reasonable.

2.2.3 Dynamic Capability Theory

The theory was developed by Teece, Pisano and Shuen (1997), who argued that organization can develop, deploy and protect various types of resources in an ever-changing environment in order to remain competitive and achieve the stipulated objectives in the organization. According to Ahmed and Wang (2012) recognized dynamic capability as the ability to integrate, reconfigure, renew and recreate capabilities and resources in order to conform to the dynamic business environment so as to gain a competitive advantage. Thus, through alteration and refinement of the resources, firms are able to attain superior performance. According to Teece et. al. (1997) refer dynamic capability as abilities through which an organization acquires and accumulates new different capabilities and skills through effective planning. The resources in the organization needs to be coordinated in order to be effective and efficient in an ever-changing environment.

The theory stemmed from the loopholes in the resource-based view theory which failed to consider the fact that the environment, which firms operate in is dynamic and not static (Butler & Priem, 2001). According to Teece (2014) defined dynamic capability as the capacity of utilization of resources to carry out given specified activities and tasks against an opposing circumstance. This theory is based on the assumption that a firm will always reconfigure its resources to adapt to the dynamic business environment. The dynamic capability approach seeks to find out how firms can externally or internally renew their competencies to come up with new ones that are aligned to the changing business environment. This theory alludes that firms with greater dynamic capabilities are able to perform better compared to those with less dynamic

capabilities. Thus, survival in an environment that is characterized by turbulence requires firms to continually reconfigure their capabilities for competitive positioning in the industry (Teece, 2007).

This theory was essential to the study because in order to adapt to the changing business environment, firms require to formulate new strategies through effective planning, such as human resource plan in order to gain the desired outcome in the organization. Therefore, the theory linked human resource plan implementation and project performance. On the other hand, given that organizations are systems, flexibility to the every change in the environment as proposed in the theory may not be possible and therefore risk mitigation should be considered in the implementation of the human resource plan. Further, the changes in the environment can be positive or negative, thus a negative change does guarantee a negative outcome, therefore a thorough analysis of the changes in the environment is required in order to implement the effective resources in the environment.

2.3 Human Resource Plan Implementation and Project Performance

There is a fundamental shift occurring in the project management, and organizations are beginning to see that the secret to long-lasting project performance and employee's satisfaction has more to do with human resource plan implementation (Hackman, 2002). Implementation of human resource plan is a process that seeks to ensure that an organization has the right number of labor force with relevant skills holding appropriate positions at a right period of time (Hartman, Faisal & Schober, 2010). Human resource plan seeks to forecast the needs of the firm in respect to its labor force with consideration of the external and internal supply of the skills. Forecasting the manpower demand is a key element of human resource planning that influence the project performance of the firm. According to Ghazala & Habib (2012) recognized human

resource plan implementation and performance as the move by an organization to promote a persistent growth of workers in order to make sure that key posts maintain steadiness. Their deliberated-on actions by an organization to cultivate progress of workers. It is understood to depict a process of developing employees' skills and knowledge through training, preparing them take over key positions in future. It is done to ensure that the organization maintains a systematic fill up of positions (De Koning, 2005).

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). Succession plan can 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 that will have an impact on the project performance of the firm (Muhammad, 2009). Human resource plan implementation can be regarded as the procedure for creation of estimation concerning future demands and supply of workers in an organization. Both the internal and external factors need to be considered in order to conduct a quality supply forecasting of workforce (Coonan, 2005). Human resource plan implementation is the driving force which help causes us to achieve project goals (Muriisa, 2008).

2.4 Empirical Review

Ozkeser (2019) conducted a study whose main objective was to find out the effect of training of employees in human resource management on their motivation in their workplace. The environment we live in nowadays is a dynamic one with a lot of demands which requires that companies have to embrace technological improvement in order to remain competitive. This competition makes companies be innovative in coming up with new ways to outdo each other.

