

**INFLUENCE OF ORGANIZATIONAL PRACTICES ON EFFICIENCY IN
HUMAN RESOURCE PLANNING IN THE COLLEGE OF EDUCATION AND
EXTERNAL STUDIES, UNIVERSITY OF NAIROBI, KENYA.**

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**A Research Project Submitted in Partial Fulfilment of the Requirements for the
Award of the Degree of Master of Education in Corporate Governance, University
of Nairobi**

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DECLARATION

This research project is my original work and has never been presented for the award of a degree in any other University

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DEDICATION

I wish to dedicate this project to my family. In a special way, I also dedicate it to my late mother and father who never lived to witness this great academic achievement despite their desire to see me excel academically.

ACKNOWLEDGEMENT

I sincerely thank the Almighty God for enabling me to work on this project up to the end successfully. I honestly appreciate unending support, understanding, love, perseverance and guidance received from my husband Remigio and our children that created a conducive environment for my studies. This cannot be taken for granted.

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I acknowledge the entire CEES community for the support I received during my studies and more importantly, I appreciate all my study respondents who willingly participated in my research through filling questionnaires and responding to interview questions despite their busy schedules. May good Lord shower you with his blessings.

Finally, I would wish to state that any deficiencies or flaws in this project is my full responsibility and not for anyone mentioned herein.

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LIST OF ABBREVIATIONS AND ACRONYMS

CEES:	College of Education and External Studies
CEO:	Chief Executive Officer
CUE:	Commission for University Education
HRM:	Human Resource Management
HRP:	Human Resource Planning
ICPAK:	Institute of Certified Public Accountants of Kenya
IMF:	International Monetary Fund
IOM:	International Organization for Migration
NACOSTI:	National Commission of Science Technology and Innovation
SPSS:	Statistical Package for Social Sciences
UK:	United Kingdom
UoN:	University of Nairobi
US:	United States
USIU:	United States International University

ABSTRACT

Efficiency in human resource planning is determined by how various organizational practices are managed. The study purposed to investigate how organizational practices influence efficiency in human resource planning in the CEES, University of Nairobi, Kenya. The study was guided by four objectives: to establish the influence of regulations on grades progression on efficiency in human resource planning; to determine the influence of professional requirements on efficiency in human resource planning; to assess the influence of hiring freeze on efficiency in human resource planning and to establish the influence of hiring procedures on efficiency in human resource planning in the college. The study was anchored on Institutional theory. The target population was formed by all staff in the College of Education and External Studies with a population of 172 respondents. These comprised of 10 human resource personnel, 69 academic staff and 93 support staff. A sample size of 52 respondents was selected. Purposive sampling was used to select 3 human resource personnel with desirable study characteristics. 28 support staff and 21 academic staff were selected using simple random sampling. Descriptive research design was used. Self-developed online questionnaires, phone call and Google meet interviews and document analysis were research tools that the study used to collect data. Quantitative data was analysed by descriptive statistics using frequencies, percentages, mean and standard deviations while qualitative data used content analysis method. Tables were used to present analysed data. The findings indicated that efficiency in human resource planning in the college was significantly influenced by organizational practices namely; regulations on grades progression, professional requirements, hiring freeze and hiring procedures. The study established that regulations on grades progression was highly considered during hiring process and made a conclusion that these regulations should be somehow flexible to enhance fair competition among all interested job applicants. Professional requirements like work experiences as well as professional membership were found to be a consideration in some specific jobs such as accounts. However, it was concluded that consideration also be given to job candidates with relevant knowledge, skills and attitudes. Hiring freeze which the study also found to have been occurring in the college led to a conclusion that the college should not embrace it at all to overcome related challenges like unfilled job positions. Hiring procedures which were found to be fairly effective revealed that there was need to make them more effective since the duration taken to complete the whole process was too long. The study mainly recommended that the role of HRM be given a lot of attention to enhance a planning process that is more efficient. Another recommendation was decision making process in matters pertaining human resource planning was to be jointly done by top college management and HRM to enhance organizational performance and productivity. The study also recommended use of Institutional theory by other researchers undertaking related studies as it has a best view on how organizations should operate efficiently avoiding any form of exertion, coercive or mimetic forces on its human resources.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Higher institutions of learning operate in environments that affect their activities in one way or the other. This may be brought about by several factors some of which are internal like regulations and procedures introduced in that particular organization to control its operations (Tiwari & Saxena, 2012). The activities in higher institutions of learning organizations are controlled by its human resources who also determine its performance. Therefore, an organization creates human resource department that manages all the affairs related to its human resources. This makes this department to appropriately plan for mechanisms that will efficiently manage these human resources and their needs to enhance efficiency in operations and maximum production (Armstrong & Taylor, 2014). This is achieved by ensuring that the crucial processes of recruitment and selection of human resources which are the beginning points of introducing them into organization are well undertaken as organizations strive to enhance efficiency in human resource planning activities. Recruitment involves finding and drawing attention of right individuals who qualify for a particular job to get them to apply for these positions while selection is the process of choosing the individual who is most suitable for the existing job vacancy. The process determines how an organization achieves its success and efficient service delivery depending on the kind and quality of employees recruited and selected in the organization (Ezeali & Esiagu, 2010). Regulations on grades progression, professional requirements, hiring

freeze and hiring procedures in those organizations also determine the efficiency of human resource planning activities.

In European countries, grades progression occurs in three categories; low-skilled, middle-skilled and highly-skilled job categories (Silim & Stirling, 2014). However, the progression is determined by a number of factors. For instance, in Belgium, men are able to progress along the grades more easily as compared to women due to challenges experienced by women. For instance, women are placed in occupations below their educational attainment levels, and are employed on part time basis. This reduces opportunities for career progression since they are not allowed to directly occupy highly-skilled jobs without passing through middle-skilled jobs (Silim & Stirling, 2014).

In Malaysia, promotion of grades is based on seniority and performance. Public servants are promoted to higher ranks after spending between 5 and 8 years. This equally demoralizes workers as they are forced to wait for a very long time to be promoted to a higher grade. According to Chamberlain (2015), the hiring procedures involved prolongs hiring period for more complex jobs like technological and examiner patent jobs in the United States. This is due to factors such as employers' hiring policies and use of more screening methods that involve skills test, drug tests and personality tests (Chamberlain, 2015).

Professional requirements have resulted into high unemployment rate in Nigeria and Egypt. Consideration of professional requirements like previous experience render them jobless as employers continue to focus on skills earned through work experience

despite high unemployment rate in the country (Manpower Group, 2013). Many graduates remain jobless for sometimes and therefore, fail to acquire better jobs.

In Kenya, public entities observe career progression guidelines based on grades. Promotion is based on cadre and is fragmented resulting into elements like workload, experience, skills and structure of grading whose focus is of the vertical mobility (Public Service Manual, 2016). Moreover, formal employers in Kenya consider work experience as an indicator of basic skills during recruitment and selection. Hiring freeze order was put in place in the University of Nairobi following the move of government to lower direct University entry grade to C+ that led to drastic drop in numbers of students enrolling in lucrative parallel degree programs. This move denied many people looking for jobs opportunity to acquire them.

While planning for its human resources, some organizational practices such as regulations on grades progression, professional requirements, hiring freeze and hiring procedures required great attention. This is because these factors influenced efficiency in human resource planning in the college. Their consideration would enable human resource planning department to run smoothly while undertaking its activities leading to realization of the desired goal in an effective and efficient way.

1.2 Statement of the Problem

The human resource department in any institution of learning is responsible for managing the human resource needs appropriately to enhance maximum production for the organization. However, there are challenges experienced by the department making it unable to perform its functions appropriately (Samar, 2013). In most cases, adequate consideration is not given to how those challenges affect operations of human resource planning. For instance, organizational practices like regulations on grades progression, professional requirements, hiring freeze and hiring procedures greatly influence efficiency in human resource planning.

Universities in Kenya have been facing financial cuts over the past five years and hence necessitated putting in place measures to enable universities to keep afloat. Some of these measures have affected the efficiency of Human Resource Planning especially in the University of Nairobi's College of Education and External Studies where personnel employment has gone down as evidenced by only 3 human resource personnel and 16 support staff being recruited between 2015 and 2019 leaving some posts unfilled due to retirement and natural attrition reasons (University of Nairobi Human Resource Management Information System, 2020). As a result the number of employees recruited during this period kept on reducing. This showed that human resource planning may have not been efficient and therefore this study sought to address organizational practices such as regulations on grades progression, professional requirements, hiring freeze and hiring procedures and their influence on efficiency in human resource planning.

1.3 The Purpose of the Study

The purpose of this study was to investigate the influence of the organizational practices on the efficiency in human resource planning in the College of Education and External Studies (CEES), University of Nairobi, Kenya.

1.4 Objectives of the Study

The following four objectives guided this study;

- i. To establish the influence of regulations on grades progression on efficiency in human resource planning in CEES, University of Nairobi, Kenya.
- ii. To determine the influence of professional requirements on efficiency in human resource planning in CEES, University of Nairobi, Kenya.
- iii. To assess the influence of hiring freeze on efficiency in human resource planning in CEES, University of Nairobi, Kenya.
- iv. To examine the influence of hiring procedures on efficiency in human resource planning in CEES, University of Nairobi, Kenya.

1.5 Research Questions

The following research questions guided the study;

- i. To what extent does regulations on grades progression influence efficiency in human resource planning in CEES, University of Nairobi, Kenya?
- ii. How do professional requirements influence efficiency in human resource planning in CEES, University of Nairobi, Kenya?

- iii. How does hiring freeze influence efficiency in human resource planning in CEES, University of Nairobi, Kenya?
- iv. To what extent does hiring procedures influence efficiency in human resource planning in CEES, University of Nairobi, Kenya?

1.6 Significance of the Study

Results yielded from this study may serve as future references for other interested researchers undertaking related studies. Relevant information might be used by policy makers in the University like council and senate during formulation and reformation of appropriate policies that would help to curb the existing organizational practices inhibiting efficiency in human resource planning. Additionally, it may guide the college human resource personnel in making wise decisions on matters affecting human resource planning to enhance efficiency.

1.7 Limitations of the Study

This study anticipated that some key human resource records especially for recently employed staff would not have been updated. To address this limitation, the researcher personally found out from the registry personnel whether there were new employees in the college whose details had not been updated to have them captured in the study. Busy schedule of respondents especially academic staff was also a challenge in data collection process. However, this was addressed by booking appointments in advance to effectively conduct the study. Furthermore, online questionnaires were forwarded to

respondents through email to fill them during their convenient time, and then resubmit them later to the researcher after filling them.

