Effect of Human Resource Planning On the Performance of Kenya Power & Lighting Company Limited

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Abstract- This study focused on determining the effect of human resource planning on organizational performance. The objectives of the study were to establish the effect of Human Resource Planning on the performance of Kenya Power & Lighting Company. This study adopted a descriptive research design. The unit of analysis which is the study population consisted of the employees of Kenya Power & Lighting Company. The unit of observation which is the target population consisted of the 1,173 employees of the organization who work within Nairobi region and Central Office, while the sample size of the study was 128 respondents. Proportionate stratified sampling technique was used to determine the specific sample size of each strata of the study. Questionnaires were used to obtain primary data. Secondary data was obtained from published materials such as journals, audited accounts and annual reports. Data analysis was done through SPSS Version 24 and the analysed data was presented in form of tables and charts. The study found that human resource planning, positively and significantly influences organizational performance. Based on the findings above the study concluded that human resource planning has a positive and a significant effect on the performance of Kenya Power & Lighting Company. The study also concluded that elaborate leadership and succession plan influences a firm's organizational performance. The study concludes that firms should consider relevant skills when filling critical positions, firms should adopt effective human resource management strategies in order to improve on employee performance and overall firm performance and that organization should be objective while filling vacant positions as this may help in improving operation effectiveness and reduces losses.

Index Terms- Organizational Performance, Succession Planning, manpower forecasting

I. Introduction

According to McDonnell (2011), talent management is one of the most important factors in ensuring sustainable organizational success. The concept of talent management emerged in 1997 when McKinsey and Company created a phrase War for talents in order to describe the current business to be saturated by the shortage of talent and the struggle of organizations to attract and retain the human resources (McKinsey & Company, 2001). Talent management involves positioning the right people in the right jobs as explained by Devine (2008). This ensures that the employees of the organization can maximize their talent for the maximum success of the organization.

Baheshtiffar (2011) elaborates that the concept of talent management in organizations is a relatively new area and most organizations have prioritized it to ensure they acquire the right staff. This is because talent management has been linked to successful attraction, retention and development of employees (Buhler, 2008). The topic of talent management gained importance and attention in both the literature and in business practices. It has been claimed to be more important than organizational strategic success and talent management has gained top priority for organizations across the globe (Hartmann et al., 2010). In talent management the top management puts in place mechanisms to ensure the attraction, retention and the development of talents in the organization (D'Annunzio-Green, 2008).

Talent management is of essence because organizations are able to successfully attract and maintain necessary talent (Baheshtiffar, 2011). Globalization of business, the need for profit maximization, and sustainable competitive advantage has galvanized organizations into developing human resource at the most valuable assets for enhanced performance (Klett, 2010). Globalization equally has thrust organization's into spaces previously unimaginable. For instance, it is possible for multinational organizations to operate from a global office, yet utilize cutting edge technology to manage multiple business locations in different continents (Campion, Fink, Ruggeberg, Carr, Phillips, & Odman, 2011). To enhance performance organizations, have to develop employee capabilities, as well as organizational competencies for sustainable competitive advantage (Kamotho, 2012).

According to Alemu, Yosef, Lemma, and Beyene (2011), stakeholders invest in business so that the can build wealth. It is the responsibility of management, and organizational leadership to ensure that structures within the organization do help in delivering this value for investors and stakeholders. To do this, organizations employ various strtategies and tactics to ensure value generated, created, and delivered (Lucia & Lepsinger. 2009). On the other hand, some organizations have turned to technology as a way of enhancing organizational performance. Technologies like the Human Resources Information System (HRIS) has helped organizations collect, analyze, and decifer information in an accurate and timely manner, that enhances their competitive advantage (Kondalkar, 2008).

As a result managers who are potential users of the HR system can easily have access to data that enhances strategic planning, tactical and operational decision making (Lucia &Lepsinger. 2009).

(Kent, 2010) Organizational performance, most often is highly dependent upon systems that develop employees as critical performance assets. Kent further contends that Human resource managers are constantly faced with numerous challenges of ensuring workplace equity, workforce diversity, while at the same time, juggling the ball of performance.

Kondalkar (2008) posits that rapid changes in technology, political upheavals, legal and business operation environment do pile pressure on HR managers to attract, hire, nurture and retain talented employee. Organizations cannot deliver tangible results, if they don't have mechanisms to sieve through globalized human capital, so as to attract the best and retain the best. Managers therefore feel the need to combine not only leadership skills form employees', but technical and interpersonal skills that make an employee thrive changing socio-political, economic and technological workplace (Alemu et al., 2011).