One of the solutions to the challenges faced by these companies is modern scientific approaches in human resources management. Training activities add value to the qualification of employees as well as motivate the various teams amongst employees of organizations. The main objective was to find out the effect that training have on motivation of employees in organizations in service sector. The study was sub-divided into three categories; Firstly, identification of literature gaps and search summary. Secondly, completion of the case study with scientific approach. Finally, conclusion that the results support the hypothesis that training has a positive relationship with motivation of employees.

A research study conducted by Afzal, Mahmood, Sherazi, Sajid and Hassan (2013) had the objective of establishing the impact that human resource planning has on performance of telecommunication sector. It had a specific emphasis on the effects that human resource planning have on the performance of organizations in the telecommunication sector. Establishing the main determinants of formal human resource planning which have a bearing on performance in the telecommunication sector was the main objective of the study. Data was collected using 160 questionnaires which were issued to a total of 50 offices of top, middle level and first line Human resource manages. The questionnaires which open and closed-ended questions. Some of the employees were also interviewed. The data was analyzed using factor analysis which indicated that Human resource planning measures such as selection, incentives and training have a positive relationship with organizational performance. The study concluded that for companies in the telecommunication sector to have high level of performance, it must invest in and implement modern Human Resource practices.

A research study was conducted by Aslam et al, (2013) whose main objective was to establish the effects of human resource planning practice on management of human resources in

organizations. After analysis of data collected using primary data collection methods, specifically by use of questionnaires, the researchers found out that human resource planning is one of the modern ways of managing their human resources and that it was gaining more significance among companies that were studied. They established that most modern business communities were embracing human resource planning as they continuously strive to improve their human resources. In a bid to remain afloat in the wake of modern challenges face by organizations such as hard economic conditions, inflation, reducing profits and stiff competition; companies have considered embracing effective human resource planning processes. As a result, productivity is enhanced, wastage and idle capacity is eliminated and optimization of available staff hence saving on costs.

Opoku-Mensah (2012) carried out a research on how human resource planning affect organizational effectiveness. The main objective of the study was to find out the efficacy of Human Resource Planning at Information Services Department. Other objectives of the study were: to establish if HRP policies and practices were being implemented at ISD, to determine the level of effectiveness of HRP at ISD and to establish the challenges faced by ISD in their quest to implement Human Resource Planning. After analysis of data collected, the researcher established that the staff (both at senior level of management and lower level of management) do not have a proper understanding of Human Resource Planning. The researcher further recommended that the management of ISD should start implementing HRP in order to enhance their efficiency.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter entailed the methods and procedures that was used in carrying out the research study. It entailed the research design, the target population, data collections procedures and methods and data analysis.

3.2 Research Design

The research design is a structure that provides an overall inquiry of how data will be gathered and processed (Cooper, 2003). The study adopted a case study. According to Yin (2017), a case study is an empirical inquiry that studies a particular phenomenon of interest by the researcher within its real-life context with multiple sources of evidences. A Case study was used to provide in-depth analysis and understanding of human resource plan implementation and project performance at Konza Technopolis Development Authority.

3.3 Data Collection

The study used primary data with the use of an interview guide as a data collection. The use of primary data enabled the researcher to have detailed and in-depth data from the respondents and also to have a greater control over the way information was collected. The interview also allowed clarification and a better understanding of the questions being asked while interacting one on one with the respondents. This enabled the researcher to have a wide-range and clear understanding of issues relating to the human resource plan implementation on project performance.

