

**INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT
ON ORGANIZATIONAL PERFORMANCE IN UASIN GISHU COUNTY
GOVERNMENT IN KENYA.**

DERICK WAMALWA WEKESA



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UNIVERSITY**

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DECLARATION APPROVAL

Student's Declaration

I declare that this research project is my original work and has never been presented for a degree in any other university.

DERICK WAMALWA WEKESA

MBA/2022/49205

Signed: _____



Date: 6/6/2024

Supervisor's Declaration

This research project has been presented for examination with my approval as the University Supervisor.

Signed: _____



Date: 6/6/2024

DR. MARY ODENYO

Lecturer,

SCHOOL OF BUSINESS AND ECONOMICS

Mount Kenya University

DEDICATION

I dedicate this project to my dad Paul simiyu, my mother mary Sikuku, my sister's Jentrix, Brenda and Jessica for the support they gave me.



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It is my pleasure to thank everyone who supported me in having this proposal work completed. First and foremost, I thank God for being kind to me and giving me strength and good health that enabled me to complete this research project. I sincerely acknowledge the mentorship, commitment, support, and tireless effort of my supervisor Dr. Mary Odenyo for her instructive feedbacks that encouraged me to complete this work.



ABSTRACT

There have been numerous studies conducted globally on the influence of strategic human resource management (SHRM) on organizational performance. The purpose of the study was to investigate influence of strategic human resource management on organizational performance case of Uasin Gishu County Government in Kenya. The study was guided by the following specific objectives which included to determine influence of human resource planning on organizational performance in Uasin Gishu County; To assess influence of human resource training on organizational performance in Uasin Gishu County; To determine influence of human resource staffing on organizational performance in Uasin Gishu County establish influence of human resource placement on organizational performance in Uasin Gishu County Government .The study was guided by the following theories Contingency theory and Stakeholder theory The population included in the study was 204 employees in Uasin Gishu County Government, Kenya. The sample size was 61. This study made use of structured interview; face to face interview was conducted. The data collected was coded and analysed using the Statistical Package for Social Sciences. It employed descriptive statistics which included frequencies and percentages. After this, the findings were presented by the use of tables in chapter four. Ethical issues in the research was taken care of by the researcher assuring the participants that information to be provided was used for purposes of research only and not to malign their integrity and interest in the business. Furthermore, the respondents were advised not to indicate their names anywhere on the questionnaires. The study concluded that, Human resource planning ensures that Uasin Gishu County Government has the right people with the right skills in the right positions at the right time. By forecasting future workforce needs, identifying skill gaps, and strategically aligning staffing levels with organizational goals, HR planning enhances efficiency, productivity, and service delivery. Effective HR planning enables the county government to proactively address staffing challenges, optimize resource allocation, and adapt to changing operational demands, ultimately contributing to improved organizational performance. Human resource staffing practices directly impact organizational performance by ensuring that Uasin Gishu County Government has the right people in the right roles. Strategic staffing initiatives, such as recruitment, selection, and deployment of personnel, help to minimize turnover, reduce recruitment costs, and enhance workforce productivity. By aligning staffing levels with workload demands and organizational priorities, HR staffing practices optimize resource utilization, improve service delivery, and support overall organizational effectiveness. Human resource placement involves the strategic deployment of employees within Uasin Gishu County Government to maximize their contributions and effectiveness. Effective placement practices ensure that individuals with the right qualifications, skills, and experience are matched to suitable roles and responsibilities. By placing employees in positions where they can leverage their strengths and capabilities, HR placement enhances job satisfaction, employee engagement, and organizational performance. Strategic placement initiatives also support succession planning efforts and promote diversity, equity, and inclusion within the workforce, further contributing to overall organizational success Lawler *et al.*, (2012).Based on the findings and conclusions reached, the study makes a number of recommendations, including:Continuously invest in training and development programs to enhance employee skills, knowledge, and competencies, fostering a culture of learning and growth within the organization.

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LIST OF ABBREVIATIONS AND ACRONYMS

SHRM	Strategic human resource management
HR:	Human Resource



CHAPTER ONE

INTRODUCTION OF THE STUDY

1.0 Introduction

This chapter presents the background of the study, statement of the problems, purpose of the study, specific objective, research questions, significance of the study, scope of the study, limitation of the study, delimitations, assumptions of the study and operational definition terms.

1.1 Background of the Study

There have been numerous studies conducted globally on the influence of strategic human resource management (SHRM) on organizational performance. SHRM practices positively impact organizational performance: A study conducted by Huselid (1995) found that companies with high-quality SHRM practices had higher productivity, profitability, and employee retention rates compared to those with poor SHRM practices. SHRM practices vary across different countries: A study by Paauwe and Boselie (2003) found that the adoption of SHRM practices varied across different countries due to cultural, institutional, and legal factors. Employee participation in decision-making improves performance: A study by Lawler et al. (1995) found that involving employees in decision-making processes improved employee satisfaction, commitment, and performance. SHRM practices must align with business strategy: A study by Wright and McMahan (1992) found that SHRM practices must align with business strategy to positively impact organizational performance. Training and development programs positively impact performance: A study by Tzafrir and Dolan (2004) found that training and development programs positively impact employee skills, knowledge, and performance, which in turn positively impact organizational performance.

In the United States, Lengnick-Hall & Beck, (2022) This study explored how strategic human resource management (SHRM) practices impact organizational performance within firms based in the United States, spanning various industries. The research employed a mixed-methods approach, combining qualitative case studies and quantitative surveys. Qualitative case studies provided in-depth insights into the strategic alignment of HR activities with organizational goals and the implementation of SHRM practices across different U.S.-based firms. Quantitative surveys gathered structured data on SHRM practices such as workforce planning and employee development, assessing their effectiveness and impact on organizational performance metrics such as profitability and market competitiveness. Statistical analyses, including regression analysis, were likely used to analyze the survey data and establish relationships between SHRM practices and organizational performance indicators. The study found that SHRM practices emphasizing strategic alignment of HR activities with organizational goals, robust workforce planning, and effective employee development significantly enhance organizational performance in U.S.-based firms. Specifically, these practices were associated with increased profitability and improved market competitiveness. By strategically managing their human resources through these practices, firms in the United States can achieve sustainable growth and maintain leadership in their respective industries.

There have been numerous studies conducted on the influence of strategic human resource management on organizational performance in South Africa. Strategic human resource management has a positive impact on organizational performance. According to a study by Naidoo and Naidoo (2016), there is a significant positive relationship between strategic human resource management and organizational performance in South African organizations. Employee engagement is a critical component of strategic human resource management. A study by De

Beer and Boshoff (2015) found that employee engagement is a key driver of organizational performance in South Africa. By focusing on employee engagement through strategic human resource management practices, organizations can improve their overall performance. The impact of strategic human resource management on organizational performance is influenced by organizational culture. According to a study by Muller and Van der Vaart (2016), the impact of strategic human resource management on organizational performance is dependent on the organization's culture. Therefore, organizations need to ensure that their culture supports the implementation of strategic human resource management practices. Strategic human resource management practices can improve employee retention and reduce turnover. A study by Singh and Naidoo (2017) found that strategic human resource management practices can improve employee retention and reduce turnover in South African organizations.

There have been several studies conducted in Uganda on the influence of strategic human resource management on organizational performance. Strategic human resource management practices have a positive impact on organizational performance. According to a study by Kasozi and Ntayi (2018), organizations that implement strategic human resource management practices achieve higher levels of organizational performance than those that do not. Employee motivation and engagement are critical components of strategic human resource management. A study by Asimwe and Birungi (2018) found that strategic human resource management practices that focus on employee motivation and engagement lead to improved organizational performance. The impact of strategic human resource management on organizational performance is influenced by external factors such as the business environment and competition. A study by Nankya and Luwaga (2017) found that the impact of strategic human resource management on organizational performance is dependent on the external factors that affect the organization.

Strategic human resource management practices can lead to improved employee satisfaction and retention. A study by Mukasa and Nabukeera (2019) found that organizations that implement strategic human resource management practices experience higher levels of employee satisfaction and lower rates of employee turnover.

There have been several studies conducted in Kenya on the influence of strategic human resource management on organizational performance. Here are some of the key findings from these studies: Strategic human resource management practices have a positive impact on organizational performance. According to a study by Wanjau and Nyaboga (2017), organizations that implement strategic human resource management practices achieve higher levels of organizational performance than those that do not. Employee training and development are critical components of strategic human resource management. A study by Akenga and Wafula (2018) found that strategic human resource management practices that focus on employee training and development lead to improved organizational performance. The impact of strategic human resource management on organizational performance is influenced by organizational culture. A study by Omusungu and Maronga (2019) found that the impact of strategic human resource management on organizational performance is dependent on the organization's culture. Therefore, organizations need to ensure that their culture supports the implementation of strategic human resource management practices. Strategic human resource management practices can lead to improved employee satisfaction and retention. A study by Obonyo and Ogollah (2018) found that organizations that implement strategic human resource management practices experience higher levels of employee satisfaction and lower rates of employee turnover.

In Nigeria, Adeyeye & Kehinde,(2022) this study investigated the relationship between strategic human resource management (SHRM) practices and organizational performance within Nigerian manufacturing firms. The study employed a quantitative approach, utilizing surveys to collect data from a sample of manufacturing firms in Nigeria. Surveys focused on SHRM practices such as talent management, performance appraisal systems, and employee development initiatives. Statistical techniques, including regression analysis, were used to analyze the data and examine the impact of these practices on organizational performance metrics such as production efficiency, product quality, and profitability. The findings revealed that effective implementation of SHRM practices positively influenced various aspects of organizational performance in Nigerian manufacturing firms. Specifically, practices related to talent management, performance appraisal systems, and employee development were found to enhance production efficiency, improve product quality, and increase profitability. By strategically managing their human resources through these practices, Nigerian manufacturing firms were able to achieve operational excellence and maintain competitive advantage in their industry.

In Kenya, Munyoki & Kondi, (2023) the study focused on investigating the impact of strategic human resource management (SHRM) practices on organizational performance within private healthcare firms in Kenya. The research employed a mixed-methods approach, combining quantitative surveys and qualitative interviews. Quantitative surveys were used to collect structured data on SHRM practices such as recruitment, training, and employee engagement from a sample of private healthcare firms in Kenya. Qualitative interviews provided deeper insights into the implementation of these practices and their perceived impact on organizational performance metrics. The study found that effective SHRM practices significantly enhance various organizational performance indicators in private healthcare firms in Kenya. Specifically,

these practices were associated with improved patient satisfaction, enhanced service quality, and better financial performance. By ensuring the recruitment of skilled healthcare professionals and fostering their engagement and continuous development through training, private healthcare firms can achieve higher levels of operational efficiency and service excellence, thereby reinforcing their competitive position in the healthcare industry.

1.2 Statement of the problem

The influence of strategic human resource management on organizational performance in Uasin Gishu County Government in Kenya? Specifically, this research aims to investigate how the implementation of strategic human resource management practices affects the overall performance of Uasin Gishu County Government. The study will explore the extent to which the County Government has adopted strategic human resource management practices, identify the factors that may hinder the implementation of these practices, and assess the impact of such practices on employee motivation, productivity, and retention. Ultimately, the study seeks to provide recommendations on how Uasin Gishu County Government can optimize its human resource management practices to enhance organizational performance (Baer, 2012).

The relationship between strategic human resource management practices and organizational performance in Uasin Gishu County Government. The study will examine how the County Government attracts, develops, and retains its employees, as well as how it aligns its human resource policies and practices with the organization's overall strategy. The research will also explore the challenges that the County Government faces in implementing strategic human resource management practices and identify opportunities for improvement. The findings of this study will contribute to the understanding of the role of strategic human resource management in

enhancing organizational performance and provide recommendations for Uasin Gishu County Government to optimize its human resource practices (Habib, 2012).

1.3 Purpose of the Study

The purpose of the study was to determine the influence of strategic human resource management on organizational performance case of Uasin Gishu County Government In Kenya.

1.4 Specific Objectives

The study was guided by the following specific objectives which include

- i. To determine influence of human resource planning on organizational performance in Uasin Gishu County Government.
- ii. To assess influence of human resource training on organizational performance in Uasin Gishu County Government.
- iii. To determine influence of human resource staffing on organizational performance in Uasin Gishu Government.
- iv. To establish influence of human resource placement on organizational performance in Uasin Gishu County Government

1.5 Research Questions

The study was guided by the following research questions:

- i. How does human resource planning influence organizational performance in Uasin Gishu County Government.?
- ii. How does human resource training influence organizational performance in Uasin Gishu County Government.?
- iii. To what extent does human resource staffing influence organizational performance in Uasin Gishu Government?
- iv. How does human resource placement influence organizational performance in Uasin Gishu County Government?

1.6 Significance of the Study

The significance of the study on the influence of strategic human resource management (SHRM) on organizational performance in the case of Uasin Gishu County Government in Kenya can be understood in the following ways:

The study will help in examining how strategic human resource management practices can enhance organizational performance in the Uasin Gishu County Government. It will provide valuable insights into the impact of SHRM practices on employee engagement, job satisfaction, and overall

The results of the study can be used to develop effective SHRM strategies that can improve the performance of the County Government.

The study identified the best practices in SHRM that can be implemented in the Uasin Gishu County Government. This can be useful for other organizations in the public sector in Kenya and beyond, as it can help them to adopt the most effective SHRM practices that can improve their organizational performance.