1.8 Delimitation of the Study

This study researched on the influence of organizational practices on efficiency in human resource planning in the CEES, University of Nairobi, Kenya. The college purely offers education courses and therefore, suited the interest of the researcher since being a teacher, dealing with educational environment as a study location seemed to be more appropriate. The organizational practices within an organization are wide in scope, but this study only dealt with four practices related to recruitment and selection processes. These included; regulations on grades progression, professional requirements, hiring freeze and hiring procedures. The target population in the college comprised of all three categories; junior, middle and top-level categories of human resource personnel, academic staff and support staff respectively. The academic staff are recruited at the central administration, however, they were included in the study because they possess more information pertaining recruitment and selection process in the college making them fit to respond to research items. There were other staff offering their services to the college but since they belonged to other University colleges according to HRMIS, they were not included in the study.

1.9 Basic Assumptions of the Study

These three basic assumptions were held in the study;

- i. That the information would be voluntarily provided by the participants to make study results ethical and acceptable.
- ii. That the respondents would be knowledgeable enough to appropriately respond to research questions.
- iii. That research items would adequately collect accurate and relevant data that would answer research questions appropriately.

1.10 Definition of Significant Terms

Academic staff- refers to university employees who are entrusted with responsibilities of teaching students

Additional skills- refer to extra skills that a job candidate possess other than the general requirements

Ambiguity- refers to a situation of confusion in which a job applicant does not clearly understand hiring procedures

Cadres- refer to different levels of job such as junior, middle and top job levels

Crisis- refers to a situation when university goes through some serious difficulties such as financial challenges

Entry grade- refers to a minimum grade an employee is expected to start with upon employment-

Grades progression-referred to how employees move from one grade to another.

Hiring freeze-refers to a situation in which the College stops employing more workers because of various challenges such as financial constraints.

Hiring panel- refers to staff who has a responsibility of conducting a recruitment and selection process

Hiring procedures-refer to the steps followed when employing people.

Human Resource Management- refers to the ability of dealing with employees in the university considering human resource policies and practices

Human resource personnel-refers to all university employees working in the department of human resource management.

Human resource planning-refers to the process of ensuring that matters relating to employees are well managed such as hiring, promotion, transfers and terminations

Organizational practices-refer to internal considerations in human resource management that CEES has put in place when performing recruitment and selection exercise. For example, regulations on grades progression, professional requirements, hiring freeze and hiring procedures among others.

Pool of applicants- refer to a group of interested individuals who apply for the advertised job

Professional membership- refers to a situation in which a candidate has subscribed to a certain professional body relevant to his or her field of study

Professional requirements-refer to what one is expected to have for him to be considered for a particular job.

Recruitment-refers to how the College informs individuals with suitable knowledge and skills of the available job vacancy so that the interested ones could apply.

Selection-refers to the process of choosing the suitable candidate for a given job

Stipulated timeframe- refers to the time that university has provided in human resource policies to be considered during a hiring process

Unpaid leave- refers to the duration an employee stays away from work without receiving payment

Workload- refers to amount of work an individual is supposed to do

1.11 Organization of the Study

The study is organized into five chapters and the first chapter comprises of the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations of the study, delimitation of the study, basic assumptions of the study and the definitions of the significant terms. Chapter two focuses on the literature review in relation to the topic under investigation, theoretical framework and the conceptual framework of the study. The third chapter covers the research design, target population, sample size, sampling procedures, data collection instruments, validity and reliability of research instruments, data collection procedures, data analysis techniques and ethical considerations. The fourth chapter focuses on data analysis, presentation and interpretation of research findings. Chapter five consists of summary of the study findings, conclusion and recommendations from the study and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature reviewed focused on the previous studies conducted in relation to the organizational practices and efficiency in human resource planning. It dealt with theoretical and conceptual frameworks in relation to the topic under investigation. The topic is on how organizational practices influence efficiency in human resource planning in the CEES, University of Nairobi, Kenya.

2.2 Concept of Human Resource Management

Human Resource Management refers to organizational policies and practices as well as its systems that influence the behavior, performance and attitude of employees in that particular organization (Noe, Hollenbeck, Gerhart & Wright, 2010). University of Nairobi has HRM structure comprising of the following personnel; DVC Human Resource, Registrar Administration/Planning/Academics, Deputy Registrars, College Registrar, Assistant Registrar, College Registry Supervisor, Assistant College Registry Supervisor and Registry Clerks. HRP is a function of HRM which is decentralized to all university colleges to enhance easy operations at college levels. College of Education and External Studies is one of the University's six colleges and it offers educational courses to students. HRM personnel in CEES consists of the following; College Registrar, Assistant Registrar, College Registry Supervisor, Assistant College Registry

Supervisor and Registry Clerks. However, at the college level the College Principal is the overall head of all human resource activities.

2.3 Concept of Efficiency in Human Resource Planning

Efficiency refers to the ability to do something well, successfully and without wastes.

Human resource planning is the whole process that encompasses what to be done, how it should be done and when it should be done in order to determine the goals and means of achieving those goals within an organization (Mahadevan & Mohamed, 2014). The main purpose of HRP is to ensure that employees interact with their jobs in a best way. HRP process ensures that employees in an organization are not excess or less but are in their right number as required (Aslam, Aslam, Habib & Jabeen, 2013). Therefore, for human resource planning to be efficient, it requires a conducive environment that ensures the strategies for acquiring, utilizing, improving and retaining adequate and relevant human resources are established. The most prominent problems limiting progress and overall development of organizations in most third world countries are majorly associated with incapability to fit the human element and appropriately manage them (Subaie, 2016). This therefore, affects most of organizational operations as it directly impacts on efficiency in human resource planning activities.

Human resource planning strategies like recruitment, selection, learning, development, career advancement can enhance the performance of a firm by enhancing employee and organizational performance (Katua, Mukulu & Gachunga, 2014). This could be achieved through compliance with organization's service delivery charter that

specifies how the services are supposed to be offered considering timelines and costs. This will enable human resource department to conduct its activities in an efficient way. Availability of adequate funds will also enhance human resource matters to be undertaken appropriately as there will be enough finances to support its operations.

In a study conducted by Singh and Kassa (2016) on the Factors which Influence the Human Resource Planning, important aspect like organizational policies and their influence on efficiency in human resource planning were left untouched (Singh & Kassa, 2016). It is from these policies that organizational practices emanate and should also be anchored on human resource recruitment and selection policies to enhance efficiency.

The conference titled, Strategic Human Resource Planning: Evaluate the Strategic Value of Human Resource within your Organization was organized by Michigan University in 2016. It resolved to create a culture of alleviating human resource competencies which are human capital in order to increase organizational productivity (Carlevaris-Bianco, Ushani & Eustice, 2016). This will also be enhanced by making good use of available physical resources to support alleviation of human resource competencies. Similarly, the current study thoroughly researches on those factors and their influence on efficiency in human resource planning to provide an efficient HRM department. This would enable the college to perform well in the matters of human resource planning.

2.4 Influence of Regulations on Grades progression on Efficiency in Human Resource Planning

During recruitment and selection process, staff are required to possess certain academic qualifications to be considered for the existing job vacancy. For instance, academic staff are required to possess certain academic qualifications as stipulated in CUE Grading Nomenclature of 2014 (Waswa, Akunga & Obonyo, 2018). This will only be an advantage to those employees who have the required academic qualifications. Razak, Sarpan and Ramlan (2018) conducted a study on Employees' Promotion and Job Satisfaction and their Influence on Performance. The findings showed that employees who get promoted also become satisfied and therefore, they efficiently perform their work (Razak, Sarpan & Ramlan, 2018). This may imply that those who are not promoted will feel dissatisfied and may end up affecting efficiency in human resource planning in one way or the other. However, this was not discussed.

The process of promotion of staff from one grade to another in African Development Bank is not transparent according to the survey responses (African Development Bank, 2017). They insist on using competitive process. However, the stakeholders proposed the use of a more systematic, transparent and inclusive mechanism to be used during promotion of staff (African Development Bank, 2017). For instance, one is required to belong to ICPAK for him to be allowed to occupy a certain office in finance department. This ends up denying candidates without required qualification an opportunity to be employed resulting to inefficiency in human resource planning.

Fapohunda's (2015) study on Human Resource and Succession Planning and their Implementation Related Challenges in Public Universities in Nigeria revealed that workers lack motivation as they are not placed in their suitable positions or grades based on their qualifications. This lack of motivation results into poor performance (Fapohunda, 2015). Employees who are overqualified may be forced to start with lower grades as a regulation before they can be allowed to progress to higher grades after working for a certain period of time. This demoralizes them resulting into inefficiency in their performance, and definitely on human resource planning.

Academic staff were satisfied with promotion and therefore areas of less-satisfied parameters need to be given focus (Khan & Mishra, 2013). This came from their study on Promotion as a Job Satisfaction in Colleges of Muscat Sultanate of Oman. In relation to regulations on grades progression, a requirement on additional skills is a big issue. Job applicants are required to possess additional skills such as computer literacy to be considered for a particular job even if that skill is not directly useful to job. This may result to losing suitable candidate due to requirement of additional skills affecting the efficiency in human resource planning.

The findings obtained from reviewed studies in this section are enhanced by the current study that attempts to work on the noted gaps. A study by Razak, Sarpan and Ramlan (2018) failed to investigate about employees who are denied promotion specifically due to regulations on grades progression and their influence on efficiency in human resource planning. A survey by African Development Bank (2017) recommended the use of a more systematic, transparent and inclusive mechanism to be used during promotion of staff. In their studies, Fapohunda (2015) and Khan and

Mishra (2013) observed that the strategies used during promotion need to be reformed. The current study conducted in the University of Nairobi; CEES attempted to address the noted gaps by investigating how organizational practices influence efficiency in human resource planning.

2.5 Influence of Professional Requirements on Efficiency in Human Resource Planning

Most job advertisements require candidates with specific qualifications. One of the common requirements is professional work experience that considers the number of years one has previously worked. Such requirement poses a challenge to human resource planning where a certain position fails to attract candidates with that required work experience. In an article on Relationship that exists between experience earned through work and how someone performs job by Mark Teachout (2006), experience acquired from work is not a major determinant for successful job performance.

McCulloch, Artess and Herman (2006) researched on the Impact of Workforce Experience on Student Outcomes in UK. Their study majorly focused on demands of labor market and findings showed that today's graduates face employment challenges in the labor market due to advancement in technology and structural changes that demands creativity, resilience, risk taking, innovativeness, empathy and experimentation in order to enhance success of graduates in present century as opposed to only focusing on work experience (High Fliers Research, 2014). Similarly, a requirement for one to belong to a particular professional body denies individuals who have not subscribed to their organizations an opportunity to be employed.

A study on Impact of Work Experience and Delivery-insights drawn from Evidence in UK based Education Institutions by Mann (2012) revealed that around half population of skills obtained are misalignment with the actual demand areas of labor market. This is due to different aspirations from demands in the labor market contributing to a challenge during transition into job market. Mann (2012) argues that high quality and relevant skills are not easily accessible to youths of different social backgrounds due to social inequality. There is need for employers to get involved in linking youths with learning institutions and providing them opportunities to gain relevant skills that would later on benefit them during recruitment and selection process (Mann, 2012). Diversity of individuals was also observed to be another important factor considered during recruitment and selection process.