The researcher personally interviewed the respondents through Microsoft Teams online video conferencing technology platform because of the protocol guidelines of the Covid-19 pandemic

on social distancing. The researcher collected data from all the managers in all the departments and divisions which are sixteen (16) in number. They include Chief Manager Construction, Operations and Management, Chief Manager Physical Planning Design and Compliance, Chief Manager Business Development and Innovation, Chief Manager Corporate Services, Project Manager, HR Manager, Finance manager, Manager internal audit, Manager economic development, partnerships and resource mobilization, Manager investor facilitation, Manager sales, Manager Marketing and corporate communications, Manager Legal, Manager supply Chain, and Manager ICT and smart city Solutions. The Chief Executive Officer was also included in this research. This represented 16 respondents. The KoTDA management was used because they are decision makers and implementers of the human resources practices in the organization. Further, secondary data of project performance starting from 2013 to 2020 was also considered.

3.4 Data Analysis

Data analysis is defined as making deductions and inferences from the survey or experiment data, (Kombo and Tromp, 2006). Before processing the responses, the completed interview guide was edited and checked for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories. Content analysis was used to analyze the data as it was qualitative in nature. Content analysis is a research tool focused on the actual content. It is used to determine the presence of certain words, concepts, characters, or sentences within texts or sets of texts and to quantify this presence in an objective manner (Eisenhardt, 2003).

The use content analysis was supported as it brought the researcher to an understanding of a complex issue or object or added strength to what was already known through previous research (Hamel et al, 2003). Social scientists, in particular, have made wide use of this qualitative research method to examine contemporary real-life situations and provide the basis for the application of ideas and extension of methods (Miles and Huberman, 2004). The texts were coded and categorized as per the interview guide questions, examine the results which was used to make inferences about the responses as per the questions /interview guide tool that sought to establish the human resource plan implementation on project performance at Konza Technopolis Development Authority.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter deals with the research data, outcome of its analysis and their presentation. It also discusses the data in the context of the insights from the theoretical and empirical literature, providing patterns on how the human resource plan on project performance at Konza Technopolis Development Authority, and the insights therefore gives a good basis for drawing clear conclusions and recommending actionable plans that these organization could use to influence project performance.

4.2 Response Rate

The researcher targeted 16 respondents. Out of the 16 respondents, 15 respondents were interviewed, translating to a response rate of 93.75%; the researcher deemed this response rate as excellent considering Kothari's (2004) suggestion that, for survey findings to be reliable, researcher need a response rate of at least 60 %.

4.3 Human Resource Implementation Plan

This section entails the findings in regards to human resources plan implementation and project performance through the use of content analysis that focused on the presence of certain words, concepts, characters, or sentences within texts or sets of texts and quantified in an objective manner.

4.3.1 Rate of the implementation of the Human Resource Plan at Konza Technopolis

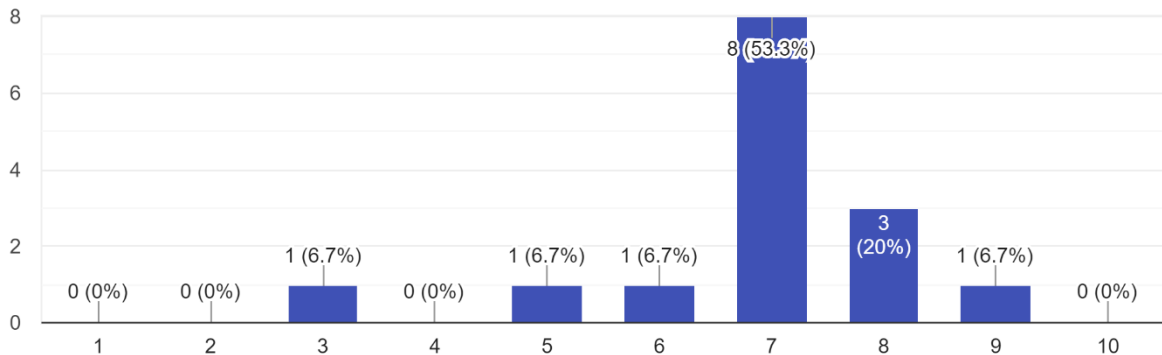
Development Authority

In any work organization the human resource plan implementation and its awareness to employees, plus involvement and participation in various activities carried out in an organization, is very essential towards better attainment of the project performance. Thus, if there exists absence of the human resource plan implementation, then this will lead to low performance, hence poor general performance of the project. The Findings are showcased in