Klent (2010) argued that talented employees are a key source of innovation and competitive advantage to organization's improvement. Exploiting its potential and boosting its value to the organization involves a systemic process to determine the competencies that are fundamental to achieve enhanced job performance. In the early 1970s, David McCelland conducted a study in the USA to demonstrate how that talent management was more effective in determining successful employees for a specified job performance than traditional aptitude test. In his study, he argued that intelligence, or academic performance did not have any significant relationship with organizational performance (Alemu et al., 2011). Lucia and Lepsinger (2009) in citing McCelland study, further argued that talent management was more critical in enhancing performance than IQ tests of aptitudes offered by Human resource departments.

Today's global economy has created a more complex and dynamic environment in which most firms must learn to compete effectively to achieve sustainable growth. Workforces around the world have become larger, increasingly diverse, more educated, and more mobile (Briscoe, Schuler & Claus, 2009; Friedman, 2005). This global environment has not only changed the way business is conducted, it has also created the need for organizations to manage their workforces in a global context. As a consequence, the notion of a "global workforce" has received extensive discussion recently (Briscoe, Schuler & Claus, 2009; Collings, Scullion & Dowling, 2009; Scullion & Collings, 2006). One of the major topics of this discussion has been around talent management. Most of the research in the area of talent management so far has been premised on the idea of talent shortages, reflecting the robust economic conditions from 2000-2008 (Collings & Mellahi, 2009).

Global economic needs and financial circumstances in the recent past have forced several organizations across the world to downsize there operations and reduce wage bills. Despite the fact that too many competent job seekers are chasing the few available jobs, to sustain global competitive advantage; the employers have realized that they must manage workforces effectively. Therefore these organizations are compelled into observing the reality and challenges of global talent management and develop the capacities of their human resource management activities and ability (Collings & Mellahi, 2009).

In order to realize its dream of providing world class power that delights its customers, management has put in place policies aimed at attracting and retaining highly skilled personnel. Among the measures put in place is setting aside a budget for staff development. During the 2015/2016 financial year, the company set aside Ksh 500 million for staff training and development programs (GOK, 2015).

Other efforts that the company has made include conducting a job evaluation exercise in order to ensure staff are placed and remunerated appropriately in accordance with their relative worth. The company also reviewed its strategic plan in order to focus on its reviewed mandate in which the company focused more on tapping the available talents (HR Department, 2016). However, despite all these efforts, the Company has not been able to achieve its set performance targets and objectives. Information available from customer service Division (2016) indicates that the number of complaints on power reliability has been increasing from one month to the other.

The audited accounts for 2017/2018 financial year indicate a decline in profits by 40% compared to 2016/2017 financial year. Most studies conducted on talent management have not focused on local companies in Kenya. This study, therefore, sought to establish the effect of human resource planning on the performance of Kenya Power & Lighting Company. The objective of the study was to establish the effect of human resource planning on the performance of Kenya Power & Lighting Company

II. Literature Review

Several studies have shown the relationship between talent management and organizational performance, with generally positive results that indicate that talent management affects organizational performance (Boselie et al., 2005, Collins & Smith, 2006 Hailey et al., 2005). The reasons for the relationship between talent management and organizational performance have challenged the methodological rigor of these studies (Wall & Wood, 2005). Bae and Lawler (2000) conducted studies on two different talent management frameworks. It was the internal development framework and the acquisition framework. These frameworks correspond respectively to the high participation and management of traditional human resources or to the commitment and control of human resources systems.

Al-Hamadi (2007) noted that the main factors influencing talent management in Oman are religion (Islam), civil service law, foreign labor and social elites (Omanis trained abroad).). They conclude by underlining the need for additional empirical studies on human resources issues in the Oman context. Aycan et al. (2007) studied the factors that influence the cultural orientation of Oman employees and their impact on talent management in organizations. They found moderate support for their hypotheses about the factors that determine cultural orientations. The relationship between cultural patterns and talent management practices has been strengthened.

In their study, Boxall and Purcell (2003) suggested that there was an "internal measure" between the practices, so that there was a synergistic effect greater than the sum of their individual parts. The approach is the emergency perspective, which suggests that talent management practices should be consistent with other aspects of the organization. The researchers also examined the configuration viewpoint, suggesting that effective talent management practices consist of a set of coherent practices internally compatible with other organizational characteristics.

Guest *et al.* (2003) has argued that these perspectives are not necessarily in conflict and that they can simply operate at different levels. However, while best practices add value to the business, companies can gain additional benefits by ensuring that they are internally and externally consistent. Based on the universalistic perspective, it is reasonable to expect that high-participation human resource management practices are positively correlated with the subjective and quantitative measures of organizational performance (Michie & Shehan, 2001).