The study contributed to the body of knowledge on SHRM and organizational performance. The findings of the study can be used to inform further research on the topic and can provide a basis for future studies in related areas.

The study had policy implications for the County Government and the Kenyan government in general. The findings was used to develop policies that support the implementation of effective SHRM practices in public sector organizations, which can lead to better organizational performance and service delivery.

1.7 Scope of the Study

The geographical scope of this study was limited to Uasin Gishu County Government to investigate the influence of strategic human resource management on organizational performance case of Uasin Gishu County Government in Kenya. This study was carried out during the months of January 2023 to June 2023. The population included in the study was 204 employees in Uasin Gishu County Government, Kenya.

1.8 Limitation of the study

Limitations to the study on the influence of strategic human resource management on organizational performance in the case of Uasin Gishu County Government in Kenya.

The findings of the study may only be applicable to the specific context of Uasin Gishu County. The sample size of the study may be small, which may limit the statistical power of the findings and make it difficult to draw firm conclusions. The data was collected for the study may be limited to self-reported measures, which may be subject to bias or social desirability effects. Moreover, the data may not be objective, as it may be affected by respondents' perceptions and interpretations.

The study was to establish causality between strategic human resource management and organizational performance, as it may not control for other factors that may affect performance. The study may be limited in its timeframe, which may make it difficult to assess the long-term effects of strategic human resource management on organizational performance. The reliability and validity of the measures to be used in the study may be questionable, which may affect the accuracy and consistency of the findings. The response rate of the study were low, which raised concerns about the representativeness of the sample and the potential for non-response bias.

1.9 Delimitations

The study focused on Uasin Gishu County Government in Kenya, and its findings may not be generalizable to other counties or countries. The study will be conducted within a specific timeframe and may not reflect changes or developments that occur after the research period. The study was limited to a specific number of participants, which was not represent the entire

population of the Uasin Gishu County Government. The study relies on the primary data collected through interviews, questionnaires, and observations. The study may not include secondary data sources, such as reports or documents. The study focused on strategic human resource management practices and may not include other aspects of human resource management, such as recruitment. The study used specific measures of organizational performance, such as financial performance or employee productivity, and may not include other measures, such as customer satisfaction or innovation. The study considered the influence of external factors, such as economic or political factors, on the relationship between strategic human resource management and organizational performance.

1.10 Assumptions of the study

The study assumes that the Uasin Gishu County Government has implemented strategic human resource management practices that have a significant impact on its organizational performance. The study assumes that the respondents provide honest and accurate responses to the research questions and withhold any information or provide misleading information. The study assumed that the researcher is objective and unbiased in conducting the research and analyzing the data. The study assumed that the findings was relevant and useful to the Uasin Gishu County Government and other organizations in Kenya that seek to improve their organizational performance through strategic human resource management practices. The study assumed that the findings of the study was generalizable to other organizations in Kenya that share similar characteristics with the Uasin Gishu County Government.

1.11 Operational Definition of Key Terms

Human resource planning is the process of forecasting an organization's future demand for employees, and determining the strategies and actions necessary to meet that demand.

Human resource training refers to the process of providing employees with the knowledge, skills, and abilities they need to perform their jobs effectively.

Human resource staffing refers to the process of identifying, attracting, and selecting candidates to fill job vacancies within an organization.

Human resource placement Human resource placement refers to the process of assigning employees to specific job positions within an organization.

Strategic human resource management the process of aligning an organization's human resource policies and practices with its overall business strategy to achieve its goals and objectives.

Organizational performance refers to the extent to which an organization is achieving its goals and objectives. Organizational performance can be measured using a variety of indicators, including financial performance, customer satisfaction, employee satisfaction, and productivity.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covered the theories that underpin the study, empirical literature, conceptual framework and summary of the literature review.

2.1 Empirical Literature Review

2.1.1 Human Resource Planning on Organizational Performance

Human resource planning has been a significant concern among scholars and professionals in the field of human resource management fairly apart from managers in other fields of study. Human resource planning includes all activities that human resource managers embrace to forecast existing and also future labor force demands. Human resource planning is a procedure of anticipating as well as getting ready for retiring workers' departure and also replaces them with new employees. Armstrong (2020) argued that human resource planning describes just how human resource managers assess the existing position of a company's labor force concerning what it anticipates to achieve in the future. Human resource planning is the procedure whereby the administration tries to supply information about the variety of workers it has as well as the anticipated workforce it will require in the future. Human resource planning is a process of event and also utilizing relevant information to support decisions human resource management on how to spend resources in manpower tasks. The study conducted by Samwel (2018) showed that human resource planning is the process for ensuring certain workforce demands of a company are determined as well as plans are made for satisfying those needs. Vetter (2018) viewed human resource planning as the procedure through which the management determines how the organization should move from its present workforce setting to its desired position.

In China, Ma, Zhang, and You (2023) conducted a study investigating how strategic human resource planning practices influence organizational performance within Chinese firms. The research focused on examining the alignment between HR planning activities and business strategy, and their collective impact on key organizational performance metrics. The study employed a mixed-methods approach, combining quantitative surveys and qualitative case studies to gather comprehensive data from a diverse sample of Chinese firms. Quantitative analysis involved statistical techniques such as regression analysis to explore the relationships between strategic HR planning practices (including workforce forecasting, skills assessment, and succession planning) and organizational performance metrics such as productivity, innovation, and financial performance. Qualitative insights from case studies provided contextual understanding and practical examples of effective HR planning strategies in practice. Findings from the study highlighted that effective HR planning positively influences organizational performance across multiple dimensions. Specifically, strategic activities such as workforce forecasting ensured optimal alignment of human capital with organizational goals, thereby enhancing productivity, fostering innovation, and improving financial performance for Chinese firms. The research underscored the critical role of proactive and strategic HR planning in driving sustainable organizational success in dynamic and competitive business environments.

In another study conducted in China, Gong and Zhang (2023) examining how strategic human resource planning (HRP) influences firm performance through mechanisms of knowledge integration. The research focused on investigating the relationship between strategic HRP practices, knowledge integration among employees, and various dimensions of firm performance. The study employed a mixed-methods approach, combining quantitative surveys and qualitative case studies to gather comprehensive data from a diverse sample of Chinese

firms. Quantitative analysis, including regression analysis and structural equation modeling (SEM), was used to explore the relationships and mediation effects involved in strategic HRP, knowledge integration, and firm performance. Qualitative insights from case studies provided contextual understanding and practical examples of effective HR planning strategies that promote knowledge integration within organizations (Gong and Zhang (2023). The findings from the study highlighted that strategic HRP practices that facilitate knowledge integration among employees significantly contribute to improved firm performance. Specifically, these practices were found to enhance innovation capability, increase market responsiveness, and improve profitability for Chinese firms. The research underscored the strategic importance of aligning HR strategies with knowledge management initiatives to foster a learning-oriented organizational culture and achieve sustainable competitive advantage in dynamic business environments.

In Malaysia, Chong and Tariq (2022) conducted a study examining the relationship between strategic human resource planning (HRP) practices, employee skills and capabilities, and organizational performance. The research focused on investigating how strategic HRP influences organizational performance through its impact on employee skills and capabilities. The study utilized a quantitative research approach, employing surveys to collect data from employees and HR professionals across various organizations in Malaysia. Structural equation modeling (SEM) was employed to analyze the complex relationships and mediation effects involved in the study variables. Findings from the study highlighted that strategic HRP practices that prioritize the development of employee skills and capabilities significantly enhance organizational performance. Specifically, these practices were found to improve operational efficiency, enhance customer satisfaction, and increase profitability for Malaysian organizations. The research

underscored the pivotal role of aligning HR strategies with business goals to optimize workforce capabilities and achieve sustainable competitive advantage in the marketplace.

Globalization, competition, information technology, advancements, brand-new markets as well as consumer trends, together with various other arising issues impact the supply of labor. Thus, there is a demand for specialist human resource planning practices. This is important for future human resource demand and supply projecting to guarantee organizations maintain ideal staffing levels (Akhigbe, 2020). Human resource planning is the process of ensuring the certain organization has adequate employees with the ideal capabilities deployed or placed according to their know-how. Human resource planning is seen as an effort by the company to predict future business needs and also environmental needs. Human resource planning is a major element of human resource management which is deemed as that process that identifies workforce demands of a company. It develops interventions, technologies and also efforts to make it possible for the organization satisfies its requirements. The process includes examining the task as well as making professional development standards for the status-seeking of staff members. Human resource planning is accompanied by three basic degree techniques which can boost the business efficiency; they include boosting the expertise, abilities and also abilities amongst staff members (Delery & Doty, 2017)

To hire as well as select the appropriate workers for certain work, it is essential to know what the work entails. The human resource has the mandate to give the staff members with job analysis which is the procedure of acquiring information concerning tasks via a methodical evaluation of work content (Deb, 2021). The task analysis generally contains two components which are task summary and work specification. The task summary is a written statement that outlines the duties and responsibilities anticipated of a job incumbent. It typically consists of the task title,

the title of the incumbent's immediate supervisor, a quick statement of the job objective, as well as a list of responsibilities and duties of the workers. The work requirement is a written file that details the certifications of an individual needs to achieve the obligations as well as obligations stated in the job description. Task analysis supplies valuable information for projecting future staffing needs as well as other personnel management functions (Sanchez, 2019). For example, the information generated by the task analysis can be made use of to create suitable employment and also selection approaches to figure out dimensions on which personnel should be examined, to identify the worth of work for compensation purposes, and also to establish training programs for personnel. One of the simplest techniques of task analysis is the observation of individuals performing at the work. Observation can be a great way of checking out jobs that are composed generally of evident physical activity. Jobs such as maintenance worker, groundskeeper and machine operator.

Human resource planning, projecting demand and supply, entails using any variety of advanced statistical treatments based upon evaluation as well as estimates (Jackson & Schuler, 2020). Such projecting techniques are beyond the scope of this discussion. At an extra practical level, forecasting need entails identifying the numbers as well as the type of employees that a company will need eventually in the future. Most managers think about numerous factors when projecting future personal needs. The demand for the company's products and services is paramount. Therefore, in an organization, markets, as well as sales figures, are projected initially. Then, the personnel needed to offer the projected ability are approximated (Margolis & Morgan, 2018). Various other factors commonly considered when forecasting the need for employees consist of spending plan restrictions; turnover due to resignations, discontinuations, transfers, and retirement; brand-new innovation in the field; decisions to upgrade the high quality of services

provided; as well as minority hiring goals. Aspect's managers normally take into consideration when forecasting the supply of employees consists of promoting staff members from within the company; identifying employees eager and also able to be educated and trained; accessibility of called for skill in local, nationwide labor markets; competition for skill within the field; population patterns.

Ibrahim, M. A., & Elrehail, H. (2022) This study conducted in Egypt investigates how human resource planning (HRP) practices influence organizational performance, with a specific focus on the moderating role of organizational agility. The research employed a quantitative research approach, likely utilizing surveys to collect data from a diverse sample of organizations across different sectors in Egypt. The surveys would have included measures of HR planning practices, organizational agility, and organizational performance metrics such as innovation and market responsiveness. Statistical techniques, such as regression analysis, were likely used to analyze the relationships between these variables. The study found that HR planning practices that enhance organizational agility, particularly through flexible workforce planning and development strategies, positively impact organizational performance. Organizations with agile HR practices demonstrated higher levels of innovation and responsiveness to market changes, highlighting the strategic importance of aligning HR strategies with organizational agility to achieve competitive advantage and sustainable performance in Egypt.

In Malawi, Ngoma, M., & Mpinganjira, M. (2021) conducted a study in Malawi's public sector examines the impact of human resource planning (HRP) practices, including workforce forecasting, skills assessment, and succession planning, on organizational performance. the study Employing a qualitative case study approach, the researchers conducted semi-

structured interviews with key stakeholders such as HR managers and organizational leaders across diverse public sector organizations in Malawi. They supplemented these interviews with document analysis of policy documents and strategic plans to comprehensively explore the implementation and outcomes of HRP practices. Findings indicated that, Effective HRP practices significantly enhance organizational performance metrics such as service delivery efficiency within Malawi's public sector. Workforce forecasting ensures optimal staffing levels, skills assessment improves employee capabilities, and succession planning fosters leadership continuity, all contributing to enhanced operational effectiveness and organizational success.

The study conducted by Khera and Gulati (2021) argued that validated measurements of human resource planning include projecting manpower demand as well as critical action; appropriate financing, private competence, age of possible applicants, the social history of the applicants; contrast supply against anticipated need and future workforce; employment, training and development, worker retention, succession planning. Based on the above factors of human resource planning components which are adequate funding, individual proficiency, age, and social history. This is because; funding, skills, age, and also a cultural history of every candidate or human resource are significant to the survival of every organization. The factors impacting Human Resource Planning aspects as internal and external (Sanchez, 2019). Outside elements comprise federal government policies, modifications in the political setting as well as economic aspects such as rising cost of living, deflation, and also financial recession. Others are adjustments in modern technology, competition amongst organizations in the same sector; availability of certified employees; changes in an educational atmosphere; demographic characteristics; timespan; lack of intending culture quite in addition to market fads. The internal elements consist of appropriate financing, business framework; business size; company

expansion as well as diversity; adjustments in functional time; action to organization growth and labor turnover.