Table 4.1

Table 4.1: Rate of the Implementation of the Human Resource Plan in the Organization

How can you rate the implementation of the human resource plan at Konza, In terms of percentage? For instance 50%
15 responses



Source: Field Data (2020)

Table 4.1 shows that 8 respondents translating to 53.3% out of the 15 respondents have rated that the human resource plan has been implemented in the organization at 70%, and 3 respondents, translating to 20% of respondents out 15 have rated that the human resource plan has been implemented in the organization at 80%, and the other four respondents rated that human

resource plan has been implemented in the project at 30%, 50%,60% and 90% respectively. Thus, it reveals that most of the respondents have agreed that there is a moderate implementation of the human resource plan at Konza Technopolis Development Authority. This implies that there is adequacy of HRP implementation at a great coverage in the project.

4.3.2 Human Resource Plan Implementation and Project Performance

The question intended to examine to what extent human resource needs are captured in the human resource plan implementation and how it has impacted on the project success. Thus, most of respondents agreed that the human resource needs are captured in the human resource plan, although there are partially implemented citing the reasons why the needs are partially implemented is because of inadequate budget for future demand and supply, hence poor implementation of the human resource plan, the development of the project is still in progress at construction stage, delay in the recruitment of some key staff occasioned by lack of approvals and resources to sustain the wage bill, inadequate resources in the project, inadequate staff at the Authority due to staff attrition; or too many unfilled posts as a result of inability to reach an optimal staff establishment. Inadequate HR has then resulted in delayed execution of project activities and inadequate project supervision and lack of capacity building among the employees. These findings are consistent with Afzal, Mahmood, Sherazi, Sajid and Hassan (2013) who carried out a study to establish the effect of effective implementation of HRP on performance and indicated that HRP has positive and significant influence on performance if all the relevant human resource needs and elements are captured in the HRP.

On the other hand, most the respondents have cited, although the human resource needs have not been fully captured and implemented in the human resource plan, there are some partial benefits

the project has accrued due to the partial implementation of the human resource plan in the project which are greater efficiencies at the operational phase/stage of the project.

4.3.2 Succession Plan and Project Performance

The question intended to examine how succession plan play a role to actualize the objectives of Konza Technopolis Development Authority. Most of the respondents agreed that succession plan is a critical component in the human resource plan, since it plays a key role in the success of the Konza Technopolis project since proper succession plan ensures continuity of projects even when the heads of departments are not available, ensures sustainability of the project progression, there are no project gaps or interruptions as a result of staff attrition, allows for proper transition and transfer of institution memory, ensure transfer of knowledge from the knowledge gained by consultants to the staff of the Authority and Knowledge transfer on historical issues related to the project. Although other respondents have showcased that there is no clear succession plan in the organization since it has not been communicated in each department and some members of the department don't get to know who sits in for who at every given time and thus there is need for a clear communication to be developed and communicated in the human resource plan. These findings are consistent with Ghazala & Habib (2012) who established that succession plan is a key element in the HRP implementation that has a positive and significant effect on performance of the firm.

4.3.3 Number of Employees and Project Performance

The question intended to examine if the number of employees available in the project play a role to actualize objectives of the Konza Technopolis project. The findings from most of the respondents indicated that the number of employees in the organization is actually a contributing

factor in developing and actualizing the objective of the project. Higher numbers spread across different functional areas have enhanced project implementation and at the same time ensuring quality and timeliness of the projects in the organization since each employee involved in the project has a role to play. Each position included in the organization structure and organogram has an ultimate role in the delivery of KoTDA mandate and to cover the scope of the project in regards to time and the perceived quality of the services needed in the project. It was also indicated that the number of employees are critical in order to ensure the achievement of the triple constraints in terms of scope, time, and cost while ensuring quality. Although, the respondents also indicated that at Konza Technopolis, some projects have overrun their contractual timelines, partly occasioned by limited staffing levels for oversight and control and which is also in line with the employee capability, skill and attitude towards work. These findings are consistent with Hartman, Faisal & Schober (2010) who established that with the right number of labor force with relevant skills holding appropriate positions at a right period of time have a positive and significant effect on performance of the firm.