Eriksson and Olof (2014) conducted a study aimed at finding out if employers consider unemployment as criterion of sorting out employees when hired. Field experiment from a Swedish labor market was used. The results indicated that only few employers consider long spell of contemporary unemployment in sorting criterion. This may be assumed that recent unemployed individuals start new jobs more quickly in entry points compared to the employed ones (Eriksson & Olof, 2014). Employers do not avoid contacting them because they enter jobs at entry grades which are cheaper to pay as opposed to those who had earlier been employed and who may demand more pay. Such events occur regardless of the value of individual to the organization but in consideration of money factor, which can easily affect efficiency in human resource planning.

Findings from Mark Teachout's (2006) article led to a need to research on other more factors which will lead to success of the organization and efficiency in human resource planning. The current study would establish if the required work experience at College of Education and External Studies is aligned to skills that individuals acquire during learning period and if it can substitute the work experience especially to individuals who have never had an opportunity to be employed anywhere. Mann (2012) failed to establish whether knowledge, skills and attitudes acquired by recent graduates are relevant to demands of labor market and their influence on efficiency in human resource planning. Eriksson and Olof (2014) reveals two benefits of individuals without earlier employment experience but it is assumed that there are more other benefits in relation to efficiency in human resource planning. The current study aimed at expounding on professional requirements and their influence on efficiency in human resource planning.

2.6 Influence of Hiring Freeze on Efficiency in Human Resource Planning

Mapira (2017) conducted a study on Hiring Freeze and Organizational Costs in Masvingo General Hospital Zimbabwe in 2017. Questionnaires and interviews were employed in collection of data enabling him obtain results showing that hiring freeze leads to stress, absenteeism, high labor turnover and demoralization that consequently increases recruitment costs and lowers production due to inefficiency in human resources. These findings led him to recommend universities to employ alternative ways instead of hiring freeze (Mapira, 2017).

There were other alternative ways that university could employ to deal with challenges such as financial constraints instead of freezing employment. In a study conducted by Tansey and Spillane (2016), *From Crisis to Opportunity: Turnaround Strategies of Large Irish Construction Contractors amid the Period 2007-2015*, there was use of five exploratory contextual investigations to focus on turnaround methodologies of development of employees on temporary basis during a time of monetary crisis (Tansey & Spillane, 2016). Hiring freeze takes long duration that hinders efficiency and effectiveness of organization's operations. This negatively impacts on human resource planning activities that forces the organization to adopt turnaround strategies to deal with existing challenges.

The turnaround strategy achieve organizational goals by reversing causes of distress, regaining support of stakeholders, resolving financial crisis and overcoming organizational internal constraints (Chakraborty & Dixt, 2010). When these strategies were not adopted, most skills useful to the organization would be lost. The potential candidates would be forced to look for employment elsewhere or stay unemployed if not successful. Proper management of organizational resources like financial, physical and human resources enhances efficiency in achievement of organizational set goals (Mwikaria, Gori and Chepkonga, 2019). This is one of the strategies that organizations may adopt to reduce chances of hiring freeze.

The current study noted that most previous studies in relation to organizational practices mainly focused on their influence on job performance of employees, organization and their satisfaction. Mapira (2017) only employed questionnaires and interviews that helped him to collect data. However, the current study also includes

document analysis as an instrument of data collection to enhance collection of accurate information from human resource records. He also recommended use of alternative ways other than hiring freeze that the current study will seek to investigate, and which is also in line with observations raised by Tansey and Spillane (2016). The current study narrows down the identified gaps while investigating how efficiency in human resource planning in the CEES, University of Nairobi is influenced by organizational practices.

2.7 Influence of Hiring Procedures on Efficiency in Human Resource Planning

Otoo, Assuming and Agyei (2018) researched on the Effectiveness of Recruitment and Selection Practices in Public Sector Education Institutions using Ghana as a case study. Results showed that identification of available job vacancies and delays in giving interview feedbacks were major factors affecting recruitment and selection (Otoo, Assuming & Agyei, 2018). This is caused by presence of several numbers of points of approval. For instance, from identification of job vacancy to approval of selected candidate, there are various personnel who have to approve every stage before the process continues and this really lowers the efficiency of the process due to some delays which may be caused at certain points.

Solek-Borowska and Wilczewska (2018) researched on New Technologies in the recruitment process using video recruitment. The findings revealed that unlike traditional and manual based recruitment, modern technology recruitment has two unquestionable benefits; reduced recruitment and selection process time length and reduced costs (Solek-Borowska & Wilczewska, 2018). Unlike manual based

procedures that may leave applicants unaware of whom to go for assistance, technology also enhances clarity of procedures since applicants are clearly informed of job procedures and therefore, they get to know what they ought to do and where to do it.

Shapayah and Mwanzu (2015) conducted a study on how staffing process is slow in Kenyan universities and USIU-Africa was used as a case study. The findings showed that the period taken for an applicant to be invited for an interview was between 1 and 2 months for approximately 50% of applicants while 6.7% applicants took them more than 7 months. This implies that delays in interview invitation can go up to 7 months even if the percentage representing this period is small (Shapayah and Mwanzu, 2015). This lowers the efficiency in organizational operations and human resource planning.

Most organizations aspire to conduct recruitment process that is cost-effective, timely and which results into hiring of right individuals. This means that they have to consider use of cost-effective methods to work within appropriate time-frame and also to consider large enough pool of applicants in order to make a good selection decision for the organization (Myrna, 2008). In this regard, the organization will be able to effectively carry out recruitment and selection process within stipulated time-frame avoiding the long timing that may be observed when those factors are not considered.

A study by Otoo, Assuming and Agyei (2018) revealed delays in hiring process. Solek-Borowska and Wilczewska (2018) in their study mainly focused on video recruitment that may not be very common in all organizations. There was need to

investigate the additional ways that could be used to fasten the hiring process so as to enhance efficiency in human resource planning. The findings from Shapayah and Mwanzu (2015) guides the current study in establishing the duration taken in hiring process and how it influences efficiency in human resource planning in the CEES as well as establishing what could be done to enhance an efficient hiring process in the college.

2.8 Summary of Literature Review

Literature from reviewed studies provides the current study with more knowledge on the topic under investigation. Many gaps were depicted in reviewed literatures towards the achievement of efficiency in human resource planning and they are as follows; A study by Razak, Sarpan and Ramlan (2018) did not investigate on how regulations on grades progression make employees who are denied to move upwards in job cadres feel and how this affect efficiency in human resource planning. A study by Fapohunda (2015) showed a gap in employment strategies in which individuals are forced to start their jobs in entry grades before being allowed to progress after sometimes. This has made individuals to feel demoralized, especially those with higher qualifications. This greatly influences their efficiency in performance.

A report by High Fliers Research (2014) portrayed a gap in relation to professional requirements as based on the job demands. Many employers overemphasize work experience requirement and fail to consider other important aspects like knowledge and skills earned during learning and training that makes individuals become more creative, innovative, resilient and good problem solver. About hiring freeze, Mapira

(2017) did not include document analysis as an instrument of collecting data which could enable him obtain additional and reliable data from stored documents on human resource matters. This would have enabled him to complement data collected through questionnaires and interviews.

Mwikaria, Gori and Chepkonga (2019) also noted that the set goals could only be efficiently achieved when available resources were properly managed and this could definitely help the current study to establish alternative ways to hiring freeze that university could employ to enhance efficient achievement of its desired goals using its available resources properly. Finally, a study by Sołek-Borowska, and Wilczewska (2018) identified delays in hiring process. However, their study only focused on use of video recruitment technology without finding out other ways that could make the hiring procedures less complicated and efficient.

As much as the above researchers and some more others tried to conduct studies in relation to the current one, there was need to carry out the current study so as to narrow down the noted gaps by investigating the influence of organizational practices on efficiency in human resource planning in the CEES, University of Nairobi and come up with appropriate study recommendations.

2.9 Theoretical Framework

Institutional theory was chosen to inform this study. It was expounded by DiMaggio and Powell in 1983. It states that organizational structures and processes acquire meaning and stability in their own right instead of basing on achieving desired goal in

a way which is more effective and efficient. It observes that institutions exert coercive, normative and mimetic pressure on organizations to achieve their stability and meaning (DiMaggio & Powell, 1983).

This theory was relevant to this study because it challenges the selected organizational practices like regulations on grades progression, professional requirements, hiring freeze and hiring procedures in the College and university at large, that limit the acquisition, retention and management of relevant human resources due to coercive, normative and mimetic organizational pressures that disregarded achievement of an efficient and effective human resource planning work environment. This theory argues that organizations are not prisoners to their environments and therefore, they are supposed to adopt strategies like manipulation, avoidance, defiance and acquiescence in order to deal with these pressurizing and expectancy issues in their working environments in a more reasonable way.

However, this theory disregarded role of power and self-interest which may make it unable to appropriately analyze organizational dynamic changes put in place by powerful leaders and those with self-interests (Di Maggio & Powell, 1983). A study by Sidharita (2011) appropriately used this theory to investigate the impact of changing strategic planning on practice of control systems management in Lampung. The theory enabled him to establish that changes in management of the company results to change in management control system and the enhancement of company performance is significantly affected by change in management control system.