Employee's retention in today's changing labor market is claimed to call for the government to take a look at significant drivers that are basic to employers and potential employees (Avedon, Cerrone, Graddick-Weir & Silzer, 2018). In order to be a recommended employer, it is highlighted that, it is needed to both draw in new employees to the company and also retain the skill that the company currently employs. It is assumed that, there are several variables that affect the attraction and also retention of workers, along with compensation. It is noted though, compensation is important to competitiveness, it is generally, not only the solitary most important variable to staff members or potential staff members. Individuals would prefer benefiting an organization with which they are proud to be collaborating. Okoye and Ezejiofor (2021) argued that the influencing variables to maintain the existing labor force and also bring in new crop of employees consist of support for specialist advancement, occupation improvement chances, having respected and also relied on leaders, capability to influence business campaigns and also instructions, flexible workplace, workplace innovation, communication, and also acknowledgment as well as respect. The ultimate objective of the human resource function is to help the organization accomplish its objectives by drawing in the most effective individuals and inspiring them to execute at their best (Sheehan, Ellinger & Ellinger, 2018).

The culture of an employee might prohibit some organizational principles as unethical (Ofori, 2019). Take, for instance, human resource manager recruiting someone that regarded alcohol as a plague right into a brewery market will indicate that the company will certainly be bound to fall short because such a staff member will certainly never see anything excellent from that organization as a result of his/her belief. Another instance is that a staff member keeps spiritual

taboo about a certain type of food that might not carry out effectively in a public restaurant where practically all foods are sold to different clients from diverse cultures. In this instance, managers and personnel experts require to think about culture as one of the components of human resource planning in every organization. Before planning for human resources, human resource managers have to consider the availability of funds that will cater for the salaries of the people that will be recruited over a while before earnings will certainly be made (West, Guthrie, Dawson, Borrill & Carter, 2020). This is one of the fundamental factors in human resource planning as well as without it the organizations cannot make positive headway.

In Kenya, Awino & Nassiuma, (2021) The research focused on examining how strategic human resource planning (HRP) practices influence organizational performance specifically within the context of manufacturing firms in Kenya. The study utilized a mixed-methods approach to gather comprehensive data. Quantitative surveys were conducted among a sample of manufacturing firms to collect structured data on their strategic HR planning practices, workforce planning alignment with business strategy, and implementation of talent management initiatives. The surveys likely included questions on organizational performance metrics such as productivity, profitability, and operational efficiency (Nassiuma, 2021). Additionally, qualitative methods, such as semi-structured interviews with HR managers and organizational leaders, provided in-depth insights into the strategic decision-making processes and the perceived impact of HR practices on organizational performance. The study highlighted that manufacturing firms in Kenya implementing effective strategic HR planning practices experienced tangible improvements in performance metrics. These included increased productivity levels, enhanced profitability margins, and improved operational efficiencies, underscoring the critical role of HR strategies in driving sustainable competitive advantage and business success.

2.1.2 Human Resource Staffing on Organizational Performance

Human resource staffing is a crucial component of organizational performance. The process of staffing involves hiring, training, developing, and retaining the right employees for a specific job or organization. Organizational performance is measured by how effectively and efficiently the organization achieves its goals and objectives. Therefore, the influence of human resource staffing on organizational performance is an important research topic.

Numerous studies have examined the relationship between human resource staffing and organizational performance. One study by Jiang, Lepak, Hu, and Baer (2012) found that a firm's staffing practices have a significant positive effect on its financial performance. The study suggested that effective staffing practices, such as recruitment, selection, and training, can enhance the knowledge, skills, and abilities of employees, which in turn lead to improved job performance and productivity.

Similarly, another study by Boselie, Dietz, and Boon (2005) highlighted the importance of human resource staffing practices in enhancing organizational performance. The study suggested that effective staffing practices, such as competency-based selection, employee involvement in recruitment, and training and development programs, can improve employee commitment, job satisfaction, and organizational citizenship behavior, which ultimately leads to improved organizational performance.

In Australia, Albrecht and Marty (2022) conducted an empirical study examining the relationship between staffing practices and organizational performance specifically within small and medium-sized enterprises (SMEs). The research focused on evaluating how different staffing strategies impact performance outcomes, with particular emphasis on strategic staffing practices. The study employed a mixed-methods approach, combining surveys and case studies to gather

data from a representative sample of Australian SMEs. Quantitative analysis was used to assess correlations between various staffing practices and organizational performance metrics, while qualitative insights from case studies provided deeper contextual understanding. Key findings from the study revealed a strong positive correlation between strategic staffing practices, such as hiring for fit and implementing comprehensive onboarding programs, and improved organizational performance. Specifically, these practices were associated with increased sales growth and enhanced market share for SMEs. The research underscored the importance of aligning staffing strategies with organizational goals to achieve sustainable growth and competitive advantage in dynamic business environments.

Moreover, a study by M. A. (1996) suggested that human resource staffing practices influence the quality of the workforce, which, in turn, affects organizational performance. The study highlighted the importance of recruitment and selection practices in ensuring the organization hires the right employees with the necessary knowledge, skills, and abilities to perform their job effectively. The study also suggested that training and development practices can enhance employee skills, knowledge, and abilities, which ultimately lead to improved organizational performance.

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

(Griffins, 2006). The procedure of approximation of accessibility of workforce essential to meet the HR demand is what is termed as supply forecasting of human resource Delaney (1996). It identifies where the required quantity of workers with the necessary knowledge, expertise and skill, will be supplied from (Alkalha 2011). Additionally, it is also necessary in shaping the criteria of employing resource inside the prearranged scheduling prospect so as to ascertain if future supplies will be enough to meet future demands of HR (Brian(1996). Gardner(2003) opines that, to meet their supply demands, organizations require assessing internal and external workforce. Labour supply can come from within or outside the organization. Schuler (2000) supports this argument when he emphasizes that supply forecasting engages a thoughtful look at potential suppliers of HR. Optimizing staffing levels is one of the objectives HRP and is achieved by assessing supply as well as demand for workers including corresponding all to the shortages therein and the surpluses (Wright & Gardner, 2003). To establish optimum staffing levels, the organization needs to address the gaps identified through the comparison of the demand and supply forecast (Tellis (2006). In this view, contrast can disclose a shortfall or excess of human resources in future. Shortfalls will indicate a need for employing more people whereas excesses show a need for laid-offs or reassignment (Armstrong, 2006). This is supported by Wright & Gardner (2003) who asserts that optimizing staffing levels is one of the objectives HRP and is achieved by assessing organizations demand and workforce supply so as to establish any shortfalls in 15 supply. Organizations can rectify a demand gap using a variety of techniques like employment, transfer, transfer and motivation of employees (Habib (2003)). Administrators should look forward to recruitment of workers in the organization as well as movement outside the organization. It is necessary to put into practice actions which endorse workers competitiveness which match the requirement of the organizations approximation for demand

and supply. There is a need for a major review and evaluation of the current training and development approaches. For instance, the speedy varying scenery of the HR settings requires organizations to recruit workers who have the ability to deal with change and the progressions as well as the technological requirements (Griffins, 2006). Clearly, it is no longer enough for the public sector to expect educational systems to produce candidates who possess the precise skill-sets required for today's and tomorrow's jobs. It is important for organizations to take upon themselves to fill this gap and improve performance by engaging in HRP. Staffing at the MOH has been distorted, where certain areas of the some counties experience shortages while others are overstaffed. The Government needs to align workforce by creating the number of workers that may be in a certain area in a given period of time in view of the needs and availability of workers as well as the number of workers a certain facility can hold as is outlined in the NHRH Smith, K. G. (2006). Sufficiency takes into consideration the required, skill mix, number of workers, capability, and outlook of the employees needed to execute on the mandate of MOH. There is a need for the MOH to find appropriate ways to predict long term HR needs in terms of quality and quantity. This study therefore intends to fill that gap by examining the extent to which HRP ensures optimal staffing levels in MOH so as to enhance its performance.

In this 2022 study, Kramar investigated the strategic staffing practices of European multinational corporations and assessed their impact on organizational performance. The research employed both case studies and survey data to conduct a thorough analysis of various performance metrics. The study found that strategic staffing practices, including global talent acquisition and development programs, significantly enhanced organizational performance. Specifically, these practices were shown to improve innovation capacity and provide a competitive advantage. Additionally, the study revealed that effective strategic staffing contributed to higher employee

retention rates and increased job satisfaction (Kramar, 2022). Corporations with well-defined talent management strategies reported better alignment between employee skills and organizational goals, leading to more efficient operations and higher productivity. The research also indicated that strategic staffing facilitated better cross-cultural management and collaboration, which are critical for the success of multinational enterprises (Kramar, 2022). Moreover, companies that invested in continuous learning and development programs for their staff experienced enhanced adaptability and responsiveness to market changes. The research highlighted the pivotal role of strategic staffing in driving innovation, maintaining a competitive edge, and fostering a positive organizational culture, thereby contributing to the overall success of multinational corporations. The findings underscore the importance of effective strategic staffing in achieving superior organizational outcomes (Kramar, 2022).

In Taiwan, Chang and Huang (2023) investigated the relationships between HR staffing practices, employee engagement, and organizational performance within the technology sector. The study focused on how skill-based hiring and proactive talent management practices influence employee engagement and, subsequently, organizational performance. The research employed structural equation modeling to analyze the complex interactions between these variables. The results indicated that effective HR staffing practices significantly enhanced employee engagement, which in turn boosted key organizational performance metrics such as innovation and market expansion. Further findings revealed that companies with robust HR staffing practices experienced lower turnover rates and higher levels of employee satisfaction. Engaged employees demonstrated greater commitment to organizational goals, leading to improved productivity and efficiency. The study also highlighted that proactive talent management contributed to a stronger organizational culture, promoting collaboration and

knowledge sharing among employees. Skill-based hiring not only matched the right talent to the right roles but also fostered continuous professional development, crucial for maintaining a competitive edge in the fast-paced technology sector.

In their 2022 study, Ployhart and Moliterno explored the integration of the resource-based view (RBV) with staffing practices to examine the contribution of human capital resources to firm performance. The research was conducted within the context of strategic implications of staffing decisions, focusing on how these decisions align with the firm's core competencies and strategic goals. The study utilized a comprehensive literature review and empirical analysis to investigate the relationships between strategic staffing practices and organizational performance metrics. The findings highlighted that firms which strategically align their staffing practices with core competencies and strategic goals achieve superior organizational performance. Specifically, these practices were shown to enhance competitive advantage and improve market positioning. The research emphasized the critical role of human capital resources in shaping organizational capabilities and fostering sustainable competitive advantage. By aligning staffing decisions with strategic objectives, firms can optimize their human capital investments to drive long-term success and resilience in dynamic market environments.

2.1.3 Human Resource Training on Organizational Profitability on Performance

Human resource training is an essential aspect of organizational development, and its impact on organizational profitability and performance has been widely studied. Several studies have shown that human resource training positively influences organizational profitability and performance by enhancing employee knowledge, skills, and abilities. Additionally, training programs can improve employee motivation, job satisfaction, and retention, which can positively impact organizational profitability. Furthermore, training programs can also enhance

organizational performance by improving communication, collaboration, and teamwork among employees. This literature review draws on several studies that have explored the influence of human resource training on organizational profitability and performance, including studies by Chughtai, Zafar, and Ahmed (2015), Shadare, Hammed, and Ajibola (2014), and Holton, Bates, and Ruona (2000). These studies provide evidence that human resource training is a critical driver of organizational profitability and performance and should be an integral part of an organization's strategic planning.