4.3.4 Appraisal Performance Tool and Project Performance

The question intended to examine how appraisal performance tool as shown in the human resource plan play a role in the success of Konza Technopolis Development Authority. Most of the respondents agreed is a critical tool that objectively measures the performance of the employees and reviews the individual performance in comparison with the stipulated targets of the project in line with KoTDA human resource plan, performance contract and the overall strategic plan of the project. It was also stipulated that the performance appraisal is critical in ensuring the organization maintains a highly productive workforce. KOTDA's performance appraisal system is based on the government Performance contracting process which allows for

corporate objective setting and appraisal. From these corporate targets, departmental, managerial and individual targets are developed. This system ensures the alignment of corporate objectives to individual performance objectives thus a direct contribution to project success. Performance evaluation is conducted based on set targets, which are the milestones in a project. Secondly, the appraisal tool considers the skills gap. This points out areas that require staff development in order to successfully implement the project. The study indicated that the Authority has adopted a balance score card both for the overall organizational performance review as well as individual performance measurement and appraisal. The balance scorecard links a vision to strategic objectives, measures, targets, and initiatives. It balances financial measures with performance measures and objectives related to all other parts of the Authority. The Authority has been able to enhance performance of the project and productivity. The tool has also enabled us identify performance improvement areas as well as gaps this has greatly enhanced continuous improvement which has contributed to the project success. These findings are consistent with Hackman (2002) appraisal performance is an essential tool that needs to be captured in the human resource plan in order to effective control and manage the implemented elements in the plan hence creating a positive and significant effect on performance of the firm.

4.3.5 Employees' Skills and Capabilities and Project Performance

The question intended to examine how employees' skills and capabilities counts on the success of Konza Technopolis project. Most of the respondents agreed the employees' skills and capabilities as indicated in the human resource plan are essential in meeting and exceeding the project objectives. The study showcased that if the human resource plan is fully implemented in regards to the employees' skills and capabilities then there would be no need of seeking external technical assistance in terms of consultancies, since engagement of consultancies takes time

because of procurement process thus delaying the project implementation phase. Hence effective inhouse skills and capabilities bring in efficiency in terms of financial and time resources. The study indicated that with the adequate skills and capabilities as provided in the human resource plan and it is fully implemented, it will provide an opportunity for the Authority to effectively deliver on the project's laid down objectives. Due to the implementation of the human resource plan, there is a positive correlation between employee skills and capabilities and the project completion. Subject experts especially from the technical departments have exhibited their technological know-how attained through work experience gained from Konza and previous areas of work. Skilled employees are efficient and this efficiency translates to the overall project efficiency. The findings is in line with De Koning (2005) which established that developing employees' skills and knowledge through training, preparing them take over key positions in future ensure positive and significant performance in the organization.

4.3.6 Recruitment and Retention of Employees and Project Performance

The question intended to examine how recruitment and retention of employees affects the success of Konza Technopolis project. Most of the respondents indicated that recruitment and retention of employees affects the success of the project, since the implementation of the human resource plan ensures recruitment of the right talent and retention of the same saves the project from interferences arising from searching and advertising for vacancies every other time. In addition, a gap could arise between the time when an employee exits and the time when the vacancy is filled, recruitment of staff with the adequate skills mix in line with the projection of staff needs as detailed in the HR plan facilitates the delivery of successful projects at Konza and the implementation of the HRP of the employees ensures proper organizational knowledge is maintained through the project's phases and proper retention plan is key to conserving the

conceptual mindset, hence influencing the project success. Although, others respondents indicated that there were not sure if the recruitment and retention has a major effect on the project success, since the project success will majorly depend with the partners and consultants' skills and capabilities more than the internal employees. The findings is in line with the human capital theory as attributed by Bontis (2008) argued that the human capital views represent elements of the human resources such as recruitment of employees with expertise, intelligence and different skill sets that ensure a consistent attribute across the firm that ultimately affects the performance of the firm.