2.10 Conceptual Framework

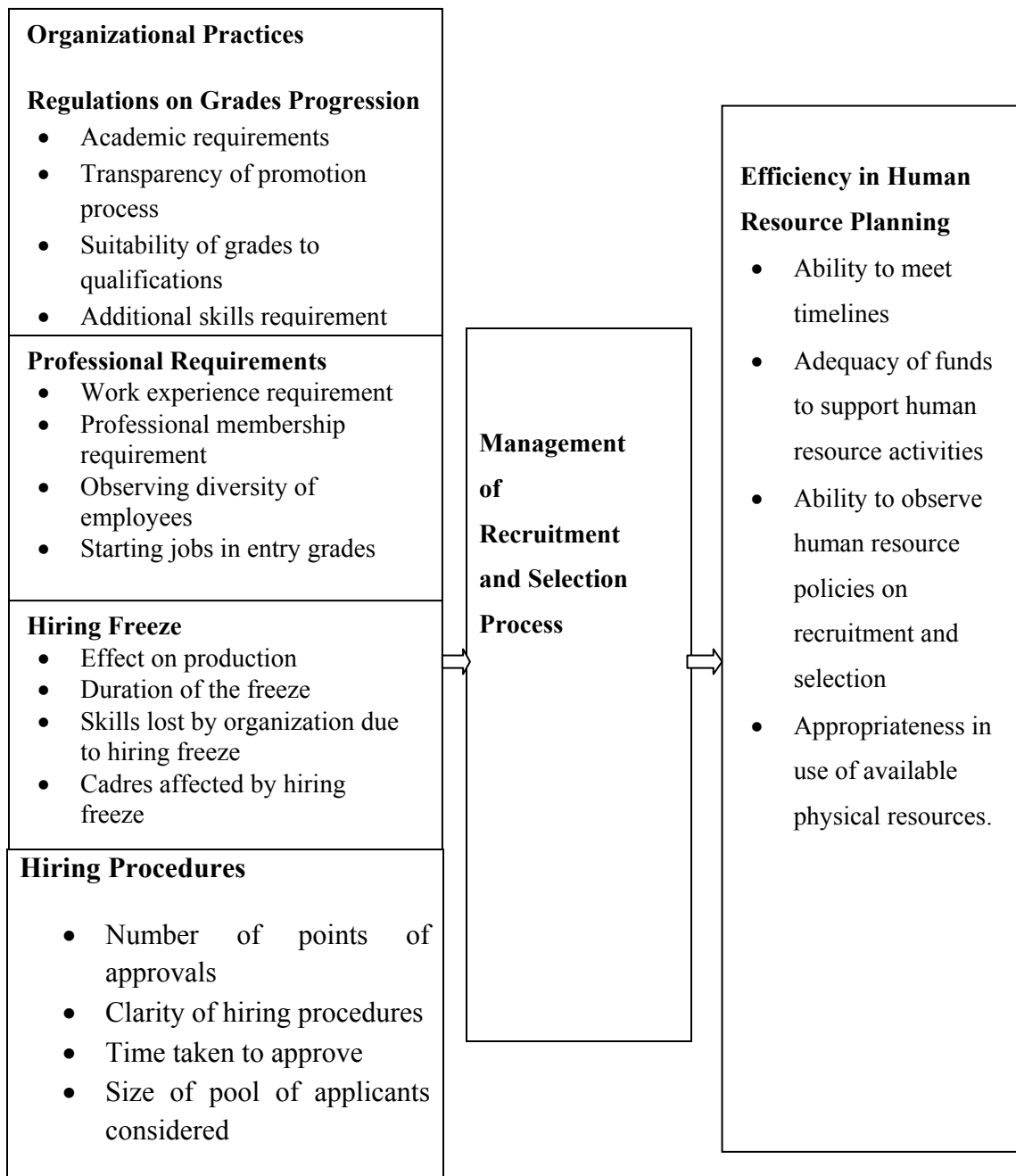


Figure 2. 1 A conceptual framework showing how independent variables affect dependent variable in the study.

The above framework depicted the connection of various study variables and identifies them with their indicators. This study had a main focus of investigating the influence of organizational practices on efficiency in human resource planning in the CEES, University of Nairobi. The study measured the independent variables and dependent variable as they interact through management of recruitment and selection processes. In their interactions, independent variables could be manipulated through a management of recruitment and selection process to yield the desired outcome which is efficiency in human resource planning. For instance, this would be enhanced by avoiding considering regulations on grades progression that could likely limit the acquisition and retention of potential and relevant human resources.

The college could also revise professional requirements such as overemphasis on work experience where possible. Hiring freeze and hiring procedures could be manipulated by adopting alternative ways to deal with the situation such as creating a more productive working environment that would accommodate adequate number of relevant staff and use simple procedures during recruitment and selection to remove complexity in the process. By considering all these, the college could manage to achieve efficiency in human resource planning through a well-managed recruitment and selection processes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents components applied in research methodology. They include; research design, target population, sample size and sampling procedures, research instruments, validity and reliability of the study, data collection procedures, data analysis techniques. The ethical considerations are also discussed.

3.2 Research Design

A research design refers to a procedural plan which the researcher adopts to enable him answer questions validly, objectively, accurately and economically (Kothari, 2014). Descriptive research design was used in this study with both quantitative and qualitative tools. It aimed at establishing the current phenomena, exactly the way it is since the researcher does not have any control over the variables in the study. Its suitability was that it provided in-depth information on the research topic enabling collection of data about people's perceptions, attitudes and behaviours in a descriptive way.

3.3 Target Population

A target population refers to the population that a researcher intended to generalize the results of the study (Mugenda & Mugenda, 2012). CEES had a total population of 172

comprising of 10 human resource personnel, 69 academic staff and 93 support staff. This data was retrieved from the University of Nairobi Human Resource Management Information System data. This is the figure which served as target population for this study.

3.4.1 Sample Size

A study with less than 10, 000 populations may use between 10% and 30% to produce a reliable representation of the entire population (Mugenda & Mugenda, 2013). Therefore, the study used 30% of target population that enabled the researcher to obtain a sample size of 3 human resource personnel, 21 academic staff and 28 support staff totaling to 52.

3.4.2 Sampling Procedure

Purposive sampling of human resource personnel was done. The criterion based on ability of respondents understanding human resource matters accordingly to enhance provision of accurate and reliable responses to research questions. Therefore, 3 respondents in this category comprising of human resource manager who was the college registrar and the two personnel in charge of registry, one from Kikuyu campus and another one from Kenya Science campus to represent the college human resource management department. Use of simple random sampling in selection of academic and support staff was also conducted. This enhanced equal chance to target respondents. The researcher assigned a code to every respondent in entire population written on a paper, folded and shuffled. The selection was done by reshuffling papers before picking the next respondent until a sample size of 30% was achieved.

Table 1.1 Target Population and Sample Size

Category	Target population	Sample Size (30% of target population)
Human resource personnel	10	3
Academic staff	69	21
Support staff	93	28
Total	172	52

Source: University of Nairobi Human Resource Management Information System (2020)

3.5 Research Instruments

Online questionnaires were divided into two sections, namely; section one dealt with background information of respondents while section two contained research items based on research objectives. All items consisted of closed ended questions which were administered to human resource personnel and academic staff to enhance easy collection of data over large number of respondents. They were sent to respondents through emails who submitted them back to the researcher after completing filling in responses. These questionnaires collected data on regulations on grades progression, professional requirements, hiring freeze and hiring procedures and how they influence efficiency in human resource planning in CEES, University of Nairobi.

Interviews were used to collect data from support staff. The researcher used phone calls and Google meet to interview study respondents. This was achieved by seeking respondents' permission and scheduling convenient time to conduct an interview.

During interview process, the researcher noted down responses from participants which were later analyzed. Interviews enabled the researcher to find more clarifications on topic under study and they provided room for probing for further responses. Interview questions were drawn from study objectives and they contained items similar to those of questionnaires.

Document analysis was used as a back up to the data collected through questionnaires and interviews. Since permission had been granted from College Principal to collect data, access to scrutinize staff personal files, recruitment minutes files and University recruitment policies was also granted to the researcher. Data that was readily available online such as that on human resource policies was shared with the researcher through email for easy accessibility and scrutiny. Some data which could only be found in hard copies like staff personal files was physically availed to the researcher who then scrutinized and analyzed it. Analysis focused on efficiency in human resource planning in CEES, University of Nairobi as influenced by regulations on grades progression, professional requirements, hiring freeze and hiring procedures.

3.6.1 Validity of Research Instruments

Validity is the extent of a concept or variable being accurately measured in a quantitative study (Heale & Twycross, 2015). The study considered face validity and content validity. To enhance face validity the researcher consulted her supervisors on appropriateness and usefulness of research instruments. The researcher also sought advice from experts in matters pertaining Human Resource Planning to ensure that information obtained was valid to the topic under investigation. Content validity was

achieved by supervisors appraising questionnaires and interview items to ensure they adequately covered research questions. This enabled result collected to achieve suitability for generalization of the entire study results.

3.6.2 Reliability of Research Instruments

Reliability means measurement for ascertaining the stability, dependability, accuracy, consistency and predictability of instruments used in a study (Heale & Twycross, 2015). It is achieved when an instrument yield consistent results every time conducted on the same respondents and in the same environment. Test-retest reliability determined instruments' reliability by administering them twice and at an interval of two weeks to the same group of respondents not included in the main study. A reliability coefficient of above 0.70 was to be considered ideal for instruments in social research (Kothari, 2011). This study obtained 0.79 reliability coefficient therefore, proofing study instruments to be ideal for research.

$$r = \frac{N\sum xy - (\sum x)(\sum y)}{\sqrt{[N\sum x^2 - (\sum x)^2][N\sum y^2 - (\sum y)^2]}}$$

N= Number of pairs of scores

$\sum xy$ = Sum of the products of paired scores

$\sum x$ = Sum of x scores

$\sum y$ = Sum of y scores

$\sum x^2$ = Sum of squared x scores

$\sum y^2$ = Sum of squared y scores.

3.7 Data Collection Procedures

Clearance was sought by the researcher starting with obtaining of introductory letter from the CEES academic department and a letter for authority to collect data from CEES Principal which allowed her to go ahead with the research activities. She then obtained a research permit from NACOSTI to enable her to proceed with research. Data from respondents was collected using online questionnaires, interviews and document analysis. The questionnaires consisted of closed questions which were administered to human resource personnel and academic staff to fill them within two weeks then resend back to the researcher after having finished to fill them.

The researcher also collected secondary data from various reference materials relevant to study topic through document analysis. Support staff were interviewed by the researcher through phones and Google meet on the topic under investigation within a scheduled time frame using structured and semi-structures interview guide. Data collected was then recorded in researcher's field note book.

3.8 Data Analysis Techniques

Data was analyzed both qualitatively and quantitatively. Qualitatively, data was analyzed using content analysis by developing thematic framework based on research themes, major issues and concepts that emerged from responses obtained through questionnaires and interviews and data presentation was done thematically in line with study objectives. Quantitatively, data was analyzed by descriptive statistics using frequencies, mean, standard deviation together with percentages and computing data with the aid of SPSS version 21 that has high accuracy and processing speed to

process the percentages and frequencies to be used in discussion of the study findings. Tables were then used to present results of the study.

3.9 Ethical Considerations

Ethics helps someone undertaking research to protect his dignity and the dignity of his participants and be able to publish well the information he has researched (Fouka & Mantzourou, 2011). The researcher observed research ethics by first seeking permission from relevant research authorities to conduct her study. She also maintained high level of confidentiality by protecting the information given in confidence by the respondent and their privacy.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATIONS AND INTERPRETATIONS

4.1 Introduction

This chapter consists of the results obtained from the research, their analysis and interpretation. The primary data was sourced through interviews and questionnaires. The questionnaires contained closed-ended questions, and complimented by open-ended questions within the interview guides. The quantitative data was collected through questionnaires and was analyzed descriptively with percentages, standard deviation together with frequencies whereas qualitative data obtained through interviews was analyzed by content analysis. Other secondary data was obtained and analyzed from confidential documents like staff personal files; recruitment minutes files and recruitment policies.

4.2 Response Rate

Response rate presents the statistical power of any research, acknowledged to be stronger when a higher percentage of respondents is achieved. The researcher managed to collect 18 questionnaires that were adequately completed out of a total of 24 questionnaires that were distributed. Sample sizes targeted 3 human resource personnel and 21 academic staff who were supplied with close-ended questionnaires. The study also sought to interview 28 support staff, of which 26 were successfully interviewed.