Yahya and Goh (2002) have highlighted the importance of human resources in implementing talent management for better performance and the fact that people's problems must change at the center of the scene to think about knowledge. Some authors, like Scarbrough and Carter, 2000 consider the best HRM practices; Robertson and Hammersley, in 2000, are the basic factors of success in managing talent. For Seviby and Simons (2002), the problem is that knowledge is not a discrete object and that the most precious knowledge is integrated into people and it is so difficult to transfer outside the immediate context that it becomes a great competitive advantage. Flood et al. (2001) argue that the most important element here includes the personal nature of tacit knowledge, which requires the disposition of the workers who own it, share it and communicate it. Therefore, an important point in this case is the idea that the success of any talent management initiative depends primarily on appropriately motivated and highly involved people who actively participate in the process (Roberson & Hammersly, 2000; Storey & Quintas, 2001).

Soliman and Spooner (2000) argued that talent management practices play an important role in facilitating the absorption, transfer, exchange and creation of employee knowledge. Similarly, Scarbrough (2003) identified that talent management practices, such as career planning, appear to influence the flow of knowledge that seeks to maximize the performance of the organization. Oltra (2005) notes that individual beings human beings are the creators and bearers of the final knowledge Other academics such as Thite (2004) and Gloet (2006) who have conducted empirical studies have stressed that the main objective of talent management practices should be to improve the performance of the organization.

III. RESEARCH METHODOLOGY

The study adopted descriptive research design. Mugenda and Mugenda (2008) indicate that descriptive research designs are conducted in communities to establish the extent of a range of issues such as health, nutrition, education, crime etc. They argue that in descriptive designs, variables with greater dispersion indicate disparities within the community and provide important clues regarding the issues that the investigator should focus on.

The target population for this study was 1,173 and which comprised of Managers, County Business Managers, Engineers and Officers as shown in appendix I. The study adopted stratified sampling technique due to heterogeneity of the population. According to Baird (2007), stratified sampling technique produces estimates of overall population parameters with greater precision and ensures that a more representative sample is derived from a relatively heterogeneous population. Stratification aims to reduce standard error by providing some control over variance.

The study grouped the population into various strata according to Regions and categories of staff. The sample size of the population was derived from the Yamane formula. According to Stanley and Gregory (2001), at least 10% sample of the population is considered generally acceptable. The study, therefore, adopted a sample size of 11%. The sample size was therefore 128 respondents as shown in appendix II.

Primary data was collected through the use of structured questionnaires. Kothari (2008) observes that collecting data through the questionnaires saves time since it is possible to collect huge amount of information especially when the population of interest is large. Secondary data on the other hand was collected through published reports such as audited accounts, strategic plans and annual reports.

Questionnaires were randomly distributed to the target population. In order to obtain information from the respondents, the researcher sought to address the purpose of the study and allay any fears by assuring them that the information was to be strictly used for academic purposes only. With the help of three research assistants, the researcher administered the questionnaires in the selected regions. All questionnaires were accompanied by an introduction letter which explained the purpose of collecting the information.

The purpose of pilot testing is to establish the accuracy and appropriateness of the research design and instrumentation (Saunders, Lewis & Thornhill, 2009). Newing (2011) states that the importance of field piloting cannot be over emphasized, since you will always find that there are questions that people fail to understand or interpret in different ways. Cooper and Schiendler (2006) concur that the purpose of pilot test is to detect weaknesses in design and implementation. Sekaran (2008) emphasizes that pilot test is necessary for testing the reliability and validity of instruments for a study. According to Mugenda and Mugenda (2003), a pretest should range from 1 to 10%. In this study, a pilot study was pretested on 13 respondents which represent 10% of the sample population.

Validity refers to whether a questionnaire is measuring what it purports to measure (Byrman & Cramer 1997). McMillan and Schumacher (2006) describe validity as the degree of congruence between the explanations of the phenomena and the realities of the world. The study will use both construct validity and content validity. For construct validity, the questionnaire was divided into several sections to ensure that each section assesses information for a specific objective and also ensure that the same closely ties to the conceptual framework of the study. To ensure content validity, the questionnaire was subjected to test -retest.

Reliability refers to the consistency, stability or dependability of the data. Whenever an investigator measures a variable, one wants to be sure that the measurement provides dependable and consistent results (Cooper & Schindler 2003). Reliability in research is influenced by the degree of error. As random error increases, reliability decreases (Mugernda & Mugenda 2001). Reliability was measured using Cronbach's alpha as a coefficient of internal consistency. Internal consistency measures the correlations between different items on the same test or the same subscale on a larger test. The acceptable threshold for Cronbach's Alpha is 0.7 and above.