Human Resources training is one of the vital tools that help to enhance effective organizational performance and at the same time helps to promote the stability index of the organization. It is very important for the organization profitability to exert extra efforts and invest much in employee training if it wants to achieve its objectives in the most economical way. *Shaw (2011) defined training as a process that provides employees with skills, information and understanding of the organization profitability and its goals. Training is a systematic process, which helps people to learn how to be more effective at work by modifying knowledge, skills or attitudes through learning experience to achieve effective performance (Buckley & Caple, 2000). Training is very important in achieving the objectives of the organization by continuing to view the interest of employees and organization (Stone, 2002). Improved capabilities, knowledge and skills of the talented workforce have been proved to be the main source of 10 competitive advantage in a global market *(McKinsey, 2006). When the organization is unable to deliver effective human resource training to its employees it is not only the employees who suffer, the impact can be felt by the organization profitability itself. If someone is not delivering the training in an impressive style and he is not capturing the attention of the audience it means he is wasting the time (Griffin et al, 2000). Bad training design is nothing but the loss of time and

money (Tsauro & Lin, 2004). It is very important for the organization to design the employee training very carefully *(Armstrong, 2000). Organizations which develop effective training design that based on the needs of employees and the organization always get good results (Partlow, 1996). Managers should do everything possible within their control to develop the capabilities of employees (Brinkerhoff, 2006). Effective training programs help employees to advance themselves with new technology and at the same time gaining full command of the skills and competencies necessary to carry out a specific task and to avoid mistakes on the job *(Gunter Walden, 2011). Employee training can be on the job training or off the job training, this depends on the decision of the organization itself on which method meet its training needs and objective on which method meet its training needs and objective, some organizations prefer on the job training while others prefer off the job training. It is better for the organizations profitability to give their employees on the job training because it is cost effective and time-saving (Ruth & Doug 2004). On the job training enable employees to learn in a practical way (Tom Baum et al., 2007). 11 On-the-job training is useful in developing and practicing specific managerial, leadership, technical, manual and administrative skills needed by the organization to improve competitiveness *(Armstrong, 1998) . Training programs not only develops employees but also help an organization to make best use of their human resources in favors of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a human resource training programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie and Roger, 2005). Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner .Moreover it also enable employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue and

Guzzo, 2004). Training develops self-efficacy and results in superior performance on job (Svenja, 2007), by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason and Zakkeer, 2006). There has been a general resistance to investment in training in organizations profitability until recently because of the presumption that employees hired under a merit system are qualified and trained for their jobs (Okotoni and Erero, 2005). It was further assumed that if that was not the case then it means that initial selection of personnel was faulty (Stahl, 1956). This assumption no longer holds as the need for training became evident in all sectors (Okotoni and Erero, 2005). Training offers a way of “developing skills, enhancing productivity and quality of work, and building worker loyalty to the firm”. Training has become the Holy Grail to some organizations, an evidence of how much the management truly cares about its workforce (Hamid, 2011). Hamid (2011) went further to say that the effectiveness with which organizations manage, develop, motivate, involve and engage the willing contribution of those who work in them is a key determinant of how well these organizations perform. The importance of training has become more obvious given the growing complexity of the work environment, the rapid change in organizations and technological advancement which further necessitates the need for training and development of employees to meet the challenges. Human Resource Training helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities, and adapt to changing conditions (Jones, George and Hill, 2000). Similarly, training helps improve quality, customer satisfaction, productivity, morale, management succession, business development, profitability and organizational performance. Usually, before training programmes are organized efforts are made through individuals and organization’s appraisals to identify the training needs (Olaniyan & Ojo, 2008). Although there is a strong

belief that training is related to organizational-level outcomes (Alliger et al., 1997; Kozlowski et al., 2000), the theoretical rationale for this relationship has seldom been the focus of training research. As noted by Kozlowski et al. (2000), most models of training end with the transfer of individual-level outcomes to the training context and there is little theoretical development or research on how individual-level training outcomes result in organizational-level outcomes. 13 Accordingly, human capital is considered to be a resource that can provide a competitive advantage to the extent that Human Resource practices produce skilled employees who provide value to the firm and have unique inimitable skills. Applying the resource-based view to training suggests that training can be viewed as an investment in human capital that provides employees with unique knowledge, skills and abilities that add value to the firm and enable the performance of activities required to achieve organizational goals, thus resulting in positive organizational-level outcomes (Tamkin, 2005). Training is important and an imperative tool for the organization to revamp the performance of all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee would become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information they need to perform those jobs (Anonymous, 1998). The general benefits received from employee training are: increased job satisfaction and morale , increased motivation , increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover. (Anonymous, 1998). Through team training, people are trained to problem-solve more effectively in groups,

where observation and feedback are required during the training process (Rasmussen, 1982; Forbush & Morgan, 2004). Team training is often used in the industrial sector, government, and the army (Tannenbaum & Yukl, 1992). Specific team training strategies 14 have been developed such as cross-training, coordination training (Prince & Salas, 1993), leadership training (Tannenbaum et al., 1998), self-correction (Smith-Jentsch et al., 1998), and distributed team training (Dwyer et al., 1999). Evidence shows that team training functions well when it is theoretically driven. It concentrates on the necessary skills, and gives trainees realistic opportunities for feedback (Salas & Cannon-Bowers, 2001). Understanding the phenomenon of employee training and development requires understanding of all the changes that take place as a result of learning. As the generator of new knowledge, employee training and development is placed within a broader strategic context of human resources management, i.e. global organizational management, as a planned staff education and development, both individual and group, with the goal to benefit both the organization and employees. To preserve its obtained positions and HR Training and Development and the youth organizations increase competitive advantage, the organization needs to be able to create new knowledge, and not only to rely solely on utilization of the existing. Centar za primenu psihologiju, Beograd, 2003)

In China, Zhang and Zhang (2022) conducted a study investigating the impact of training and development initiatives on organizational performance within Chinese firms. The research focused on examining how investments in training contribute to organizational profitability and market competitiveness. The study employed a mixed-methods approach, combining quantitative surveys and qualitative case studies to gather comprehensive data. Quantitative analysis assessed the relationships between training and development programs, employee skills and competencies, and organizational performance metrics such as profitability. Qualitative insights

from case studies provided contextual understanding and detailed examples of effective training practices in Chinese firms. Key findings from the study highlighted that effective training and development programs significantly enhance employee skills and competencies. These enhanced skills, in turn, contribute to improved organizational performance, including increased profitability and enhanced market competitiveness for Chinese firms. The research underscored the strategic importance of investing in training and development initiatives tailored to the specific needs and goals of the organization to achieve sustainable growth and success in competitive markets.

In Brazil, Mello and Ribeiro (2023) conducted a study examining how training programs impact business performance within Brazilian organizations. The research focused on investigating the relationship between training investments and key business performance metrics, particularly profitability and operational efficiency. The study employed a quantitative research approach, utilizing surveys to gather data from a diverse sample of organizations across various industries in Brazil. Statistical analysis, including regression analysis, was used to assess the effects of training investments on employee skills and competencies, as well as their subsequent impact on business performance indicators. Findings from the study highlighted that investments in training significantly contribute to enhancing employee skills and competencies. These improved capabilities were found to positively influence business performance metrics such as profitability and operational efficiency for Brazilian organizations. The research underscored the strategic importance of training as a means to develop human capital and align workforce capabilities with organizational goals, thereby enhancing overall business success and competitiveness in the marketplace.

Chang and Gong (2022) looked at the connections between organizational performance, knowledge sharing, innovation capability, and human resource training in an unidentified country setting. The study's main goal was to investigate the relationships' regulated mediation processes. The research design used in the study was quantitative, and data from employees of different firms was gathered using surveys. In order to investigate how training programs affect innovation capabilities through the mediation of knowledge sharing, moderated mediation analysis was used, taking into account potential moderators that affect these processes. Important conclusions from the research showed that good HR training initiatives improve knowledge exchange between staff members. The association between training and innovation capability inside firms was mediated by this improved information sharing. Additionally, the research revealed that specific organizational factors influenced the interaction among training, information sharing, and innovation capability, suggesting the complex nature of these dynamics in various organizational settings.

Molina, Tarí & Pereira-Moliner, (2021) investigated the relationship between training, job satisfaction, and organizational performance, focusing on the mediating role of employee proactivity. The research was conducted within a specific national context. The study utilized a quantitative approach, employing surveys to gather data from a diverse sample of employees across various organizations. Structural equation modeling (SEM) was used to analyze the complex relationships between training, job satisfaction, employee proactivity, and organizational performance metrics. Key findings from the study highlighted that training programs aimed at fostering employee proactivity played a crucial mediating role. Specifically, these programs enhanced job satisfaction and subsequently improved organizational performance metrics such as productivity and profitability. The research underscored the importance of

proactive employees in translating training investments into tangible organizational outcomes, emphasizing the strategic significance of fostering a proactive workforce through targeted training initiatives. This study contributes valuable insights into the mechanisms through which training impacts organizational performance, emphasizing the mediating role of employee proactivity within the context of the specific national setting.

2.1.4 Human Resource Placement on Organization Performance

Human resource placement is a critical aspect of organizational performance as it ensures that the right people are hired, trained, and placed in the right positions. Several studies have been conducted to examine the influence of human resource placement on organizational performance. This literature review aims to examine these studies and provide an in-depth analysis of their findings. According to a study conducted by Lawler et al. (2012), human resource placement is a critical determinant of organizational performance. The study found that organizations that invest in human resource placement programs tend to perform better than those that do not. The authors suggested that organizations should focus on hiring the right people for the right job, training them adequately, and placing them in positions that align with their skills and strengths. Another study by Huselid (1995) found that human resource placement practices can significantly impact organizational performance. The study examined a sample of over 1,000 firms and found that those with effective human resource placement practices had higher levels of productivity and profitability than those with ineffective practices. The author suggested that organizations should focus on developing effective placement programs that ensure that employees are placed in roles that maximize their skills and abilities. A study also by Pfeffer (1994) found that human resource placement is a key driver of organizational performance. The study examined several high-performing organizations and found that they all

had effective human resource placement programs in place. The author suggested that organizations should focus on developing placement programs that align with their overall business strategy and ensure that employees are placed in roles that support the organization's goals by Farouq, S. (2013).

The literature suggests that human resource placement is a critical factor in organizational performance. Organizations that invest in effective placement programs tend to perform better than those that do not. Effective placement programs ensure that employees are placed in roles that align with their skills and strengths, leading to higher levels of productivity, profitability, employee engagement, and job satisfaction. Organizations should focus on developing placement programs that consider employees' individual strengths, align with the organization's overall business strategy, and ensure that employees are placed in roles that support the organization's goals. Pfeffer (1994) found that human resource placement is a key driver of organizational performance. The study examined several high-performing organizations and found that they all had effective human resource placement programs in place. The author suggested that organizations should focus on developing placement programs that align with their overall business strategy and ensure that employees are placed in roles that support the organization's goals.

In Ghana, Owusu-Manu and Badu (2020) conducted a study investigating how Human Resource Management (HRM) practices, including staffing and placement strategies, influence organizational performance in the construction industry. The research focused on examining the alignment between HRM practices and organizational goals, and their impact on project performance and overall organizational success. The study centered on exploring the relationship between HRM practices and organizational performance specifically within the construction

industry in Ghana. The study employed a quantitative research approach, using surveys to gather data from construction firms operating in Ghana. The surveys likely included questions about HRM practices such as recruitment, selection, and placement strategies, as well as measures of organizational performance related to project success and overall business performance. The findings highlighted that effective HRM practices, particularly those aligned with organizational goals in recruitment and selection processes, significantly contribute to project performance and overall organizational success in the Ghanaian construction industry. Specifically, strategies that ensure the right fit between employees' skills and organizational needs were associated with improved project outcomes and enhanced business performance metrics.

A study by Wu, Wu, and Chen (2020) found that the effective placement of human resources can lead to a competitive advantage for an organization. The study suggests that when human resources are correctly placed, the organization can optimize their use and achieve higher levels of productivity, innovation, and profitability. In summary, the literature indicates that proper human resource placement has a direct impact on organizational performance. Therefore, organizations should prioritize the effective deployment of human resources to enhance their overall performance.

Human resource placement is a critical component in achieving an organization's performance objectives. The effective deployment of human resources can directly impact an organization's overall productivity, efficiency, and profitability. Several studies have investigated the relationship between human resource placement and organizational performance. For instance, a study by Hiltrop, J. M. (1996)) found that the proper placement of human resources in an

organization positively impacts organizational performance. Similarly, a study by Hamid, Khan, and Gerhart, B. (1996). found that the placement of human resources in an organization positively influenced employee performance, which, in turn, had a positive impact on organizational performance.

The placement of human resources within an organization has been widely studied as a significant factor influencing organizational performance. Numerous studies have found a positive correlation between the strategic placement of human resources and the success of an organization B., & Huselid, M. (2006)A well-placed and skilled workforce not only enhances productivity, but also contributes to increased profitability and sustainable growth. Moreover, effective recruitment and placement of the right people in the right positions leads to improved employee satisfaction, reduced turnover rates, and greater commitment to the organization Ezejiolor, R. A. (2013). Studies have also shown that human resource placement can have an impact on innovation, which is a key driver of competitiveness in today's fast-changing business environment. Overall, human resource placement is a critical factor in shaping organizational performance, and should be given due consideration by organizational leaders.

In Kenya, Odhiambo and Munyoki (2021) conducted a study focusing on how strategic Human Resource Management (HRM) influence organizational performance in public universities. The study aimed to explore the relationship between strategic HRM practices and organizational performance specifically within the context of public universities in Kenya. The research likely employed a mixed-methods approach, combining qualitative and quantitative methods. Surveys and interviews were likely used to collect data from administrators, faculty members, and staff members across various public universities in Kenya. The study would have examined HRM practices such as recruitment, development, and performance management to assess their impact

on organizational performance indicators. The study found that strategic HRM practices, particularly those that enhance employee recruitment, development, and performance management, significantly contribute to improved organizational performance outcomes in Kenya's public universities. These practices were associated with enhanced faculty and staff productivity, better student outcomes, and overall institutional effectiveness.

2.2 Theoretical Framework

The study will be guided by the following theories Contingency theory and Stakeholder theory

2.2.1 Contingency theory

Contingency theory was founded by Fiedler, F. E. (1964) is highly relevant when it comes to understanding the influence of strategic human resource management (SHRM) on organizational performance. Contingency theory asserts that there is no one-size-fits-all approach to management, and that the most effective approach to management depends on the specific situation or context in which an organization finds itself (Farouq,2013).

In the case of SHRM and organizational performance, contingency theory suggests that the effectiveness of SHRM practices will depend on various contextual factors, such as the organization's size, industry, and competitive environment. For example, an organization operating in a highly competitive industry may need to adopt more aggressive SHRM practices, such as investing in training and development programs or offering higher salaries and benefits to attract and retain top talent.

Furthermore, contingency theory suggests that the effectiveness of SHRM practices will also depend on the organization's overall strategy. For instance, an organization that focuses on differentiation may prioritize training and development programs to create a skilled workforce

that can deliver high-quality products and services, while an organization that focuses on cost leadership may prioritize SHRM practices that increase efficiency and reduce labor costs (Roumpi, 2017).