4.3.7 Budget availability and Implementation of Human Resource Plan

The question intended to examine how budget availability affects the implementation of human resource plan for the number and skills of employees on the project at Konza Technopolis Development Authority. Most of the respondents agreed that budget is critical for implementation of the human resource plan. Although the low budget experienced in the project has affected the full implementation of the human resource plan that has slowed down the success of the project especially in the implementation phase of the project since budget availability affects recruitment of sufficient number of qualified personnel and thus some of the existing staff are overstretched; retention strategies such as training and development and implementation of a competitive reward system. Though there may be an approved structure of specific number of employees in the human resource plan, the in-post will depend on the budget levels, since the organisation can only employ a staff complement that it can sustain. This implies a gradual implementation of human resource plan with time and based on the increasing financial position of the organisation. Hence human resource plan implementation must be matched with budget requirement. But not all activity will require financial resources to

effectively implement the human resource plan to effectively meet the objective of the project. Effective Implementation of human plan will not depend on budget but also on the strategy for implementation since the government has supported the authority financially therefore the organisation is been able to progressively recruit and capacity build hence affecting the success of the project. The study can be linked with the resource-based view theory in that with adequate amount of resources, the organization can gain a competitive advantage and hence a positive effect on the performance of the firm.

4.3.8 Other Elements of Human Resource Plan implemented in the Project

The question intended to know other human resource plan elements that Konza Technopolis Development Authority has been able to put in place. Most of the respondents indicated that the human resource plan elements that are incorporated in the plan included the recruitment and selection of staff, skills gap analysis, continuous training and on the job training, Job Evaluation, Culture Change, Balance Score card performance management tool. The Authority has also put in place career development guidelines to enhance succession planning, maintenance of a skills inventory and regular assessment of current staff capacity.

4.3.9 Recommended Human Resource Plan Elements on Project Performance

This question intended to know other human resource plan implementation elements that Konza Technopolis Development Authority needs to implement in order to influence the success of the project. Most of the respondents' indicated that reward scheme, bonus, compensation plan, excellence awards, transfer of skills especially for projects that are implemented through foreigners, Exchange programmes both locally and internationally. The staff establishment at Construction, Operations and Management department needs to be revised to allow for more staff to be recruited. Each staff should have at least one other person that can take over

responsibilities within each division. A clear promotion plan needs to be implemented across the board. The organization may also consider job rotation. this will ensure staff appreciate the roles of other team members to better support their needs. The respondents also indicated that succession plan and talent management should be key area of focus for successful project implementation.

4.4 Project Performance

The question intended to determine the influence of human resource plan implementation on successful implementation of Konza Technopolis project. Most of the respondents indicated the implementation of the human resource plan has greatly influenced the success of the project for instance the prioritization on recruitment of key staff who were lacking in the project plan. The human resource plan has helped in dealing with issues more promptly and professionally. The findings indicated that the implementation of the human resource plan has had a considerable impact since the project was lean for a while especially in the planning stage/phase, but with the implementation of the human resource plan, the implementation phase has taken off since it has contributed in hiring the right people especially in management that has driven the project to the right direction. Although, the delay on the full implementation of the human resource plan has been experienced due to the constraints of the resources in the KoTDA.