This involved interpretation of data collected from the respondents. Quantitative data was analyzed through the use of questionnaires. The statistical package for social sciences (SPSS) was used to analyze quantitative data. Multiple Linear Regression model was used to analyze the data as shown in equation I:

$$y = \beta_0 + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4 + e$$

………………………………..equation I

Where;

Y = Organizational performance

β_o = Constant

x_1 =Human resource planning

x_2 = Competency development

x_3 = Career Planning

x_4 = Staff performance evaluation

e = error term

Quantitative data was therefore, be presented using statistical techniques such as tables, pie charts and bar graphs while qualitative data was presented descriptively.

IV. Findings and Discussion

Out of the total 128 questionnaires that were administered to respondents, 128 were returned which confirms 100% response rate.

1.1 Reliability Test

Reliability analysis was done to evaluate survey constructs. Reliability analysis was evaluated using Cronbach's alpha. Sekaran and Bougie (2013) argued that coefficient greater than or equal to 0.7 is acceptable for basic research. Bagozzi (1994) explains that reliability can be seen from two sides: reliability (the extent of accuracy) and unreliability (the extent of inaccuracy). The average Cronbach's alpha was 0.8305 which indicates reliability i.e. 0.8305 > 0.700 as shown in table 4.1:

Table 4.1: Reliability Results

Variables	**Cronbach Alpha**	**Number Of Items**	**Conclusion**
Human resource planning	0.821	8	Reliable
Organization Performance	0.840	7	Reliable

1.2 Validity Test

The test for construct validity for the study is the Kaiser-Meyer-Olkin (KMO) test for construct validity which according to Field (2005), KMO Value/Degree of Common Variance of between 0.90 to 1.00 is "Marvelous", 0.80 to 0.89 is "Meritorious", 0.70 to 0.79 is "Middling" 0.60 to 0.69 is "Mediocre", 0.50 to 0.59 is "Miserable", 0.00 to 0.49 is "Don't Factor". Thus, a KMO coefficient of above 0.800 is "Marvelous" for the study and was evaluated as per Table 4.2:

Table 4.2: Factorability Test Results for Construct Validity

		Human resource development	Organizational Performance
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**0.712**	**0.756**
Bartlett's Test of Sphericity	Approx. Chi-Square	154.648	195.381
	Sig.	**0.000**	**0.000**

The values of the KMO Measure of Sampling Adequacy for all the variables were above 0.500. The significance of the KMO coefficient was evaluated using a Chi-Square test and a critical probability value (p-value) of 0.05. A Chi-Square coefficient ranging from 120.734 to 195.381 and a p-value of 0.000 imply that the coefficients were significant. The results further imply that there was a significant correlation between the parameters measuring aspects of talent management and performance of Kenya Power & Lighting Company

4.3 Descriptive Statistics

The first objective of the study was to establish the effect of Human Resource Planning on the performance of Kenya Power & Lighting Company. The respondents were asked to indicate their opinion to the statements provided. The findings are shown table 4.3:

Table 4.3: Descriptive Results for Human Resource Planning

	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	Standard Deviation
The organization has a well elaborate succession plan in place	16.40%	53.10%	25.80%	4.70%	2.2	0.8
The organization has an elaborate leadership plan in place	7.80%	41.20%	43.00%	8.00%	2.5	0.7
The management supports succession planning initiatives	16.40%	40.60%	33.60%	9.40%	2.4	0.9
There is objectivity in filling vacant position in the organization.	14.10%	40.60%	37.50%	7.80%	2.4	0.8
The organization has ideal number of employees across the business.	23.40%	35.90%	30.50%	10.20%	2.3	0.9
The organization considers relevant skills when filling critical positions	11.70%	29.70%	50.80%	7.80%	2.5	0.8
The organization adopts appropriate strategies in sourcing for talent for the business	10.20%	44.50%	39.10%	6.20%	2.4	0.8
The organization conducts effective forecasting for its manpower needs	11.70%	49.20%	35.20%	3.90%	2.3	0.7
Average					**2.4**	**0.8**

The study findings showed that majority of the respondents who were 69.9% disagreed that the organization has a well elaborate succession plan in place. It was also found that majority of the respondents who were 51% agreed that the organization has an elaborate leadership plan in place. Furthermore, majority of the respondents who were 57% disagreed that the management supports succession planning initiatives. The results also revealed that majority of the respondents who were 54.7% disagreed that there is objectivity in filling vacant position in the organization.
This finding is in line with that of Drucker (2007) who found that employees who can complete designed jobs help the organization achieve its core objectives and focuses on their core task that helps in improving the firm's performance. It was also found that majority of the respondents who were 59.3% disagreed that the organization has ideal number of employees across the business. Majority of the respondents who were 58.60% agreed that the organization considers relevant skills when filling critical positions.