2.2.2 Stakeholder theory

Stakeholder theory was founded by Dr. F. Edward Freeman (1984), is highly relevant when it comes to understanding the influence of strategic human resource management (SHRM) on organizational performance. Stakeholder theory asserts that organizations have a responsibility to consider the needs and interests of all stakeholders, including employees, customers, shareholders, suppliers, and the broader community (Jansen, 2001). In the context of SHRM and organizational performance, stakeholder theory suggests that the effectiveness of SHRM practices will depend on the organization's ability to create a balance between the interests of all stakeholders. For example, an organization that invests in training and development programs for its employees may improve its performance by increasing employee productivity and reducing turnover. At the same time, this investment may also improve the well-being and satisfaction of employees, which may have a positive impact on the broader community (McDermott, 2012).

Furthermore, stakeholder theory suggests that the effectiveness of SHRM practices will also depend on the organization's ability to create a culture of trust and commitment among stakeholders. For example, an organization that values and respects its employees may be more likely to attract and retain top talent, leading to improved performance and competitive advantage (Ezejiolor, 2013).

2.3 Conceptual Framework

A conceptual framework is a concept that is broadly defined and systematically organized to provide a focus, a rationale, and a tool for the integration and interpretation of information (Elsevier, 2018). The conceptual framework that will guide the study as detailed below indicates the relationship between the independent variable and the dependent variables (Sarkis, 2015). Muma *et al* (2014) conceptualized the following independent variables against dependent variable.

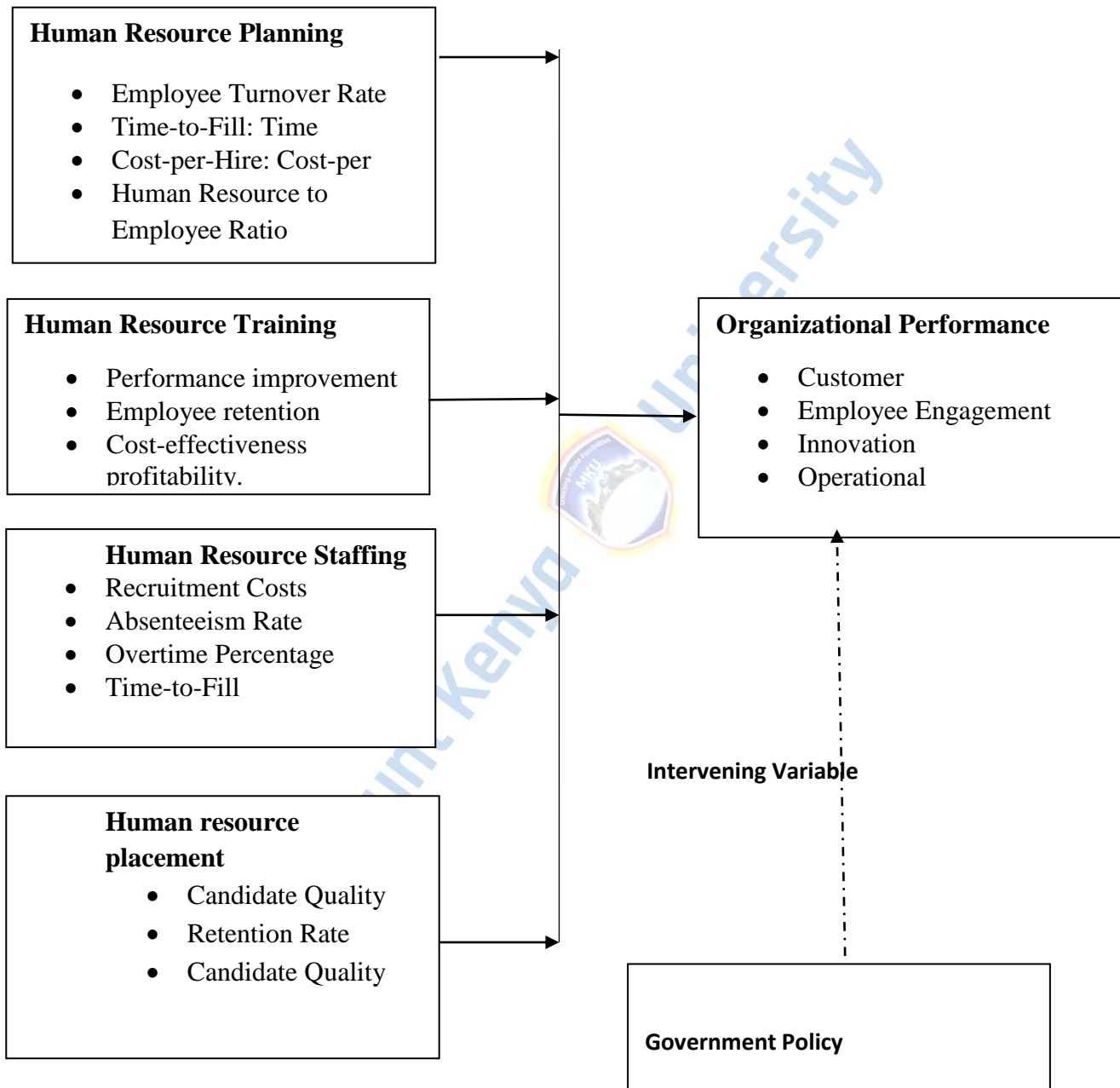


2.4 Conceptual Framework

Independent Variable

Dependent Variable

Strategic Human Resource Management



2.4 Gap Analysis

According to the study done by (2018), Studies have found a positive correlation between SHRM and organizational performance, it is difficult to establish causality. It is possible that high-performing organizations are simply more likely to engage in effective SHRM practices, rather than SHRM causing organizational performance. The relationship between SHRM and organizational performance may vary depending on the context in which it is studied. For example, the size of the organization, the industry, and the national culture may all play a role in shaping the relationship. There is no universally accepted way to measure SHRM or organizational performance, which makes it difficult to compare results across studies. Many studies have focused on the short-term effects of SHRM on organizational performance, but it is unclear how sustainable these effects are over the long-term. While SHRM is expected to influence organizational performance directly, there may be other variables that mediate this relationship. For example, employee engagement, job satisfaction, and turnover may all play a role in the relationship between SHRM and organizational performance (Nawaz, 2020).

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

In this chapter, the researcher presents the methodology that was used to carry out the study. The chapter consisted of the research design, target population, sampling procedures and sample size, research instruments, reliability and validity of the instruments, data collection procedures and data analysis

3.1 Research Design

The research study adopted a descriptive survey design. Descriptive research design was used because it enables the researcher to generalize the findings to a larger population.

3.2 Target Population

Mugenda and Mugenda (1999) define a population as a set of individual cases or objects with common observable characteristics. This is the population to which a researcher liked to generalize results of a study. The population to be included in the study was 204 employees in Uasin Gishu County Government.

Table 3.1 Target Population

Respondent Categories	Target Population
Departmental heads	9
General Employees	195
Total	204

Source: (Uasin Gishu County Government.,2023)

3.4 Sampling procedure and sample size

The study employed stratified sampling, simple random sampling in selecting the respondents. Kothari (1997) stated that stratified sampling involves the division of a population into smaller groups known as strata. The strata were formed based on members' shared attributes or characteristics. Stratified sampling technique was used to sub divide the population into the various strata, after which simple random sampling was used to obtain samples from the department staff, after which simple random sampling was used to obtain samples from the department staff members and the clerks. The department heads to be included in the study using purposive sample which involves inclusion of a given group of respondents into a study

due to some kind of information they have or some form of knowledge they possess. In purposive sampling the researcher decides who to include in the sample and hence the researcher purposely targets a group of people believed to be reliable for the study (Kombo & Tromp, 2006).

The sample size used in a study is determined based on the expanse of data collection, and the need to have sufficient statistical power. Saunders et al (2009). For the purposes of authenticity and efficiency of the study, the researcher used a sample size of 30% of the selected respondents from the target population as recommended by Magunda and Mugenda (2007), who further argues that the main factor was considered in determining the sample size is the need to keep it manageable enough. The study therefore was ended up with a sample size of 62 respondents.

Table 3.2 Sample size

Respondent Categories	Target Population	Sample size
Departmental heads	9 x0.3	3
General Employees	195 x0.3	58
Total	204	61

Source: (Uasin Gishu County Government,2023)

3.4 Data Collection Document

The main tool for data collection in the study was a questionnaire. The questionnaire will be dropped and picked after two days for the reason of time-saving, convenience and cost-effectiveness. A few questionnaires were administered in interviews. The questionnaire had both close-ended and open questions. The close-ended questions had response types predetermined and organized into a Likert scale. Likert scales are handy during data organization in preparation for analysis. They further help the researcher to focus on the core objectives of the study. A few open-ended questions were used to allow free expression on the part of the responded and to capture responses that may not have been captured by the close-ended questions. (Kothari & Garg, 2014)

3.5 Questionnaires

One type of questionnaires was prepared for respondents. The questionnaire was divided into two parts – A and B. Part A dealt with the background information for the respondent and business enterprise in Uasin Gishu County Government. Part B will have three sections. Section 1 dealt with the impact of lending regulations on the choice of business financing. Section 2 dealt with the level of awareness on the business choice of funding from financial markets in Uasin Gishu County Government, Kenya. A slanting Likert type of scale was used to measure the attitudes and perceptions of the respondents. They were asked to rate given statements on a five-point scale of Strongly Agree (SA), Agree (A), Uncertain (U), Disagree (D) and Strongly Disagree (SA). The Likert type of scale was used because it permits measurements of attitudes towards different aspects of the course on a single scale. It is also easy to construct, more reliable and objective (Kothari, 2009).

3.5.1 Interview

This study made use of structured interview; face to face interview was conducted. It enables the researcher to probe the business Administration further. This was used alongside the questionnaires to elicit more information to collaborate data collected through questionnaire.

Interviews were used for the following reasons; The interviewer can explain any questions that the interviewee does not understand; They are the best method for collecting personal data, for example, information on a person's income.; It enabled the interviewer to have a visual check as to whether the interviewee fits the sample population and It allowed for the development of a detailed questionnaire.

3.6 Validity and Reliability

3.6.1 Reliability

A pilot study was carried out in two business enterprises in Uasin Gishu County Government, Kenya. The test-retest methods were used to estimate the reliability of the questionnaire and interview test. It was done within Uasin Gishu County Government, Kenya from a small sample of businesses that was involved in the final study. Reliability is a measure of the degree to which a research instrument produces consistent results or data often repeated trials. (Divivedi, 2007). Pearson's product-moment correlation coefficient for test-retest reliability will be computed. The minimum reliability coefficient value needed to judge if the instrument is reliable is 0.50.

3.6.2 Validity of Research Instruments

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. It is the extent to which differences found with a measuring instrument reflect actual differences among those being tested (Kothari 2003:9) Validity of a research instrument deals with whether the instrument measures what it is supposed to measure.

Mugenda and Mugenda (2009), state that validity is the degree to which results obtained from an analysis of the data represents the phenomenon being studied. In order to validate the data, the researcher consulted her supervisors and experts from the Department of Human Resource Management school of Business of Mount Kenya University for guidance and advice.

3.7 Data Collection Procedures

Before conducting the research, the researcher obtained authorization from the university. The researcher sought permission from Uasin Gishu County Government to research the respondent businesses. Copies of the questionnaires was administered personally to the respondents. The participants were asked to read the instructions before filling the questionnaire. They were given assurance that the information was kept confidential and that it was used for the study. Adequate time was allowed for the participants to respond to items in the questionnaires. The researcher was personally collected the questionnaires and gauge the degree of response.

Ethical issues in the research was taken care of by the researcher assuring the participants that information to be provided was used for purposes of research only and not to malign their integrity and interest in the business. Furthermore, the respondents were advised not to indicate their names anywhere on the questionnaires.

3.8 Method of data presentation and Analysis

The data collected was coded and analysed using the Statistical Package for Social Sciences (SPSS). It employed descriptive statistics which included frequencies and percentages. Descriptive statistics give a summary of data (Barman 2002). After this, the findings will be presented by the use of tables in chapter four.

3.9 Ethical Consideration

In order to ensure that the researcher does not harm the respondents or violate their rights, a consent form was prepared and tried out during pilot study so that participants who upon reading it and understand reading it and agree to participate in research sign it without force. Privacy, confidentiality, sensitivity to cultural differences, sex and anonymity, was adhered to. Names of the participants was written on the instruments to be administered.



CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0 Introduction

This chapter focuses on data analysis, results presentation and discussion of the findings.

4.1 Pilot Test Results

The results from the pilot study were used to compute the validity and reliability of the study instrument. To start with, construct validity was used to validate the tools of data collection.

Table 4.1 : Reliability of Research Variables

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Items	Conclusion
Human Resource Planning	.835	.831	5	Reliable
Human Resource Training	.851	.849	5	Reliable
Human Resource Staffing	.769	.768	5	Reliable
Human Resource Placement	.720	.728	5	Reliable
Organizational Performance	.826	.845	5	Reliable

The first independent variable of the study was Recognition. This variable was measured by 5 items. Results in Table 4.1 above indicate that the 5 items had a Cronbach's alpha of 0.835. This means that all the items were reliable and were adopted for the main study to measure the variable of human resource planning. Additionally, Table 4.1 above shows that the Cronbach's alpha flexible work hours was 0.851 which indicates also that none of the items were dropped for the main study.