Table 4. 1 Response Rate

	Sample size	Response	Percentage
Human resource personnel	3	3	100
Academic staff	21	15	71.42
Support staff	28	26	92.86
Total	52	44	84.62

As table 4.1 shows, the study achieved an overall response rate of 84.62% being considered adequate and statistically powerful. As Mugenda and Mugenda (2012) outline, response rates above 70% are exceptional and adequate for a research. Questionnaires were emailed to the respondents, and they had ample time to fill in their responses. Interviews were conducted through phone calls and Google meet. This is how the study achieved an excellent response rate. For some reasons, some of the questionnaires and interviews were not responded to.

4.3 Respondent's Background Information

The study investigated the demographic features of respondents to establish their composition regarding gender, age, work experience and designations. The findings are indicated below

4.3.1 Gender of Respondents

The study investigated how the respondents' genders were spread to determine their equitability in both academic and human resource personnel sections. The results were as displayed in table 4.2.

Table 4. 2 Gender of Respondents

Gender	Frequency	Percent
Male	13	72.2
Female	5	27.8
Total	18	100.0

The majority of respondents constituted male genders showing some level of gender disparity. Since the University of Nairobi adheres to gender policies during recruitment as stipulated in its human resource policies, this disparity indicates that the males' dominance in academic and key human resource personnel jobs is due to perquisite qualifications. This is also in accordance with (Mann, 2012) who asserts that social inequality such as gender inequality is one of the major obstacles limiting many individuals from being exposed to relevant skills that are beneficial during employment period. Therefore, equality in gender was to be given a major focus in enhancing equal exposure to all available job opportunities.

4.3.2 Age Bracket

Various age brackets within which respondents fell were also investigated. This was to establish the appropriateness of age to the ability of responding to study objectives adequately. The display of the results is as seen in table 4.3 below

Table 4. 3 Respondents' Age Bracket

Age	Frequency	Percent
41 - 50 years	4	22.2
Above 51 years	14	77.8
Total	18	100.0

A majority of 77.8 % of respondents falling above 51 years give an indication that the institution does not readily employ entry-level individuals, but those with established careers, and who are advanced in age. It also reveals a stalled progression along grades, given that majority of respondents occupied senior lecturer's grade as shown in table 4.5. The study considered this a reliable age distribution to help answer study objectives appropriately.

4.3.3 Respondents' Years of Work

The study investigated the amount of time every respondent had worked and the results were as summarized in table 4.4.

Table 4. 4 Respondents' Years of Work

Years	Frequency	Percent
Below 5 years	1	5.6
6 - 9 years	5	27.8
10 - 15 years	8	44.4
Above 16 years	4	22.2
Total	18	100.0

It is worthwhile to derive from the findings in table 4.4 that there is adequate experience within the institution. Over 60% of academic employees have worked at least for over 10 years. Work experience is therefore, a major requirement during recruitment and selection. Additionally, qualitative data revealed and supported the same with majority of respondents falling between a category of 10 – 15 years of work experience. Most respondents, therefore, had enough experience to address the objectives of this study.

4.3.4 Designations of Respondents

The study also investigated the various designations of study respondents. This was to determine the equitability in their distribution among respondents for adequate representation.

Table 4. 5 Designations of Human Resource Personnel

	Frequency	Percent
College Registrar	1	33.3
Registry Supervisor	2	66.7
Total	3	100.0

The designations tested in table 4.5 were believed to support adequate information about the objectives. All respondents who answered study questions in selected designations were believed to have adequate information to the study objectives and therefore, they were found to be reliable to give accurate data.

Table 4. 6 Designations of Academic Staff

	Frequency	Percent
Lecturer	3	20.0
Senior Lecturer	9	60.0
Associate Professor	2	13.3
Professor	1	6.7
Total	15	100.0

From the academic staff table, 60% of the respondents were graded based on their designations as senior lecturers, 20% as lecturers, 13.3% as associate professors and 6.7% as professors. This distribution was found to be well for adequate representation of the entire groups in the category.

Table 4. 7 Designations of Support Staff

	Frequency	Percent
Administrators	3	11.5
Accounts Personnel	4	15.4
Examiners	2	7.7
Secretaries	4	15.4
Technologists	3	11.5
Clerks	3	11.5
Messengers	2	7.7
Cleaners	5	19.3
Total	26	100.0

Table 4.7 shows a representation of how support staff were distributed in their various designations. The first category was formed by administrators who were represented by 11.5%. Accounts personnel formed 15.4%, examiners were represented by 7.7%, secretaries by 15.4%, technologists and clerks each formed 11.5%, messengers were represented by 7.7% and cleaners formed a representation of 19.3%. The results indicated that majority of respondents were cleaners with a highest percentage of 19.3% and the least percentage of respondents came from messengers and examiners who occupied 7.7% each. The results of these various designations satisfied the study as there was equitable distribution of respondents across their designations which enhanced acquisition of diversified information on the topic under research.

4.4 Influence of Regulations on Grades Progression on Efficiency in Human Resource Planning

This section provides the results from the first objective of the study which sought to establish the influence of regulations on grades progression on efficiency in human resource planning in CEES, University of Nairobi. For the various categories, respondents were required to give their input on a scale of 1 – 5 where 1 stood for Strongly Agree, 2 or Agree, 3 for Neutral, 4 for Disagree and 5 for Strongly Disagree.

4.4.1 Grades Progression and Efficiency in Human Resource Planning

The study investigated the degree to which various aspects of grades progression were practiced. This was explored on a Likert scale of 1 – 5 where 1 represented Strongly Agree, 2 for Agree, 3 for Neutral, 4 for Disagree and 5 for Strongly Disagree. The results were as depicted in table 4.8 below

Table 4. 8 Grades Progression and Efficiency in Human Resource Planning

	Mean	Std. Deviation
Academic and professional requirements are appropriately matched with jobs considered in the college	2.0556	1.30484
Promotion process is transparent	1.1111	.32338
There are employees who have worked for more than five years in the same grade	3.2778	1.17851

Results from table 4.8 revealed that there were employees in the college who had worked for more than five years in the same grades. This was shown with the highest mean of 3.2778. The least common practice (mean=1.1111) was that promotion process is transparent.

When asked to determine whether regulations on grades progression among employees affect efficiency in human resource planning, respondents confirmed this to be true. They however quoted negative influences, supposing mainly that employees who are denied opportunity to progress, stagnate in their various grades and feel demoralized. They also noted that available opportunities may fail to attract competent personnel and only consider individual who though have higher grades, may not be competent enough for those opportunities. As a result, they noted that candidates who endure stagnation for so long may exit while pursuing greener pastures. Other grades may remain unfilled forcing available employees to strain hard and play extra roles. This finding is in line with past literature that highlighted challenges with grades progression (Fapohunda, 2015; Khan & Mishra, 2013)

4.4.2 Employee Reaction due to Denied Progression along Grades

The study also examined the level to which various reactions are common for the employees who are denied the opportunity to progress along their grades. The reactions tested included: they exit university, they get demoralized, they lower performance, they protest and whether they just feel okay. From table 4.9, findings revealed that the most probable reaction for employees who were denied opportunities to progress along their grades was that they got demoralized, with the highest frequency of 16. The least likely

reaction was that they just felt okay, with 14 respondents noting that this rarely happened. These findings concur with those of Razak, Sarpan and Ramlan (2018) who concluded that employees who get promoted achieve satisfaction and efficiently perform. The findings reveal that those who never progressed to the next grade got demoralized and were likely to have a decline in terms of output.

Table 4. 9 Employee Reaction due to Denied Progression along Grades

Reaction	Frequency			
	Frequently	Sometimes	Rarely	Total
They exit University	2	10	6	18
They get demoralized	16	2	0	18
They lower performance	7	11	0	18
They protest	1	4	13	18
They just feel okay	0	4	14	18

4.4.3 Regulations on Grade Progression and Efficiency in Human

Resource Panning

From document analysis, the study determined that in the course of recruitment, academic requirements were a necessity. Documents also revealed that the process of promotion was transparent. Additional skills were also required for some specific jobs such as computer skills for administrative assistant positions. The research further tested the extent to which various aspects of human resource planning were affected by

regulations on grade progression. This was investigated on a Likert scale of 1 – 5, Where 1 represented Very Great Extent, 2 for Great Extent, 3 for Moderate Extent, 4 for Small Extent and 5 for Very Small extent.

Table 4. 10 Regulations on Grade Progression and Efficiency in Human Resource Planning

	Mean	Std. Deviation
Employees who are denied promotion sometimes quit University leading to need for replacement	2.1667	.98518
Some job vacancies remain unfilled	1.3333	.59409
College may be forced to engage a staff who is less competent for the job	3.1667	1.58114
Leads to low motivation of employees thereby lowering productivity	1.8889	1.02262

As displayed in table 4.10. Findings revealed that the engagement of staff who were less competent is the most likely effect of grades stagnation. This was practiced to the greatest extent with the greatest mean of 3.1667. While the regulations are produced to help in the recruitment and selection process, these findings indicate that more competent individuals are usually locked out. Simply meeting regulations does not imply that

employees are qualified, but since vacant positions have to be filled, less qualified persons may be hired.

4.4.4 Addressing Challenges Caused by Regulations on Grade Progression

The research also investigated on the possible ways of addressing challenges emanating from grade progression regulations. A summary of findings was displayed in table 4.11.

Table 4. 11 Addressing Challenges Caused by Regulations on Grade Progression

Solutions to address challenges	Frequency	Percentage
Regulations on grades progression should be reviewed yearly to address emerging employment challenges	13	72.2
Staff should be allowed to skip grades if they possess useful knowledge and experience	11	61.1
Staff should not stay in the same grade for over 5 years without promotion	15	83.3
University should strictly follow employment rules and regulations when employing	10	55.6
Academic and professional qualifications should be key requirement in hiring process	12	66.7
Hiring panel need to be a bit flexible in order to obtain the right candidate during hiring process rather than putting a lot of emphasis on regulations on grades regulations	5	27.8

As depicted in the table, the solution with the greatest percentage (83.3%) was that Staff should not stay in the same grade for over 5 years without promotion. Though this finding suggests that regulations on grade progressions should have staff stay in the same grade for more than five years, this responsibility should rest on the staff. Before promotion, it is worthwhile for staff to adequately meet requirements of progressive grades. As Chamberlain (2015) noted, promotion should be based on qualifications and laid regulations to discourage incompetence. Staff should not be automatically promoted based on the time they have worked, rather on the basis of their qualification.

4.5 Influence of Professional Requirements on Efficiency in Human Resource Planning

The results for the second objective which was to determine the influence of professional requirements on efficiency in human resource planning in CEES, University of Nairobi were presented under this section. Document analysis revealed that the institution had certain requirements including: need for work experience in almost all job advertisements, professional membership in needed for specific positions such as accountants and procurement officers, starting jobs in entry points and observation of diversity of employees.