This finding is consistent with that of Ajay Kaushik (2014) which concluded that each company should have well-defined roles and a list of skills needed to effectively perform each role. In addition, it was found that majority of the respondents who were 54.70% disagreed that the organization adopts appropriate strategies in sourcing for talent for the business. The results also showed that 60.90% of the respondents disagreed that the organization conducts effective forecasting for its manpower needs.

On a four-point scale, the average mean of the responses was 2.4 which implies that majority of the respondents disagreed with most of the statements; however, the answers were varied as showed by a standard deviation of 0.8

4.4 Inferential Analysis

Inferential analysis was conducted to generate correlation results, model of fitness and analysis of the variance and regression coefficients.

4.4.1 Correlation Analysis

Correlation analysis was conducted to show the relationship between the independent and dependent variables as shown in Table 6.

Table 4.4: Correlation Analysis

		performance	HR planning
Organizational performance	Pearson Correlation	1	
	Sig. (2-tailed)		
HR planning	Pearson Correlation	.510**	1
	Sig. (2-tailed)	0.000	

1

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

The results showed that there was a positive and significant relationship between human resource planning and organizational performance (r=0.510, p=0.000).

4.5 Regression Analysis

Regression analysis was done to determine the influence of independent variables on the dependent variable as indicated in Table 4.5.

Table 4.5: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677[a]	.458	.440	.34810

Human resource planning was found to be a satisfactory variable in explaining organizational performance. This was supported by coefficient of determination also known as the R square of 44.0%. This meant that Human resource planning explains 44.0% of the variations in the dependent variable which was organizational performance. The results further meant that the model applied to link the relationship of the variable was satisfactory. Table 8 provided the results on the analysis of the variance (ANOVA).

Table 4.6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	12.583	4	3.146	25.959	.000[b]
1	Residual	14.905	123	.121		
	Total	27.487	127			

The results indicated that the overall model was statistically significant. Further, the results implied that the independent variable is a good predictor of organizational performance. This was supported by an F statistic of 25.959 and the reported p value (0.000) which was less than the conventional probability of 0.05significance level.

V. Conclusion, Recommendation And Areas For Further Research

section presents the study conclusions, recommendations and areas for further research.

1.3 Conclusion of the Study

Based on the findings above the study concluded that human resource planning has a positive and a significant effect on the performance of Kenya Power & Lighting Company. The study also concluded that elaborate leadership and succession plan influences a firm's organizational performance. It was also concluded that consideration of relevant skills when filling critical positions is crucial for a firm's growth and profitability.

5.2 Recommendation

The study recommended that, the Company design and implements more effective human resource planning strategies in order to improve on employee performance and overall corporate performance. The company should also implement more effective and business driven strategies while filling vacant positions as this will assist in improving operation effectiveness.

5.3 Areas for Further Research

In the regression analysis, R^2 showed explanatory power of 44% implying there must be other factors that influence performance at Kenya Power other than the aforementioned factors. Further studies should identify what could explain 56% of the variation in performance.

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Appendix 1: Target Population

Region/Cadre	**Target Population**
Central Office	
General Managers	12
Managers	43
County Business Managers	-
Engineers	186
Officer	516
Nairobi South	
General Managers	-
Managers	1
County Business Managers	2
Engineers	54
Officer	83
Nairobi West	
General Managers	0
Managers	1
County Business Managers	1
Engineers	50
Officer	97
Nairobi North	
General Managers	-
Managers	1
County Business Managers	0
Engineers	50
Officer	77
Total	**1,173**

Source (HR Department, KPLC 2018)

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Appendix II: Sample Size Distribution

Region/Cadre	Sample size
Central Office	
General Managers	1
Managers	5
County Business Managers	-
Engineers	20
Officer	56
Nairobi South	
General Managers	-
Managers	1
County Business Managers	1
Engineers	5
Officer	9
Nairobi West	
General Managers	0
Managers	1
County Business Managers	1
Engineers	4
Officer	10
Nairobi North	
General Managers	-
Managers	-
County Business Managers	-
Engineers	5
Officer	9
Total	**128**