The Cronbach's alpha analysis on the third construct which was additional time off showed that the construct had a Cronbach's alpha of 0.769. This indicates that all the items were fit for use in the final data collection since none was dropped. Reliability results for Human Resource training shown in Table 4.1 indicates that the construct had a Cronbach's alpha of 0.720 indicating that all the 5 items were fit for collecting data on human resource staffing.

They were all therefore adopted for data collection. The dependent variable for the present study is organizational performance. The construct also had five items which were subjected to Cronbach's alpha. Reliability results for employee shown in Table 4.1 indicate that the construct had a Cronbach's alpha of 0.826 indicating that all the five items were fit for collecting data on human resource placement.

4.2 Response rate

From the table 4.2 the sample size of this study was 61 responses out of which 58 filled and returned their questionnaires, which represent a response rate 95.1% percent. The non-response rates of 3(4.9%) represents the proportion of surveys that were not completed or returned. This high response rate suggests a significant level of interest and willingness among the participants to contribute their insights and opinions to the survey, enhancing the reliability and validity of the gathered data.

Table 4.2 Response Rate

Response rate	Frequency	Percentage
Response	58	95.1%
Non response	3	4.9%
Total	61	100

4.2.1 Demographic Information

4.2.2 Gender

Table 4.2 highlights the gender distribution among the respondents, providing insights into the organization's workforce demographics. Out of 58 respondents, 21 (36.2%) identify as male,

while a larger proportion, 37 (63.8%), identify as female. This distribution indicates a higher representation of females within the organization's workforce. Such gender diversity is indicative of a varied and inclusive workplace environment, potentially fostering a range of perspectives and experiences within the organization. Strategic human resource management emphasizes the importance of fostering a diverse and inclusive workforce. Gender diversity is a critical component of DEI initiatives, as it ensures that organizations benefit from a variety of perspectives, ideas, and experiences. By promoting gender diversity, SHRM practices create a more dynamic and innovative work environment that is better equipped to address challenges, seize opportunities, and drive organizational performance.

Table 4.3 Gender

Gender	Frequency	Percentage
Male	21	36.2%
Female	37	63.8%
Total	58	100

4.2.3 Age Bracket

Table 4.3 provides insights into the age distribution of the respondents, showcasing a varied demographic profile. Among the 58 respondents, 7 (12.1%) fall below 20 years old, while the majority, 25 (43.1%), are aged between 21 and 29 years. Additionally, 14 respondents (24.1%) are in the age bracket of 30 to 39 years, with only 4 (6.9%) falling within the 40 to 49 years range. Lastly, 8 respondents (13.8%) are aged 50 years and above. This distribution highlights a significant representation of younger individuals, particularly in the 21 to 29 years bracket, suggesting a relatively youthful workforce within the organization. Age diversity in the workforce is essential for fostering creativity, innovation, and problem-solving. Strategic human resource management emphasizes the importance of diversity and inclusion in building high-performing teams. By incorporating employees from different age brackets, organizations leverage a wide range of skills, knowledge, and experiences to drive innovation and enhance organizational performance.

Table 4.4 Age Bracket

Age bracket	Frequency	Percentage%
Below 20 Years	7	12.1%
21-29 Years	25	43.1%
30 -39 Years	14	24.1%
40 – 49 Years	4	6.9%
50 Years and above	8	13.8%
Total	58	100

4.2.4 Level of Education

Table 4.4 illustrates the educational background of the respondents, showing a diverse range of qualifications. Out of 58 respondents, 8 (13.8%) have completed high school, 4 (6.9%) hold a certificate, and 12 (20.7%) have a diploma. The majority of respondents, 19 (32.8%), possess a degree, while 10 (17.2%) have obtained a master's degree, and 5 (8.6%) hold a PhD. The level of education informs training and development initiatives aimed at enhancing employee skills and competencies. Organizations design training programs tailored to the educational backgrounds and career aspirations of employees. For example, employees with higher levels of education benefit from advanced training courses, professional development programs, or leadership workshops to further develop their capabilities and drive organizational performance.

Table 4.5 Level of Education

Level of Education	Frequency	Percentage%
High school	8	13.8%
Certificate	4	6.9%
Diploma	12	20.7%
Degree	19	32.8%
Master's degree	10	17.2%
PHD	5	8.6%
Totals	58	100

4.2.5 Any changes in the organization's performance since you joined

According to the data in Table 4.5, a majority of respondents have observed changes in their organization's performance since they joined. Specifically, 38 respondents, representing 65.5% of the total, reported noticing changes. In contrast, 20 respondents, or 34.5%, stated that they have not observed any changes in performance. Changes in organizational performance reveal successes and challenges encountered since joining. Strategic HR management involves celebrating achievements and addressing areas of improvement to optimize organizational performance. By analyzing changes in performance metrics over time, HR professionals identify successful HR initiatives that have positively impacted performance and replicate them in other areas of the organization. Similarly, they can identify challenges and obstacles that have hindered performance improvement and develop strategies to overcome them.

Table 4.6 Any changes in the organization's performance since you joined

Any changes in the organization's performance since you joined	Frequency	Percentage
Yes	38	65.5%
No	20	34.5%
Total	58	100

4.2.6 Formal Human Resources Planning Process in Place

The data from Table 4.6 indicates that a majority of respondents' organizations have a formal human resources planning process in place. Specifically, 42 respondents, which constitutes 72.4% of the total, confirmed the existence of such a process. In contrast, 16 respondents, accounting for 27.6%, indicated that their organizations do not have a formal human resources planning process. A formal HR planning process ensures that HR strategies and initiatives are closely aligned with the broader organizational goals and objectives. Strategic HR management involves translating organizational priorities into actionable HR plans, including workforce planning, talent acquisition, training and development, and succession planning. By establishing a formal HR planning process, organizations can ensure that HR strategies are directed towards supporting organizational priorities, thereby enhancing organizational performance.

Table 4.7 Formal Human Resources Planning Process

Formal human resources planning process	Frequency	Percentage
Yes	42	72.4%
No	16	27.6%,
Total	58	100

4.3 HUMAN RESOURCE PLANNING**Table 4.8 Human Resource Planning**

Statements	SA	A	U	D	SD	N
Employee turnover rate is a measure of the number of employees leaving an organization in a given period. High employee turnover rate can indicate a problem with human resource planning.	10	16	14	12	6	58
	17%	28%	24%	21%	10%	100
Time-to-Fill measures the average time it takes to fill a vacant position. A long time-to-fill rate indicate problems with recruitment, selection, or planning.	16	15	5	14	8	58
	28%	26%	9%	24%	14%	100
Cost-per-Hire measures the cost of recruitment, selection, and on boarding of new employees.	20	7	13	15	3	58
	34%	12%	22%	26%	5%	100
This measures the number of employees per human resource staff member.	16	19	15	5	3	58
	28%	33%	26%	9%	5%	100
This measures how well the organization's succession plan is working, including the development of key personnel to fill critical positions.	19	16	5	12	6	58
	33%	28%	9%	21%	10%	100

From table 4.8 the following were the results according to statements respectively: The employee turnover rate, which measures the number of employees leaving an organization within a given period, is often used to assess the health of human resource planning. High turnover rates can signal underlying issues. Among the respondents, 10 strongly agreed (17%) that a high turnover rate indicates problems with HR planning, while 16 agreed (28%). A total of 14 respondents were undecided (24%), 12 disagreed (21%), and 6 strongly disagreed (10%), with 58 responses in total. Time-to-Fill; Time-to-Fill, the average time required to fill a vacant position, is another critical metric. Prolonged Time-to-Fill suggest difficulties in recruitment, selection, or planning. Out of 58 respondents, 16 strongly agreed (28%), 15 agreed (26%), 5 were undecided (9%), 14 disagreed (24%), and 8 strongly disagreed (14%). Cost-per-Hire; The Cost-per-Hire metric, which encompasses the expenses related to recruitment, selection, and on boarding, provides insight into the financial efficiency of the hiring process. In the survey, 20 respondents strongly agreed (34%) that this is a crucial measure, 7 agreed (12%), 13 were undecided (22%), 15 disagreed (26%), and 3 strongly disagreed (5%), summing up to 58 responses. Employees per HR Staff Member; this metric evaluates the ratio of employees to human resource staff, offering an understanding of HR department capacity. Among the 58 respondents, 16 strongly agreed (28%) that this ratio is significant, 19 agreed (33%), 15 were undecided (26%), 5 disagreed (9%) and 3 strongly disagreed (5%). Succession Plan Effectiveness; Assessing the effectiveness of an organization's succession plan, including the development of key personnel for critical roles, is essential for long-term HR planning. Out of 58 respondents, 19 strongly agreed (33%), 16 agreed (28%), 5 were undecided (9%), 12 disagreed (21%), and 6 strongly disagreed (10%).

According to Jackson & Schuler, (2020) Human resource planning, projecting demand and supply, entails using any variety of advanced statistical treatments based upon evaluation as well as estimates .Such projecting techniques are beyond the scope of this discussion. At an extra practical level, forecasting need entails identifying the numbers as well as the type of employees that a company will need eventually in the future. Most managers think about numerous factors when projecting future personal needs. The demand for the company's products and services is paramount. Therefore, in an organization, markets, as well as sales figures, are projected initially. Then, the personnel needed to offer the projected ability are approximated (Margolis & Morgan, 2018).

4.4 HUMAN RESOURCE TRAINING

Table 4.9 Human Resource Training

Statements.	SA	A	U	D	SD	N
One of the primary goals of training is to improve employee performance.	19	14	7	8	10	58
Organizations measure the impact of training by assessing whether employees have acquired new	33%	24%	12%	14%	17%	100
Training help improve employee retention by enhancing job satisfaction and motivation.	22	10	9	12	5	58
	38%	17%	15%	21%	9%	100
Training programs require significant investments of time and resources.	17	10	16	6	9	58
Organizations measure the cost-effectiveness of training by comparing the cost of the program to the benefits it generates in terms of improved performance	29%	17%	26%	10%	16%	100
						58
Organizations can gather feedback from employees who participated in the training program to evaluate its effectiveness	14	16	12	10	6	
	24%	28%	21%	17%	10%	100

From table 4.8 the following were the results according to statements respectively: Improving Employee Performance ;One of the primary goals of training is to enhance employee performance. Organizations can measure the impact of training by assessing whether employees have acquired new skills. In the survey, 19 respondents strongly agreed (33%) with this statement, 14 agreed (24%), 7 were undecided (12%), 8 disagreed (14%), and 10 strongly disagreed (17%). Improving Employee Retention; Training play a significant role in improving employee retention by enhancing job satisfaction and motivation. Among the 58 respondents, 22 strongly agreed (38%) that training helps improve retention, 10 agreed (17%), 9 were undecided (15%), 12 disagreed (21%), and 5 strongly disagreed (9%). Cost-Effectiveness of Training Programs; Training programs require substantial investments of time and resources. Organizations can measure the cost-effectiveness of training by comparing the program's costs to the benefits it generates in terms of improved performance. In this survey, 17 respondents strongly agreed (29%), 10 agreed (17%), 16 were undecided (26%), 6 disagreed (10%), and 9 strongly disagreed (16%), totaling 58 responses. Gathering Feedback from Training Participants; To evaluate the effectiveness of training programs, organizations gather feedback from employees who participated. Among the 58 respondents, 14 strongly agreed (24%), 16 agreed (28%), 12 were undecided (21%), 10 disagreed (17%) and 6 strongly disagreed (10%).

The findings are in line with Stone, (2022) Training is very important in achieving the objectives of the organization by continuing to view the interest of employees and organization. Improved capabilities, knowledge and skills of the talented workforce have been proved to be the main source of 10 competitive advantage in a global market (McKinsey, 2016).When the organization is unable to deliver effective human resource training to its employees it is not only the employees who suffer, the impact can be felt by the organization profitability itself. If someone is not delivering the training in an impressive style and he is not capturing the attention of the audience it means he is wasting the time. Bad training design is nothing but the loss of time and money.

4.5 HUMAN RESOURCE STAFFING

Table 4.10 Human Resource Staffing

Statements	SA	A	U	D	SD	N
This measure indicates the percentage of employees who leave the organization during a specific period, typically a year.	18	12	10	11	7	58
	31%	21%	17%	19%	12%	100
This measure represents the amount of time it takes to fill a job vacancy from the time it is opened until the position is filled.	15	13	11	12	7	58
	26%	22%	19%	21%	12%	100
This measure includes all the costs incurred in recruiting, such as job postings, advertising, background checks, and agency fees.	18	11	6	14	9	58
	31%	19%	10%	24%	16%	100
This measure indicates the percentage of scheduled workdays missed by employees.	21	8	10	13	6	58
	36%	14%	17%	22%	10%	100

From table 4.10 the following were the results according to statements respectively, Employee Turnover Rate; this measure indicates the percentage of employees who leave the organization during a specific period, typically a year. Among the 58 respondents, 18 strongly agreed (31%) with the significance of this measure, 12 agreed (21%), 10 were undecided (17%), 11 disagreed (19%), and 7 strongly disagreed (12%).

Time-to-Fill; This measure represents the amount of time it takes to fill a job vacancy from the time it is opened until the position is filled. Out of 58 respondents, 15 strongly agreed (26%), 13 agreed (22%), 11 were undecided (19%), 12 disagreed (21%) and 7 strongly disagreed (12%).