4.5.1 Work Experience of Employees during Hiring Process.

The study investigated the extent to which work experience was important during the recruitment process. This was tested on a Likert scale of 1 – 5 where 1 stood for Most

Important, 2 for Important, 3 for Moderately important, 4 for Less Important and 5 for Least Important. The results are displayed in table 4.12 below

Table 4. 12 Work Experience of Employees During Hiring Process

	Frequency	Percent
Most Important	3	16.7
Important	7	38.9
Moderately Important	8	44.4
Less Important	0	0
Least important	0	0
Total	18	100.0

For work experience of employees during hiring, results revealed that this was majorly of moderate importance with the highest percentage (44.4%). On the other hand, a minority of respondents believed that work experience is of most importance with the least percentage (16.7%). 38.9% regarded experience as important.

Furthermore, when asked to determine how demands related to professional requirements such as work experience and professional membership affect efficiency in human resource planning, most interviewed respondents revealed negative consequences. While some respondents acknowledged that such demands improved the efficiency of human resource planning, majority believed that such demands denied potential candidates the opportunity to be considered for the available jobs and either attracted less qualified

persons, few job applicants, left some unfilled posts or even led to readvertisement delaying completion of the process.

These findings concur with those from two different studies reviewed in literature. Firstly, High Fliers Research (2014) found out that work experience is declining and becoming of lesser focus in the labor market due to technological advancements and structural dynamics. Secondly, the findings agree with those of Mann (2012) who concluded that half of the skills obtained may not necessarily be aligned with demand areas of the actual labor market. The findings did not entirely hinge on either extreme of knowledge skills and attitudes, and work experiences obtained.

4.5.2 Knowledge, Skills and Attitude of Employees During Hiring Process

The study sought to know whether the knowledge, skills and attitudes of recent graduates could be considered as substitute for work experience during the hiring process. The results obtained are as shown in table 4.13 below.

Table 4. 13 Knowledge, Skills and Attitude of Employees During Hiring Process

	Frequency	Percent
Yes	16	88.9
No	2	11.1
Total	18	100.0

Table 4.13 depicts how most respondents believed that knowledge, skills and attitude could make a good substitute for experience with the highest frequency of 88.9%. The

rest of the 11.1% did not believe so. These results have complimented the study conducted by Mann (2012) which failed to investigate whether knowledge, skills and attitudes possessed by recent graduates are useful and relevant to today's job market and how they influence efficiency in human resource planning. On the other hand, qualitative data revealed a quite inconsistent viewpoint under this section. When asked to establish whether knowledge, skills and attitude acquired by recent graduates are useful and aligned to demands in the job market and can be used to substitute work experience requirement, most respondents did not support such substitution explaining that work experience was still important for efficiency. The minority who supported the substitution reasoned that graduates are more likely aligned to technology and could easily suit the needs in the labour market against the background of a rapidly evolving environment..

4.6 Influence of Hiring Freeze on Efficiency in Human Resource Planning

The third objective was to assess the influence of hiring freeze on efficiency in human resource planning in CEES, University of Nairobi. The results gathered are presented as below.

4.6.1 Period of Hiring Freeze and Efficiency in Human Resource Planning

The study investigated the period of time during which the university experienced hiring freeze. This was provided in three categories consisting: below 11 months, 1 – 5 years and above 6 years.

Table 4.14 Period of Hiring Freeze and Efficiency in Human Resource Planning

	Frequency	Percent
Below 11 months	1	5.6
1 - 5 years	14	77.8
Above 6 years	3	16.7
Total	18	100.0

Table 4.14 produced results indicating that most freezes occurred for periods between 1 – 5 years with the greatest percentage of 77.8. Only 5.6% indicated a freeze below 11 months, and 16% above 6 years. This duration was too long to have a great influence on efficiency in human resource planning and the results are aligned to (Chakraborty and Dixt, 2010) who asserted the need for coming up with alternative strategies that would protect the institution to resolve its financial crisis in order to overcome internal constraints within the organization.

4.6.2 Affected Cadres due to Hiring Freeze

The study was also interested in establishing the cadres that hiring freeze had affected. The categories used included junior level cadres, middle level cadres, top level cadres, all cadres and none.

Table 4. 15 Affected Cadres due to Hiring Freeze

Cadres	Frequency	Percentage
Junior Level Cadres	4	11.4
Middle Level Cadres	12	34.3
Top Level Cadres	1	2.9
All Cadres	18	51.4
None	0	0

The results shown in table 4.15 revealed that all cadres category was the most affected one with the highest percentage (51.4%). In relation to the literatures that were reviewed in this study, document analysis as an instrument of data collection was not majorly considered. For instance, Mapira (2017) only considered questionnaires and interviews to collect data a factor that made him not to be able to establish appropriate job cadres that were affected. This study therefore, used three research tools namely; questionnaires, interviews and document analysis which enhanced achievement of adequate data majorly showing that all three job level cadres were affected by hiring freeze.

4.6.3 How Hiring Freeze Influenced Efficiency in Human Resource Planning

The study further investigated how human resource planning was affected by hiring freeze. Responses were tested on a Likert scale ranging from 1 to 5 where 1 represented Very Large Extent, 2 for Large Extent, 3 for Moderate Extent, 4 for Little Extent and 5 for Very Little Extent. The results are summarized in table 4.16

Table 4. 16 Hiring Freeze and Efficiency in Human Resource Planning

	Mean	Std. Deviation
Relevant skills were lost resulting to poor performance	1.94	.9984
Production was low as some staff retired, others exited while some died without replacement	1.22	.5483
Hiring freeze increased workload hence, inefficiently	1.72	.7519
Some types of jobs were unfilled making operations difficult	1.56	.7838

Results in the above table 4.16 showed that relevant skills lost resulted into poor performance, an influence with the greatest mean of 1.94. On the other hand, the influence with the least mean was that production was low as some staff retired, others exiting while some died without replacement. This had the least mean of 1.22

The study also sought to determine what causes hiring freeze and how does it affect efficiency in human resource planning. Respondents quoted lack of finances as the main cause leading to unfilled vacancies. Most respondents believed that such unfilled vacancies accumulated much work that added workload to few available employees, and eventually lowered output. This was supported from document analysis revealing that hiring freeze caused low production and caused loss of useful skills during the freeze.

When the university is at freeze, qualified persons tend to seek work elsewhere and may not be available to apply after the freeze is lifted. This is an additional cause of freeze beside those highlighted by Mapira (2017) which included absenteeism, stress, increased turnover and lost morale of workers. This implies that any moment hiring is freeze, the workers become inefficient due to increased roles, and potential applicants are lost, who could have occupied these positions.

4.6.4 Alternatives to Hiring Freeze

The study sought to establish possible alternatives to hiring freeze during the periods of crises. The alternatives tested includes: introduction to pay-cuts, reduction of unnecessary expenditure to make money available for the college to use only on necessary activities, giving extra days to unpaid leave, and consulting employees to get useful ideas on how to avoid hiring freeze.

Table 4. 17 Alternatives to Hiring Freeze

Alternatives	Frequency	Percentage
Introduction of pay-cuts	4	22.2
Reduction of unnecessary expenditures to make money available for the college to use only on necessary activities	10	55.6
Giving extra days for unpaid leave	5	27.8
Consulting employees to get useful ideas on how to avoid hiring freeze	11	61.1

Universities should employ alternative ways to curb hiring freeze (Mapira, 2017). As summarized in table 4.17 above, alternatives to hiring freeze were given by respondents, results showed that consulting employees to get useful ideas on how to avoid hiring freeze (61.1%) was the most preferred option. Introduction of pay-cuts was the least recommended alternative, with the smallest percentage (22.2%). Interviewed respondents quoted different alternatives with majority of them advocating for part time hiring solutions and employment of individuals with low grades who are paid lower amounts. These findings reflected those of employing turnaround methodologies such as employing employees on temporary basis in times of monetary crisis (Tansey & Spillane, 2016). The findings on alternatives to hiring freeze are also in line with a study carried out by Mwikaria, Gori and Chepkonga (2019), which observed that the acquisition of organizational goals could be efficiently achieved when available resources are properly managed. In this case, little available finances could be properly used to manage the human resource needs in the university by employing the above alternatives other than adopting hiring freeze.

4.7 Influence of Hiring Procedures on Efficiency in Human Resource Planning

This section presents the findings gathered from the fourth objective of the study whose aim was to examine the influence of hiring procedures on efficiency in human resource planning in CEES, University of Nairobi. Where relevant, responses were tested on a scale of 1 – 5 where 1 stood for Strongly Agree, 2 or Agree, 3 for Neutral, 4 for Disagree and 5 for Strongly Disagree.

4.7.1 Hiring Period and Efficiency in Human Resource Planning

The research sought to determine the time taken to hire staff from the point the hiring decision is made to the point the interview feedback is provided. The hiring periods were categorized into the following; Below 2 weeks, 3-4 weeks, 2-3 months, and above 4 months. The findings are presented in the table below.

Table 4. 18 Hiring Period and Efficiency in Human Resource Planning

	Frequency	Percent
Below 2 Weeks	0	0
3 -4 Weeks	1	5.6
2 -3 Months	8	44.4
More than 4 Months	9	50.0
Total	18	100.0

As indicated above, hiring period mostly lasted for over 4 months, as presented with the highest percentage (50%). It was less likely for hiring periods to last for less than 2 weeks. This was also supported by majority of interview respondents who confirmed that their colleges took longer times to fill vacant posts. The study noted from document analysis that these delays were caused by several bureaucratic approvals in the course of recruitment and selection. The documents contained a policy that recruitment should be completed within 3 months, but most processes took more than 4 months to complete. A period of 3 – 4 weeks had the least percentage of 5.6.

4.7.2 How Hiring Procedures Influenced Efficiency in Human Resource Planning

The study investigated the influence that hiring procedure had on the efficiency of human resource planning. This was tested on a Likert scale of 1 – 5 where 1 stood for Strongly Agree, 2 for Agree, 3 for Neutral, 4 for Disagree and 5 for Strongly Disagree as indicated in table 4.19

Table 4. 19 Influence of Hiring Procedures on Efficiency in Human Resource Planning

	Mean	Std. Deviation
Duration taken to complete a hiring process of a staff is too long and this lowers efficient in human resource planning	1.67	1.0290
Personnel involved in selection and recruitment of human resources are too many such that they delay the hiring process	3.17	1.2005
Hiring procedures are not clear such that there is ambiguity limiting interested people to them	2.61	1.1448
The college invites enough pool of applicants to enable it choose the best candidate and in an efficient way	3.11	4.7760

Results showed that the greatest influence had the highest mean of 3.17; Personnel involved in selection and recruitment of human resources are too many such that they delay the hiring process. The least mean of 1.67 represented the influence: Duration

taken to complete a hiring process of a staff is too long and this lowers efficiency in human resource planning.

The findings under this section concur with a study conducted by Otoo, Assuming and Agyei (2018), which pinpointed the difficulties in identifying available jobs and delayed recruitment due to wide bureaucratic approvals.