4.4.1 Effective Implementation of the Human Resource Plan and Project Performance

The question intended to determine parameters that Konza Technopolis Development Authority has gained due to human resource plan implementation. Most of the respondents' indicated that the project has gained stability, quality control and monitoring, efficient stakeholder management and great work ethic by the staff. The implementation of the human resource plan has also led to timeliness in projects implementation, quality of the projects and tapping skills

from foreigners/consultants/Contractors. KoTDA has also been able attract and retain highly skilled work force due to the implementation of the human resource plan. Due to the implementation of the human resource plan there is an improved technical capacity and hence better project implementation. It was also observed that the implementation of the human resource plan has promoted employee productivity and attracted retention of employees, training and capacity building and the succession element has led to knowledge transfers hence leading attraction of over 300 foreign and local investors to the KoTDA.

4.5 Discussion of Findings

The study revealed that the human resource needs are captured in the human resource plan, although there are partially implemented citing inadequate budget for future demand and supply. The study also indicated the succession plan is a critical component in the human resource plan, since it plays a key role in the success of the Konza Technopolis Project since a proper succession plan ensures continuity and progression of the project; due to the succession plan there are no project gaps or interruptions as a result of staff attrition and also ensures transfer of knowledge from the knowledge gained by consultants to the staff of the Authority and Knowledge transfer on historical issues related to the project. The findings also showcased the number of employees in the organization is actually a contributing factor in developing and actualizing the objective of the project since a high number of employees' spread across different functional areas have enhanced project implementation and at the same time ensuring quality and timeliness of the projects in the organization.

The study also revealed appraisal is a critical tool that objectively measure the performance of the employees as per the guideline of the resource plan as reviews of individual performance

in comparison with the stipulated targets of the projects in line with KoTDA human resource plan, performance contract and the overall strategic plan of the project has attributed areas that needs improvements in order to meet the stipulated goals at KoTDA. The employees' skills and capabilities as indicated in the human resource plan are essential in meeting and exceeding the project objectives. The study revealed that recruitment and retention of employees affects the success of the project, since the implementation of the human resource plan ensures recruitment of the right talent and retention of the same saves the project from interferences arising from searching and advertising for vacancies every other time.

The finding also indicated that budget is critical for implementation of the human resource plan. Although, the low budget experienced in the project has affected the full implementation of the human resource plan and that has slowed down the success of the project. The study revealed elements that are incorporated in the plan included the recruitment and selection of staff, skills gap analysis, continuous training and other elements that need to be included in the human resource plan as proposed by the respondents are reward scheme, bonus, compensation plan, excellence awards, transfer of skills especially for projects that are implemented through foreigners, Exchange programmes both locally and internationally.

Due to the implementation of the human resource plan the project has gained stability, quality control and monitoring, efficient stakeholder management and great work ethic by the staff. The implementation of the human resource plan has also led to timeliness in projects implementation, quality of the projects and tapping skills from foreigners. KoTDA has also been able attract and retain highly skilled work force due to the implementation of the human resource plan, promoted

employee productivity and attract retention of employees, training and capacity building and the succession element has led to knowledge transfers hence leading attraction of over 300 foreign and local investors to the KoTDA.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights key findings of the research, draws the necessary conclusion. The findings provide valuable insight on how human resource plan has enhanced project performance, and this chapter recommends necessary action in that regard. The chapter therefore points out limitations of the research and suggests areas for future research.

5.2 Summary of the Findings

According to the findings, analysis, interpretation and discussion, shows that human resource plan implementation has an influence on project performance at KoTDA. Human resource plan implementation has partially incorporated the need of the human resource elements. The full implementation of the human resource plan has been affected by the budget and resource constraint in the organization. The findings revealed that the succession plan, recruitment and retention, number of employees, appraisal performance and employees' skills and capabilities are elements that have been implemented in the human resource plan and influence the project performance. The study also indicated with the inclusion of skill gap analysis, continuous training, reward scheme, bonus, compensation plan, excellence awards, transfer of skills especially for projects will greatly influence the project performance. The implementation of the human resource plan has led to project stability, retaining of high skilled work force, quality project control and monitoring, efficient stakeholder management and great work ethic by the staff.