Recruitment Costs; this measure includes all the costs incurred in recruiting, such as job postings, advertising, background checks, and agency fees. Among the 58 respondents, 18 strongly agreed (31%) on the importance of tracking recruitment costs, 11 agreed (19%), 6 were undecided (10%), 14 disagreed (24%), and 9 strongly disagreed (16%).

Absenteeism Rate; this measure indicates the percentage of scheduled workdays missed by employees. In the survey, 21 respondents strongly agreed (36%) that tracking absenteeism is important, 8 agreed (14%), 10 were undecided (17%), 13 disagreed (22%), and 6 strongly disagreed (10%), out of a total of 58 responses.

The study is in line with Masa'deh, R. (2012), HR demand forecasting is the process of making estimates of future staff needs according to the right quantity and the desired quality. HR requirement estimates should be carried out in view of the organizations plan during a specific period, for example annually. For any firm to determine its human resource needs in terms of numbers, composition, competencies with respect to services provided and productivity levels in meeting organizational needs demand forecast must be undertaken (Ghazala & Habib, 2012). After the identification of the manpower gaps the organization then puts into motion plans to bridge them (Griffins, 2006). The procedure of approximation of accessibility of workforce essential to meet the HR demand is what is termed as supply forecasting of human resource Delaney (1996). It identifies where the required quantity of workers with the necessary knowledge, expertise and skill, will be supplied from (Alkalha 2011).

4.6 HUMAN RESOURCE PLACEMENT

Table 4.11 Human Resource Placement Influence

Statements.	SA	A	U	D	SD	N
This measure represents the cost of hiring a new employee, including advertising, recruitment fees, travel expenses, and other related costs.	19	10	8	15	6	58
	33%	17%	14%	26%	10%	100
This measure represents the quality of candidates who apply for open positions. Monitoring candidate quality can help organizations identify the effectiveness	16	9	12	15	6	58
	28%	16%	21%	26%	10%	100
This measure represents the percentage of job offers that are accepted by candidates.	25	15	5	11	2	58
	43%	26%	9%	19%	3%	100
This measure represents the percentage of employees who remain with the organization for a specific period, typically a year	28	11	6	8	5	58
	48%	19%	10%	14%	9%	100

From table 4.11 the following were the results according to statements respectively, Cost of Hiring a New Employee; this measure represents the cost of hiring a new employee, including advertising, recruitment fees, travel expenses, and other related costs. Among the 58 respondents, 19 strongly agreed (33%) with the significance of this measure, 10 agreed (17%), 8 were undecided (14%), 15 disagreed (26%), and 6 strongly disagreed (10%). Quality of Candidates; this measure represents the quality of candidates who apply for open positions. Monitoring candidate quality help organizations identify the effectiveness of their recruitment

processes. Out of 58 respondents, 16 strongly agreed (28%) on the importance of this measure, 9 agreed (16%), 12 were undecided (21%), 15 disagreed (26%), and 6 strongly disagreed (10%). Job Offer Acceptance Rate; This measure represents the percentage of job offers that are accepted by candidates. Among the 58 respondents, 25 strongly agreed (43%) with its importance, 15 agreed (26%), 5 were undecided (9%), 11 disagreed (19%), and 2 strongly disagreed (3%). Employee Retention Rate; this measure represents the percentage of employees who remain with the organization for a specific period, typically a year. In the survey, 28 respondents strongly agreed (48%) that tracking retention rate is important, 11 agreed (19%), 6 were undecided (10%), 8 disagreed (14%), and 5 strongly disagreed (9%), out of a total of 58 responses.

According to a study conducted by Lawler et al. (2012), human resource placement is a critical determinant of organizational performance. The study found that organizations that invest in human resource placement programs tend to perform better than those that do not. The authors suggested that organizations should focus on hiring the right people for the right job, training them adequately, and placing them in positions that align with their skills and strengths.

4.7 ORGANIZATIONAL PERFORMANCE

Table 4.13 Organizational Performance

Statements	SA	A	U	D	SD	N
This measure represents the level of satisfaction of customers with an organization's products or services	15 16.7%	23 25.6%	20 22.2%	25 27.8%	7 7.8%	58 100
This measure represents the level of engagement of employees with the organization, their job, and their colleagues	28 31.1%	26 28.9%	16 17.8%	14 15.6%	6 6.7%	58 100
This measure represents an organization's ability to innovate and create new products, services, or processes.	12 13.3%	23 25.6%	30 33.3%	15 16.7%	10 11.1%	58 100
This measure represents an organization's ability to operate efficiently and effectively	15 16.7%	23 25.6%	30 33.3%	12 13.3%	10 11.1%	58 100

From table 4.13 the following were the results according to statements respectively, Customer Satisfaction; this measure represents the level of satisfaction of customers with an organization's products or services. Among the 58 respondents, 15 strongly agreed (16.7%) with the importance of this measure, 23 agreed (25.6%), 20 were undecided (22.2%), 25 disagreed (27.8%), and 7 strongly disagreed (7.8%). Employee Engagement; this measure represents the level of engagement of employees with the organization, their job, and their colleagues. Out of 58 respondents, 28 strongly agreed (31.1%) on the importance of this measure, 26 agreed (28.9%), 16 were undecided (17.8%), 14 disagreed (15.6%), and 6 strongly disagreed (6.7%). Innovation Capability; this measure represents an organization's ability to innovate and create new products, services, or processes. Among the 58 respondents, 12 strongly agreed (13.3%) on its importance, 23 agreed (25.6%), 30 were undecided (33.3%), 15 disagreed (16.7%), and 10 strongly disagreed (11.1%). Operational Efficiency and Effectiveness; this measure represents an organization's

ability to operate efficiently and effectively. In the survey, 15 respondents strongly agreed (16.7%) with its significance, 23 agreed (25.6%), 30 were undecided (33.3%), 12 disagreed (13.3%), and 10 strongly disagreed (11.1%), out of 58 responses.

As noted by Organizational performance data informs resource allocation decisions within the HR function. Strategic HR management involves optimizing the allocation of human, financial, and technological resources to support organizational goals. By analyzing performance metrics, HR professionals prioritize HR initiatives that have the greatest potential to impact organizational performance positively. This includes investing in talent development programs, improving employee engagement initiatives, or implementing HR technology solutions to enhance efficiency and effectiveness.

4.8 Inferential Results

4.8.1 Correlation Results

The present study utilized correlation analysis to explore the relationship between variables, as Pallant (2010) recommended. A correlation value +1 signifies a strong positive linear association between two variables, whereas a correlation coefficient -1 suggests a strong negative linear association. Conversely, a correlation value of zero indicates the lack of a linear association between the two variables. The results of the correlation study are presented in Table 4.12.

Table 4.14: Correlation between Study Variables

	Y	X ₁	X ₂	X ₃	X ₄
Y	1				
X ₁	.746***	1			
X ₂	.794***	.136	1		
X ₃	.872***	.124	.056	1	
X ₄	.612***	.032	.001	.065	1

Note: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

A variety of interpretations can be drawn from the facts presented in Table 12. In the beginning, it can be observed that the correlation coefficients among the independent variables (X1, X2, X3, and X4) frequently exhibit values that are less than 0.50, which indicates that there are no substantial multicollinearity problems among these variables. According to Gujarati and Porter (2019), multicollinearity is defined as a phenomenon that is characterized by a correlation coefficient that is more than 0.80. Due to the presence of this circumstance, the conclusions may be incorrect. In addition, the findings suggest that there is a significant and positive correlation between recognition (X1) and organizational performance. As evidence for this argument, the researcher established that there is a statistically significant correlation coefficient of 0.746 (p less than 0.01) between the two variables. The study reveals that at the existence of a beneficial connection between human resource planning and organizational performance

A correlation coefficient of 0.794 suggests that there is a positive and substantial association between human resource training on organizational performance. This shows that if the degree of human resource staffing on organizational performance is affected by 0.794 units. A noteworthy correlation coefficient of 0.872 was found between additional human resource placement on organizational performance

4.9 Regression Analysis

The following subsections contain reports on the outcomes of the regression analysis that was performed on the data that was collected. The statistical method known as regression analysis is utilized to determine the extent to which a certain correlation exists between a number of different variables. According to Young (2014), making use of regression analysis makes it easier to clarify the statistical association between variables. This, in turn, improves the ability of the study to draw meaningful findings and provide recommendations.

Table 4.13 Model Summary

Model	R	R Square	Adjusted R Square	Sig
1	.856 ^a	.732	.728	.000

The figure presented above provides a summary of the model, demonstrating a robust and positive overall link between the identified parameters and organizational performance. This is supported by the model's correlation coefficient of 0.856. Moreover, the efficacy of the model is evidenced by its capacity to strategic human resource management and organizational performance as denoted by the coefficient of determination (R^2) value of 0.728. This suggests that strategic human resource management and organizational performance on for about 72.8%. The adequacy of the model is evidenced by the robust correlation between the variables, as illustrated in Table 13.

Table 4.15: ANOVA

Model		Sum of squares	df	Mean Square	F	Sig.
1	Regression	60.425	4	15.11	98.117	.000 ^a
	Residual	6.773	54	.154		
	Total	67.198	58			

a. Predictors: (Constant), X_1 , X_2 , X_3 , X_4

b. Dependent Variable: Y

The ANOVA table presented in Table 14 demonstrates the statistical significance of the predictive model used to analyse strategic human resource management and organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Presented herein is the summary of major findings of this study, conclusions and recommendations and suggestions for further research based on the findings.

5.2 Summary of Major Findings

5.2.1 Human Resource Planning Influence Organizational Performance

The study's first goal was to examine how human resource planning influences organizational performance in Uasin Gishu County Government. Based on the descriptive statistics results, The employee turnover rate, which measures the number of employees leaving an organization within a given period, is often used to assess the health of human resource planning. High turnover rates signal underlying issues. Among the respondents, 10 strongly agreed (17%) that a high turnover rate indicates problems with HR planning, while 16 agreed (28%). A total of 14 respondents were undecided (24%), 12 disagreed (21%), and 6 strongly disagreed (10%), with 58 responses in total. Time-to-Fill; Time-to-Fill, the average time required to fill a vacant position, is another critical metric. Prolonged Time-to-Fill suggest difficulties in recruitment, selection, or planning. Out of 58 respondents, 16 strongly agreed (28%), 15 agreed (26%), 5 were undecided (9%), 14 disagreed (24%), and 8 strongly disagreed (14%). Cost-per-Hire; the Cost-per-Hire metric, which encompasses the expenses related to recruitment, selection, and on boarding, provides insight into the financial efficiency of the hiring process. In the survey, 20 respondents strongly agreed (34%) that this is a crucial measure, 7 agreed (12%), 13 were undecided (22%), 15 disagreed (26%), and 3 strongly disagreed (5%), summing up to 58 responses. Employees per HR Staff Member; this metric evaluates the ratio of employees to human resource staff, offering an understanding of HR department capacity. Among the 58 respondents, 16 strongly agreed (28%) that this ratio is significant, 19 agreed (33%), 15 were undecided (26%), 5 disagreed (9%), and 3 strongly disagreed (5%). Succession Plan Effectiveness; Assessing the effectiveness of an organization's succession plan, including the development of key personnel for critical roles, is essential for long-term HR planning. Out of 58 respondents, 19 strongly agreed (33%), 16 agreed (28%), 5 were undecided (9%), 12 disagreed (21%), and 6 strongly disagreed (10%).

5.2.2 Human Resource Training Influence Organizational Performance

The second objective of the study was to find out how human resource training influence organizational performance in Uasin Gishu County Government. Based on the descriptive statistics results, Improving Employee Performance ;One of the primary goals of training is to enhance employee performance. Organizations measure the impact of training by assessing whether employees have acquired new skills. In the survey, 19 respondents strongly agreed (33%) with this statement, 14 agreed (24%), 7 were undecided (12%), 8 disagreed (14%), and 10 strongly disagreed (17%). Improving Employee Retention; Training play a significant role in improving employee retention by enhancing job satisfaction and motivation. Among the 58 respondents, 22 strongly agreed (38%) that training helps improve retention, 10 agreed (17%), 9 were undecided (15%), 12 disagreed (21%), and 5 strongly disagreed (9%). Cost-Effectiveness of Training Programs; Training programs require substantial investments of time and resources. Organizations measure the cost-effectiveness of training by comparing the program's costs to the benefits it generates in terms of improved performance. In this survey, 17 respondents strongly agreed (29%), 10 agreed (17%), 16 were undecided (26%), 6 disagreed (10%), and 9 strongly disagreed (16%), totaling 58 responses. Gathering Feedback from Training Participants; To evaluate the effectiveness of training programs, organizations gather feedback from employees who participated. Among the 58 respondents, 14 strongly agreed (24%), 16 agreed (28%), 12 were undecided (21%), 10 disagreed (17%), and 6 strongly disagreed (10%).

5.2.3 Human Resource Staffing Influence Organizational Performance

The third objective of the study was to assess how human resource staffing influence organizational performance in Uasin Gishu Government. The findings showed that, Employee Turnover Rate; this measure indicates the percentage of employees who leave the organization during a specific period, typically a year. Among the 58 respondents, 18 strongly agreed (31%) with the significance of this measure, 12 agreed (21%), 10 were undecided (17%), 11 disagreed (19%), and 7 strongly disagreed (12%). Time-to-Fill; This measure represents the amount of time it takes to fill a job vacancy from the time it is opened until the position is filled. Out of 58 respondents, 15 strongly agreed (26%), 13 agreed (22%), 11 were undecided (19%), 12 disagreed (21%), and 7 strongly disagreed (12%). Recruitment Costs; this measure includes all the costs incurred in recruiting, such as job postings, advertising, background checks, and agency

fees. Among the 58 respondents, 18 strongly agreed (31%) on the importance of tracking recruitment costs, 11 agreed (19%), 6 were undecided (10%), 14 disagreed (24%), and 9 strongly disagreed (16%).