4.7.3 Enhancing the Efficiency of Hiring Process

The study further sought to ascertain the possible means that could enhance the hiring process in a short and effective manner. A summarized table 4.20 shows the results.

Table 4. 20 Enhancing the Efficiency of Hiring Process

	Frequency	Percentage
Reduction of number of officers who approve job candidates	8	44.4
Clearly following the stipulated hiring procedures to enhance transparency and minimize corruption	13	72.2
Strictly conducting hiring process within stipulated time frame	14	77.8
Inviting large pool of applicants so as to easily get the best out of the rest	6	33.3
Ensure that hiring procedures are clear enough such that all those involved in hiring process are able to understand them without complications	12	66.7

The suggested method with greatest percentage (77.8%) was strictly conducting hiring process within stipulated time frame. The least suggested way (33.3%) was inviting large pool of applicants so as to easily get the best out of the rest. The findings from a study by (Sołek-Borowska & Wilczewska, 2018), pinpointed two benefits of conducting an efficient hiring process namely; reduced time length and reduced costs. Their findings are aligned to those obtained from this study in which majority of respondents suggested a hiring process that is conducted within stipulated time frame to make it more efficient.

4.7.4 Effectiveness of Hiring Process

The study required the respondents to rate the effectiveness of the hiring process in their colleges. Likert scale of 1 – 5 where 1 stood for Very Effective, 2 for Effective, 3 for Fairly Effective, 4 for Ineffective and 5 for Very Ineffective was used. Presentation of results was done on the table 4.21 below.

Table 4. 21 Effectiveness of Hiring Process

	Frequency	Percent
Very Effective	1	5.6
Effective	7	38.9
Fairly Effective	8	44.4
Very Ineffective	2	11.1
Total	18	100.0

From the evidence derived from the findings in table 4.21, majority of respondents believed that hiring processes was fairly effective. This reveals an average level of

satisfaction in the hiring process. The minority believed that this process was very effective. In his observation, Myrna (2008), suggested that institutions must consider using cost-effective methods that will enable work to be done within appropriate timeframe.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study focused on four objectives namely: to establish the influence of regulations on grades progression on efficiency in human resource planning in CEES, University of Nairobi, Kenya; to determine the influence of professional requirements on efficiency in human resource planning in CEES, University of Nairobi, Kenya; to assess the influence of hiring freeze on efficiency in human resource planning in CEES, University of Nairobi, Kenya; and to examine the influence of hiring procedures on efficiency in human resource planning in CEES, University of Nairobi, Kenya. This section summarizes the study findings, draws conclusion from findings and gives the recommendations from the study. Furthermore, suggestions are made for future research under this chapter.

5.2 Summary of the Study Findings

This section provides a summary of findings established from the study based on the four objectives that were under investigation. The first objective focused on how regulations on grades progression influenced efficiency in human resource planning. It established the presence of influence as most employees who were denied skipping grades felt demoralized and this also had an effect on job performance as it was witnessed to be low. Some job vacancies failed to be filled or even failed to attract competent applicants.

Respondents suggested various ways of addressing these challenges such as staff not staying in the same grade for over five years, allowing staff to skip grades during internal recruitment if they possess relevant knowledge, skills and attitude, reviewing and revising university human resource policies on recruitment to make them more accommodative to the present demands in the job market.

The second objective was focused on how professional requirements influenced efficiency in human resource planning. It was established that those professional requirement like work experience have moderate importance during recruitment period. Findings revealed that majority of such requirements negatively influenced human resource planning by denying potential candidates a chance to be employed, less qualified applicants were considered for the job, some job positions were left unfilled and sometimes it was difficult to get the right job candidates forcing a readvertisement. However, some respondents asserted that consideration of professional requirements positively led to efficiency in human resource planning. This was as a result of noting that such requirements enabled the college to employ most suitable candidates for the job.

On the issue of hiring freeze and their influence on efficiency in human resource planning, the study established that almost all job cadres were affected. This was as a result of lack of finances as the main challenge that led to inability hire more employees. This left a lot of relevant skills to get lost as they were not absorbed by the college and university due to freeze. Few available staff were forced to handle too much work that had accumulated from unfilled vacancies and they were unable to perform efficiently. The respondents therefore, asserted that the hiring freeze challenge could be addressed by employing measures such as consulting employees on useful ideas that could lead to

solving hiring freeze problem, employing part timers, engaging workers in lower grades whose pay is relatively low among others.

Hiring procedures were also found to have an influence on the efficiency in human resource planning. Evidence from the study revealed that university took more than four months to complete process of hiring. This was found to be caused by factors such as many points of approvals that prolonged the completion of the process. The findings from study respondents showed the hiring process in the college was fairly effective and therefore, respondents suggested improving its effectiveness by putting in place various measures which included; reducing number of officers involved in approval of job candidates and strictly conducting hiring process within the stipulated time.

5.3 Conclusions of the Study

Findings from this study led to the following conclusions: that human resource planning is an important aspect in any institution's undertakings. These activities are conducted by human resource management department that manages all human resource needs. Through efficient human resource planning the organization is able to conduct all its activities appropriately. Regulations on grades progression should be made flexible to allow all job applicants compete fairly during recruitment and selection process.

Professional requirements such as work experience and professional membership should be observed during recruitment but the consideration should also be given to candidates with required knowledge, skills and attitudes. Hiring freeze should not be embraced in the university since it may lead to many job vacancies remain unfilled a factor that could affect efficiency in human resource planning. Hiring procedures should be made simple,

clear and short to enhance a transparent hiring process that could be conducted in an accepted time frame. The study findings also indicated that organizational practices that were investigated required a lot of attention in order to enhance achievement of efficiency in human resource planning. Strategic guidance which is more useful and productive is provided to the human resources and the organization at large. HRM through its HRP activities is able to make the organization realize its success by ensuring that it equips the organization with relevant and useful human resources who are capable of producing efficiently and maximally. This could only be achieved when the process of recruitment and selection is conducted appropriately.

Another conclusion from this study was that human resource planning managers should pay more attention to internal factors that negatively influence efficiency in human resource planning. This should be solved by making strategic decisions concerning recruitment and selection exercise that could enhance the process to be more successful and efficient. Therefore, based on the study findings, the major conclusion was that when the organization provides a conducive working environment for human resource planning activities to occur in an efficient way, this could easily enhance the achievement of the desired goal.

5.4 Recommendations of the Study

In relation to findings and conclusions in this study, the study recommends that the role of human resource management be taken more seriously so as to improve its planning process. This should start with university policy makers reviewing and revising human resource policies that leads to putting in place rules and regulations that hinder efficiency

of human resource planning. This will enable these policies to become more accommodative and flexible to changing trends in the job market.

The study recommends top college and university management to work closely with human resource department in decision -making process which has a great impact on organizational performance and productivity. This is because of their influence on the ability to achieve the desired organizational goal. Therefore, this achievement will be enhanced by jointly examining critical human resource planning activities such as recruitment and selection processes.

In regard to the other studies that have tried to research on the influence of organizational practices on the efficiency in human resource planning, Institutional theory has a best view on how organizations are supposed to operate. Organizational structures together with the processes should acquire their desired goal based on their efficiency and effectiveness. This will enable them to avoid any way of exerting coercive and mimetic pressures on human resources in the organization that will also lead to achievement of desired results in an efficient way.

5.6 Suggestions for Further Research

The study suggested the following areas as concern for further studies:

- i) There is necessity to conduct a similar study but in different universities in Kenya to enhance more generalization of results to all universities as this was only conducted in the UoN.

- ii) Another research to be conducted on strategies universities put in place to enhance efficiency in human resource planning especially during recruitment and selection process.

- iii) Additionally, it is important for a study to be done on other organizational practices other than the one investigated in the current study and how they influence efficiency in human resource planning in organizations.

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APPENDICES

Appendix 1: Introduction Letter

University of Nairobi,
College of Education and External Studies,
Department of Educational Administration and Planning,
P.O Box 30197-00100,
Nairobi.

The Principal,
College of Education and External Studies,
University of Nairobi.

Dear Sir,

Ref: Collection of Data for Academic Research Purpose

I am a student in the department of Educational Administration and Planning, CEES. I study a Master of Education Degree in Corporate Governance and I would wish to conduct a research on the **“Influence of Organizational Practices on Efficiency in Human Resource Planning in the College of Education and External Studies, University of Nairobi, Kenya”**. This is in line with the fulfillment of university requirement for the award of the master’s degree. Your college has been identified as a study location in the University. The study will observe all research ethics such as confidentiality of participants.

Thanks.

Yours Sincerely,

Wilickster Were

Appendix 2: Online Questionnaire for Human Resource Personnel

Introduction:

Please provide accurate information to the following research questions. Your name should not be written in the questionnaires. Fill your responses in the spaces provided, tick where appropriate. Your responses will be kept confidential.

Section 1: Background Information

1. Kindly indicate your gender

Male [], Female []

2. In which age bracket do you belong?

31-40 years [], 41-50 years [], above 51 years []

3. How many years have you been working in human resource department?

Below 5 years [], 6-9 years [], 10-15 years [], above 16 years []

4. Please indicate your highest level of training in human resource sector;

College registrar [], Assistant registrar [], Registry supervisor [], Clerk [],

Section 2(i): Regulations on grades progression

5. Kindly show how you agree with the following statements in the table below by choosing the provided options as represented by 1 for SA , 2 for Agree, 3 for Neutral, 4 for Disagree and 5 for Strongly disagree.

		1	2	3	4	5
ii	Employees' academic and professional qualifications have influence on human resource planning					
ii	The promotion process is transparent					
iii	There are employees in the college who have worked for more than five years in the same grade					

6. How do employees who are denied an opportunity to progress along grades due to a requirement of additional skills react? Please tick the appropriate response(s).

		Frequently	Sometimes	Rarely
i.	They exit University			
ii.	They get demoralized			
iii.	They lower performance			
iv.	They protest			
v.	They just feel okay			

7. How does a regulation on grades progression affect efficiency in human resource planning? Choose from the options; 1, 2, 3, 4 and 5 representing Very Great extent, Great extent, Moderate extent, Small extent and Very small extent respectively.

		1	2	3	4	5
i	Employees who are denied promotion sometimes decide to quit University forcing the institution to look for replacements					
ii	Some job vacancies remain unfilled					
iii	The college may be forced to engage a staff who is less qualified for the job					
iv	Leads to low motivation of employees thereby impacting on productivity.					