5.3 Conclusion of the study

As for the answer obtained from the research question and response and recommendations offered by interviewees, the conclusion is established here under. Conclusively, human resource plan implementation is critical in the project performance at KoTDA as elaborated by the findings. There is need for KoTDA to fully implement the human resource plan in order to achieve the objectives of the project. It was established that human resource implementation through succession plan, appraisal tools, employees' skills and capabilities, recruitment and retention, number of employees and with the support of adequate budget and other resources has a positive relationship with the project performance.

5.4 Recommendations

The study recommends KoTDA should ensure full implementation of the human resource plan and evaluate their performance regularly so as to understand the impact of major elements of human resource plan on project performance. Considering the competitive and dynamic environment factors, it is imperative that KoTDA understands the key factors that need to be incorporated in the human resource plan and regularly evaluate their project performance against the implemented human resource elements. If KoTDA decides not to incorporate and implement the human resource plan with adequate budget and resources and without evaluating the employee performance, they might end up recording low project performance and hence will be regarded as the white elephant. However, appropriate inclusion and implementation of the human resource plan elements and with the necessary budget and resources will lead to a positive project performance and hence completion of the project within the stipulated time-frame, quality and costs.

5.5 Limitations of the Study

The research experienced various challenges. First, the study focused on only one flagship project by the government of Kenya. This was due to time and other resource constrain which required the scope to be narrow enough to be manageable. This limited the richness of data since the respondents in KoTDA may not have information on the human resource plan thus creating biasness in generalizing the findings to the project. The study also faced a challenge in regards to the secondary data in terms of the project performance, thus creating a big gap in terms of the actual project performance. However, this limitation is lessened by the fact that the project has just started their implementation phase, hence difficult to get the data in line with the project performance.

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APPENDICES

Appendix I: Interview Guide

1. How can you rate the implementation of the human resource plan at Konza, In terms of percentage? For instance 50%
2. Are the human resource needs as captured in the human resource plan fully implemented in the project? And how has it impacted on the success of the project?
3. Does succession plan play a role in terms of how successful the projects at Konza Technopolis have been?
4. Does the number of employees available in projects account for the successful projects' implementation in Konza?
5. Does the appraisal performance tool as indicate in your human resource plan account for the success of the project?
6. Can we say that employees' skills and capabilities count in terms of efficient completion of projects at Konza?
7. Does recruitment and retention of employees affect how successful the projects at Konza have been?
8. Can we say, budget availability affects the implementation of human resource plan for the number of employees on the projects?
9. Based on the above; what other elements of human resource plan implementation has Konza Technopolis Development Authority, Kenya put in place?
10. In your view, are there any other human resource plan implementation elements you feel the organization can implement in order to influence the success of the project?
11. To what extent has the implementation of the human resource plan in general influenced the successful implementation of the Konza project?
12. What benefits has Konza project gained as a result of effective implementation of the human resource plan?

THANK YOU FOR YOUR TIME

Appendix II: Data Collection Authorization Letter



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

Telephone: 020-8095398
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Our Ref: D61/19526/2019

Tel: 020 8095398
Nairobi, Kenya

Date: 19th November, 2020

TO WHOM IT MAY CONCERN

The bearer of this letter, **Damaris Mwendwa Ngondi** of Registration Number **D61/19526/2019** is a Master of Business Administration (MBA) student of the University of Nairobi.

She is required to submit as part of her coursework assessment a research project report. We would like the student to do her project on **human resource plan implementation and Project performance at Konza Technopolis development Authority**. We would, therefore, appreciate if you assist her by allowing her to collect data within your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organization on request.

Thank you.


PHILIP NGIGI

FOR: DEAN, SCHOOL OF BUSINESS