Absenteeism Rate; this measure indicates the percentage of scheduled workdays missed by employees. In the survey, 21 respondents strongly agreed (36%) that tracking absenteeism is important, 8 agreed (14%), 10 were undecided (17%), 13 disagreed (22%), and 6 strongly disagreed (10%), out of a total of 58 responses.

5.2.4 Human Resource Placement Influence Organizational Performance

The fourth objective was to determine how human resource placement influence organizational performance in Uasin Gishu County Government. The results indicated that, Cost of Hiring a New Employee; this measure represents the cost of hiring a new employee, including advertising, recruitment fees, travel expenses, and other related costs. Among the 58 respondents, 19 strongly agreed (33%) with the significance of this measure, 10 agreed (17%), 8 were undecided (14%), 15 disagreed (26%), and 6 strongly disagreed (10%). Quality of Candidates; this measure represents the quality of candidates who apply for open positions. Monitoring candidate quality help organizations identify the effectiveness of their recruitment processes. Out of 58 respondents, 16 strongly agreed (28%) on the importance of this measure, 9 agreed (16%), 12 were undecided (21%), 15 disagreed (26%), and 6 strongly disagreed (10%). Job Offer Acceptance Rate; This measure represents the percentage of job offers that are accepted by candidates. Among the 58 respondents, 25 strongly agreed (43%) with its importance, 15 agreed (26%), 5 were undecided (9%), 11 disagreed (19%), and 2 strongly disagreed (3%). Employee Retention Rate; This measure represents the percentage of employees who remain with the organization for a specific period, typically a year. In the survey, 28 respondents strongly agreed (48%) that tracking retention rate is important, 11 agreed (19%), 6 were undecided (10%), 8 disagreed (14%), and 5 strongly disagreed (9%), out of a total of 58 responses.

5.3 Conclusion

The study concluded that, Human resource planning ensures that Uasin Gishu County Government has the right people with the right skills in the right positions at the right time. By forecasting future workforce needs, identifying skill gaps, and strategically aligning staffing levels with organizational goals, HR planning enhances efficiency, productivity, and service

delivery. Effective HR planning enables the county government to proactively address staffing challenges, optimize resource allocation, and adapt to changing operational demands, ultimately contributing to improved organizational performance (Margolis & Morgan, 2018).

Human resource training initiatives in Uasin Gishu County Government play a critical role in enhancing employee skills, knowledge, and competencies. By investing in continuous learning and development opportunities, the county government improves employee performance, job satisfaction, and retention rates. Well-trained employees are better equipped to meet job requirements, adapt to changing work environments, and contribute to organizational goals effectively. Training also fosters a culture of innovation, creativity, and adaptability, which are essential for driving organizational performance and maintaining competitiveness (Stone, 2022).

Human resource staffing practices directly impact organizational performance by ensuring that Uasin Gishu County Government has the right people in the right roles. Strategic staffing initiatives, such as recruitment, selection, and deployment of personnel, help to minimize turnover, reduce recruitment costs, and enhance workforce productivity. By aligning staffing levels with workload demands and organizational priorities, HR staffing practices optimize resource utilization, improve service delivery, and support overall organizational effectiveness (Ghazala & Habib, 2012).

Human resource placement involves the strategic deployment of employees within Uasin Gishu County Government to maximize their contributions and effectiveness. Effective placement practices ensure that individuals with the right qualifications, skills, and experience are matched to suitable roles and responsibilities. By placing employees in positions where they can leverage their strengths and capabilities, HR placement enhances job satisfaction, employee engagement, and organizational performance. Strategic placement initiatives also support succession planning efforts and promote diversity, equity, and inclusion within the workforce, further contributing to overall organizational success Lawler *et al.*, (2012).

5.4 Recommendations

Based on the findings and conclusions reached, the study makes a number of recommendations, including:

Continuously invest in training and development programs to enhance employee skills, knowledge, and competencies, fostering a culture of learning and growth within the organization. Adopt strategic workforce planning practices to ensure optimal staffing levels, skill matching, and talent retention, thereby enhancing operational efficiency and service quality. Promote diversity, equity, and inclusion in all HR processes to harness the full potential of the workforce and foster innovation and creativity. Establish metrics and performance indicators to monitor the effectiveness of HR initiatives in contributing to organizational performance and make data-driven decisions for continuous improvement.

5.5 Areas for Further Studies

This study was carried out in Uasin Gishu County Government in Kenya. The study focused was on Influence of Strategic Human Resource Management on Organizational Performance in Uasin Gishu County Government in Kenya. The study employed a descriptive research design. The researcher should explore various aspects of leadership development, including leadership-training programs, coaching and mentoring initiatives, succession planning efforts, and leadership competency frameworks.

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APPENDIX I: QUESTIONNAIRES

Kindly answer the following questions. The information is for academic purposes only and will be treated with utmost confidentiality. Your contribution is invaluable in ensuring that this study meets its objectives.

Fill or indicate with a (√) as appropriate.

SECTION A: Demographic Details

1. Gender of the respondent:

- a) Male ()
- b) Female ()

2. Age respondent

- a) Below 20 years ()
- b) 21 -29 Years ()
- c) 30-39 Years ()
- d) 40-49 Years ()
- e) 50 Years AND ABOVE

3. Level of Education

- (a) High school ()
- (b) Certificate ()
- (c) Diploma ()
- d) Degree ()
- (e) Masters ()
- (f) PHD ()

4. Have you observed any changes in the organization's performance since you joined?

a)Yes ()

b)No ()

5. Does your organization have a formal human resources planning process in place?

a)Yes ()

b)No ()

SECTION B: HUMAN RESOURCE PLANNING

In a scale of 1-5, indicate your level of agreement on extent of human resource planning on organizational performance. The scale as follows is applicable; 1-Strongly Agree, 2-Agree, 3-Uncertain, 4-Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
Employee turnover rate is a measure of the number of employees leaving an organization in a given period. High employee turnover rate can indicate a problem with human resource planning.					
Time-to-Fill measures the average time it takes to fill a vacant position. A long time-to-fill rate can indicate problems with recruitment, selection, or planning.					
Cost-per-Hire measures the cost of recruitment, selection, and onboarding of new employees.					
This measures the number of employees per human resource staff member.					
This measures how well the organization's succession plan is working, including the development of key personnel to fill critical positions.					

SECTION C: HUMAN RESOURCE TRAINING

In a scale of 1-5, indicate your level of agreement on the extent of Human Resource Training on organizational performance. The scale as follows is applicable; 1-Strongly Agree, 2-Agree, 3-Uncertain, 4-Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
One of the primary goals of training is to improve employee performance. Organizations can measure the impact of training by assessing whether employees have acquired new					
Training can also help improve employee retention by enhancing job satisfaction and motivation.					
Training programs require significant investments of time and resources. Organizations can measure the cost-effectiveness of training by comparing the cost of the program to the benefits it generates in terms of improved performance					
Organizations can gather feedback from employees who participated in the training program to evaluate its effectiveness					

SECTION D: HUMAN RESOURCE STAFFING

In a scale of 1-5, indicate your level of agreement on the extent of Human Resource Staffing on organizational performance .The scale as follows is applicable; 1-Strongly Agree, 2-Agree, 3-Uncertain, 4-Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
This measure indicates the percentage of employees who leave the organization during a specific period, typically a year.					
This measure represents the amount of time it takes to fill a job vacancy from the time it is opened until the position is filled.					
This measure includes all the costs incurred in recruiting, such as job postings, advertising, background checks, and agency fees.					
This measure indicates the percentage of scheduled workdays missed by employees.					

SECTION E: HUMAN RESOURCE PLACEMENT

In a scale of 1-5, indicate your level of agreement on the Reward management systems on employee performance. The scale as follows is applicable; 1-Strongly Agree, 2-Agree, 3-Uncertain, 4-Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
This measure represents the cost of hiring a new employee, including advertising, recruitment fees, travel expenses, and other related costs.					
This measure represents the quality of candidates who apply for open positions. Monitoring candidate quality can help organizations identify the effectiveness					
This measure represents the percentage of job offers that are accepted by candidates.					
This measure represents the percentage of employees who remain with the organization for a specific period, typically a year					

SECTION F: ORGANIZATIONAL PERFORMANCE

In a scale of 1-5, indicate your level of agreement on organizational performance. The scale as follows is applicable; 1-Strongly Agree, 2-Agree, 3-Uncertain, 4-Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
This measure represents the level of satisfaction of customers with an organization's products or services					
This measure represents the level of engagement of employees with the organization, their job, and their colleagues					
This measure represents an organization's ability to innovate and create new products, services, or processes.					
This measure represents an organization's ability to operate efficiently and effectively					

Thank You for Your Cooperation

Appendix II: Informed Consent

I am **Derick Wamalwa Wekesa** , Masters student at Mount Kenya University. I am conducting a study on “**INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN UASIN GISHU COUNTY GOVERNMENT IN KENYA**”.I kindly wish to inform you that the study is partial fulfillment of my master degree program. I request you to voluntarily and freely participate in this study and therefore I am seeking your consent. Confidentiality will be maintained by using code numbers instead of your name and information gathered will not be revealed to other party or individual. Participation in the study is voluntary. The study poses no risk to the participant.

Before I involve you in this study, I kindly request you to sign the declaration below.

I have read the purpose and I hereby agree/disagree to participate in this study.

Respondent (coded)

Sign.....

Date.....

Principal investigator

Name: **Derick Wamalwa Wekesa**

Sign.....

In case of any complaints or further clarifications, kindly conduct the;

Chairman,

Mount Kenya University,

Ethics Review Committee,

P.O Box 342-0100

Thika.

APPENDIX III: WORK PLAN

STAGE IN RESEARCH PROCESS	ESTIMATED TIME WKS	DATE
Identification of topic	1	December 2022
Writing the research proposal	3	January to April 2022
Data collection	2	April 2022
Presentation & analysis of data	2	May 2023
Report writing	2	May 2023
Typing & binding of final report	1	June 2023
Submission to the Supervisor	1	July 2023

APPENDIX IV: ESTMATED RESEARCH BUDGET

Task/Activity	Investment (Kshs)	Investment Description & Justification
Stationary	30,000	Stationary
Pilot Testing of questionnaire	40,000	2 research assistants at 250/= per day for 2-man days
Questionnaire printing & photocopying	6,000	30 copies of a 4-page questionnaire at5/=
Field data collection	18,000	2 research assistants at 200/= each
Data Analysis	70,000	Research @ 50,000
Printing & binding project	16,000	7 copies
Local Travelling for data collection	7000	For research assistants
Contingency budget	5,000	To cater for any unprecedented research activities that may present themselves
Total Budget	172,000	

Source of funding: self

APPENDIX V: INTRODUCTORY LETTER FROM MOUNT KENYA UNIVERSITY



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/49205

2nd April, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,


RE: DERICK WAMALWA WEKESA - REGISTRATION NO. MBA/2022/49205

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is "Influence of Strategic Human Resource Management on Organizational Performance in Uasin-Gishu County Government in Kenya." It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2024 and June, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karanga, Ph.D
Director, Graduate Studies

Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Tel: +254 67 2820 000,
Cell: +254 720 790 796, 0709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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APPENDIX VI: ERC LETTER

Mount Kenya University



REF: MKU/ISERC/3566

Date: 28 March 2024

TO: DERICK WAMALWA WEKESA

REG: MBA/2022/49205

Dear Sir/Madam,

RE: INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN UASINGISHU COUNTY GOVERNMENT IN KENYA.

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2610**. The approval period is **28/03/2024 - 27/03/2025**.

This approval is subject to compliance with the following requirements;






- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely, 
The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

APPENDIX VI: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 243915	Date of Issue: 03/June/2024
RESEARCH LICENSE	
	
<p>This is to Certify that Mr.. DERRICK WEKESA WAMALWA of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Uasin-Gishu on the topic: INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN UASIN GISHU COUNTY GOVERNMENT IN KENYA. for the period ending : 03/June/2025.</p>	
License No: NACOSTI/P/24/35691	
243915 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
See overleaf for conditions	

APPENDIX VII: PLAGIARISM REPORT

INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT
ON ORGANIZATIONAL PERFORMANCE IN UASIN GISHU
COUNTY GOVERNMENT IN KENYA.

ORIGINALITY REPORT

18% SIMILARITY INDEX	20% INTERNET SOURCES	9% PUBLICATIONS	11% STUDENT PAPERS
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PRIMARY SOURCES

1	Submitted to Mount Kenya University Student Paper	1%
2	stratfordjournals.org Internet Source	1%
3	erepository.uonbi.ac.ke Internet Source	2%
4	www.arcjournals.org Internet Source	1%
5	repository.smuc.edu.et Internet Source	1%
6	dspace.fudutsinma.edu.ng Internet Source	1%
7	Submitted to Kampala International University Student Paper	1%
8	etd.aau.edu.et Internet Source	1%