8. How can the above challenges caused by regulations on grades progression be addressed?

Please tick all applicable choices.

i Regulations on grades progression should be reviewed yearly to address employment challenges []

ii Staff should be allowed to skip grades when they possess useful knowledge and experience []

iii Staff should not stay in the same grade for more than five years without promotion []

iv Academic and professional qualifications should be key requirement during recruitment process []

v Based on the recruitment need, recruiting panel need to be flexible so as

to get the right person []

vi University should just strictly follow employment rules and regulations

as stipulated in human resource policies []

Section 2(ii). Professional requirements

9. How would you rate the importance of work experience during hiring process?

i Most important []

ii Important []

iii Moderately important []

iv Less important []

v Least important []

10. Should employees equate knowledge, skills and attitudes acquired by recent graduates through training to work experience?

i Yes [],

ii No []

Section 2(iii). Hiring freeze

11. How long has your college and University at large been experiencing hiring freeze?

Below 11 months [], between 1-5 years [], above 6 years []

12. Which cadres were affected by hiring freeze? Tick all appropriate responses

Junior level cadres [], Middle level cadres [], Top level cadres [], None []

13. How did hiring freeze influence efficiency in human resource planning in your college in terms of skills and production? Respond using Very large extent, Large extent, Moderate extent, Little extent and Very little extent as represented by 1, 2, 3, 4 and 5 respectively.

		1	2	3	4	5
i	High quality skills were lost as potential individuals were not employed, resulting to poor performance					
ii	Production was low as some staff retired, others exited while some died without replacement					
iii	Hiring freeze increased workload to staff making them to perform inefficiently					
iv	Some type of jobs remained unfilled making operations difficult					

14. What alternative ways can be used in times of crisis instead of hiring freeze?

Pick all applicable responses

i Introduction of pay-cuts []

ii Reduction of unnecessary expenditures to make money available for the college to use only on necessary activities []

iii Giving extra days for unpaid leave []

iv Consulting employees to get useful ideas on how to avoid hiring freeze []

Section 2(iv). Hiring procedures

15. How long does it take for a hiring process of a staff to be completed starting from the time of making hiring decision up to when interview feedback is provided?

Below 2 weeks [], 3-4 weeks [], 2-3months [], More than 4 months []

16. According to your understanding, which ways can be used to enhance a hiring process that is short and more efficient? Choose all suitable answers.

i Reduction of number of officers who approve job candidates []

ii Clearly following the stipulated hiring procedures to enhance transparency and minimize corruption []

iii Strictly conducting hiring process within stipulated time frame []

iv Inviting large pool of applicants so as to easily get the best out of the rest []

v Ensure that hiring procedures are clear enough such that all those involved in hiring process are able to understand them without complications []

17. In the table below, please tick the right responses as per the items concerned using 1 for strongly agree, 2 for agree, 3 for neutral, 4 for disagree and 5 for strongly disagree.

		1	2	3	4	5
i	Personnel involved in recruitment and selection are too many such that they prolong the process					
ii	Hiring procedures are clear enough to enable interested people follow them without any confusion of what to do or where to go to.					
iii	The size of pool of applicants invited to interviews is big enough to enhance picking of the best candidate in an efficient way					

18. Kindly rate the effectiveness of hiring process in your college

Very effective [], Effective [], Fairly effective [],

Ineffective [], Very ineffective []

Thank You.

Appendix 3: Online Questionnaire for Academic Staff

Introduction

The major purpose of this questionnaire is to gather information on the Influence of Organizational Practices on Efficiency in Human Resource Planning in CEES, University of Nairobi. Please provide your responses correctly. The information provided will be handled with a lot of confidentiality.

Section 1: Background Information

1. Please indicate your gender

Male [] Female []

2. How old are you?

Below 40 years [], 41-50 years [], above 51 years []

3. For how long have you been working in this college?

Below 5 years [], 6-9 years [], 10-15 years [], Above 16 years []

4. Please indicate your grade.

Ass lecturer [], Lecturer [], Senior lecturer [], Associate professor [],

Professor [].

Section 2(i): Regulations on grades progression

5. In the table below, kindly respond using the options provided; 1 for Strongly agree, 2 for Agree, 3 for Neutral, 4 for Disagree and 5 for Strongly disagree.

		1	2	3	4	5
i.	Academic and professional requirements are appropriately matched with jobs considered in the college					
ii.	Promotion process in the college is transparent					
iii	There are employees who have worked for more than five years in the same grade					

6. How do employees who are denied an opportunity to progress along grades due to a requirement of additional skills react? Please tick the appropriate response(s).

		Frequently	Sometimes	Rarely
i	They exit University			
ii	They get demoralized			
iii	They lower performance			
iv	They protest			
v	They just feel okay			

7. How do regulations on grades progression affect human resource planning?
 Provide your responses using; Very great extent, Great extent, Moderate extent, Small extend and Very small extent as represented by 1, 2, 3, 4 and 5 respectively.

		1	2	3	4	5
i	Employees who are denied promotion sometimes quit University leading to need for replacement					
ii	Some job vacancies remain unfilled					
iii	College may be forced to engage a staff who is less competent for the job					
iv	Leads to low motivation of employees thereby lowering productivity					

8. How can these challenges caused by regulations on grades progression be addressed? Kindly select all suitable responses.

- i Regulations on grades progression should be reviewed yearly to address emerging employment challenges []
- ii Staff should be allowed to skip grades if they posses useful knowledge and experience[]
- iii Staff should not stay in the same grade for over 5 years without promotion []
- iv University should strictly follow employment rules and regulations when employing []
- v Academic and professional qualifications should be key requirement in

hiring process []

vi Hiring panel need to be a bit flexible in order to obtain the right candidate during hiring process rather than putting a lot of emphasis on regulations on grades progression [].

Section 2(ii). Professional requirements

9. Kindly rate the importance of work experience requirement during hiring process.

i The most important [] ii Important [] iii Moderately important []
iv Less important [] v Least important []

10. Should employers view knowledge, skills and attitude acquired by recent Graduates equally good to substitute work experience requirement during hiring process?

Yes [], No []

Section 2(iii). Hiring freeze

11. How long has your University been experiencing hiring freeze?

Below 11 months [], 1-5 years [], above 6 years []

12. Which cadres were affected?

Junior level cadres [], Middle level cadres [], Top level cadres [],

All cadres [], None []

13. How did hiring freeze influence efficiency in human resource planning in

Your college in terms of skills and production? Respond using 1, 2, 3, 4 and 5 representing Very large extent, Large extent, Moderate extent, Little extent and Very little extent respectively.

		1	2	3	4	5
I	Relevant skills were lost resulting to poor performance					
Ii	Production was low as some staff retired, others exited while some died without replacement					
Iii	Hiring freeze increased workload hence, performance becoming inefficient					
Iv	Some type of jobs were unfilled making operations difficult					

14. What alternative ways can be used in times of crisis instead of hiring freeze?

Select all suitable responses.

i Introduction of pay-cuts []

ii Reduction of unnecessary expenditures to make money available for the college to use only on necessary activities []

iii Giving extra days for unpaid leave []

iv Consulting employees to get useful ideas on how to avoid hiring freeze []

Section 2(iv). Hiring procedures

14. How long does it take for a hiring process of a staff to be completed starting from the time a hiring decision is made up to when interview feedback is provided?

Below 2 weeks [], 3-4 weeks [], 2-3months [], More than 4 months []

16. Kindly use the options provided; 1, 2, 3, 4 and 5 representing strongly agree, agree, neutral, disagree and strongly disagree respectively to respond to the questions below.

I	Duration taken to complete a hiring process of a staff is too long and this lowers efficient in human resource planning	1	2	3	4	5
Ii	Personnel involved in selection and recruitment of human resources are too many such that they delay the hiring process					
Iiii	Hiring procedures are not clear such that there is ambiguity limiting interested people to understand them					
iv	The college invites enough pool of applicants to enable it choose the best candidate and in an efficient way					

17 According to your understanding, which ways can be used to enhance a hiring process that is short and more efficient? Choose all suitable answers.

i Reduction of number of officers who approve job candidates []

ii Clearly following the stipulated hiring procedures to enhance transparency and minimize corruption []

- iii Strictly conducting hiring process within stipulated time frame []
- iv Inviting large pool of applicants so as to easily get the best out of the rest []
- v Ensure that hiring procedures are clear enough such that all those involved in hiring process are able to understand them without complications []

18. Kindly rate the effectiveness of hiring process in your college

- i .Very effective []
- ii.Effective []
- iii. Fairly effective []
- iv. Ineffective []
- v. Very ineffective []

Thank You

Appendix 4: Interview Guide for Support Staff

The interview guide intends to gather information on organizational practices and their influence on efficiency in human resource planning in the CEES, UoN

Interview Guide

1. How long have you been employed in this University?
2. What is your grade?
3. Are staff in your college allowed to skip grades during recruitment and selection process or they have to move through all grades systematically?
4. Do you think regulations on grades progression among employees affect efficiency in human resource planning in your college? How?
5. How do professional requirements such as work experience and professional membership affect efficiency in human resource planning?
6. Do you think knowledge, skills and attitude acquired by recent graduates are useful and aligned to demands of job market and can be used to substitute work experience requirement?
7. What causes hiring freeze in your college and how does it affect efficiency in human resource planning?
8. What alternative ways can be used in times of crisis instead of hiring freeze?
9. Do your college and university experience long hiring procedures? How does this influence efficiency in human resource planning?

Thank You.

Appendix 5: Document Analysis

Documents analysed were:

- i) Staff personal files
- ii) Recruitment minutes files
- iii) UoN recruitment policies

Regulations on Grades Progression

- i) Academic requirements
- ii) Transparency of promotion process
- ii) Suitability of grades to qualifications
- iii) Additional skills are required

Professional requirements

- i) Work experience requirement
- ii) Requirement for professional membership
- iii) University observation on diversity of employees
- iv) Starting jobs in entry grade points

Hiring Freeze

- i) Level of production due to hiring freeze
- ii) Hiring freeze duration
- iii) Useful skills lost by university
- iv) Cadres affected

Hiring Procedures

- i) Number of points of approvals
- ii) Clarity of hiring procedures
- iii) Duration taken to fill vacant positions
- iv) Size of pool of applicants invited in a recruitment and selection process

Efficiency in Human Resource Planning

- i) Ability to meet timelines during recruitment process
- ii) Adequacy of funds availed to human resource management
- iii) Observation of human resource policies on recruitment and selection
- iv) Efficiency in use of available human resource physical resources

Appendix 6: Research Permits



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
Principal's Office

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Website: www.uonbi.ac.ke

Date: August 28, 2020

Wilickster Were

P.o. Box 92 – 00902

KIKUYU.

Dear Ms. Were,

PERMISSION TO COLLECT DATA

I refer to your request to collect data at the University of Nairobi in the College of Education and External Studies towards your Masters Degree entitled: **"Influence of Selected internal Organizational Factors on Efficiency in Human Resource Planning in the College of Education and External Studies, University of Nairobi"**.

I write to inform you that your request has been approved.

You are however required to share the findings of your study with the University of Nairobi by depositing a copy of your research findings with the Director, Library and Information Services on completion of your study.

PROF. ISAAC JUMBA

PRINCIPAL,

COLLEGE OF EDUCATION AND EXTERNAL STUDIES

Cc: Director, Library and Information Services





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