



EFFECT OF HUMAN RESOURCE PLANNING PRACTICES ON ORGANIZATIONAL PERFORMANCE IN PUBLIC UNIVERSITIES IN WESTERN KENYA

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ABSTRACT

The universities are citadels of knowledge, research and academic excellence. The continuing role of universities in the provision of transformational experience for individuals and the global community cannot be under estimated. However, in the current climate and with substantial increase in technological advancement, higher education has witnessed increased cases of lack of honest appraisal of the problems facing universities. This study sought to assess the effect of human resource planning on the performance of public universities in western Kenya region. The specific objectives of the study were to; examine the effect of recruitment and selection on the performance of public universities and to determine the effect of outsourcing on the performance of public universities in western Kenya region. The study adopted analytical cross-sectional and survey research design. The target population was 2,822 employees and a sample size of 341 was drawn from a total population of 2,822 employees to represent the whole population using Krejcie and Morgan Table 1970. The researcher selected the six public universities in western region purposively. The public universities represented clusters from which simple random sampling was used to sample non-academic staff. Simple random sample was taken from the clusters in proportion to the cluster size in comparison to the population by use of proportional allocation. Data was collected by use of questionnaires. Data was analyzed using descriptive statistics of frequencies, percentages, mean, standard deviation and inferential statistics of correlation and multiple regression analysis using SPSS version 25.0. The null hypothesis was tested at 5% significance level. Result of multiple regressions revealed that human resource planning practices jointly and independently influenced organizational performance in public Universities in Western region. Jointly the two constructs namely outsourcing and recruitment and selection contributed 53.5% variation in performance of public universities (Adjusted R Square = 0.535). The β value for Outsourcing (.284) and recruitment and selection (.623) were all positive. All these together led to the rejection of the null hypothesis. The synergistic effect of the human resource planning practices under study cannot be gain said in achieving high performance of public universities. This implied that the management of public universities should pay high premiums in formulating and implementing human resource planning practices to galvanize performance of the public universities.

Key words: human resource planning, organizational performance, outsourcing and recruitment and selection

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INTRODUCTION

Organizations are striving to remain competitive in the face of threats caused by globalization. In spite of this, organizations are encumbered by human resource planning (HRP) dilemmas evidenced by looming challenges in attracting and retaining skilled and valuable employees to meet changing service delivery needs (DeCenzo, Robbins & Verhulst, 2016). However, the indispensability of HRP cannot be gainsaid in terms of its role on effective procurement and retention of human capital pool with greater potential to constitute a source of sustainable competitive advantage and organizational performance (Wright & McMahan, 2011). This calls for the organizations proclivity towards continuous environmental scanning and reviewing of its strategies, objectives, and policies in order to ensure that the right quality and quantity of human resources are available when and where they are needed (Daley, 2012).

Human resource planning is the continuous process of systematic planning to achieve optimum use of an organization's human resources (Kenton, 2019). Human resource planning is 'the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements (Bulla & Scott, 1994). Thus, human resource planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses. HRP is a core human resource management process that seeks to prepare organizations for their current and future workforce needs by ensuring the right people are in the right place at the right time (Rothwell, 2010). Understanding and planning of present and future needs of labour for an organization both in the short, medium and long-term is a recipe for achieving organizational objectives. This is because human resource planning focuses on building the organization around its employees and their specific talents which has a positive and significant effect on its performance (Johnson, 2019).

From the foregoing human resources planning remains a vital sub-activity of employment which

includes searching for prospective human resource, attracting them to the work and organization, finding out their suitability to the job and organizational requirements and finally taking steps to absorb those human resources as potential organs of the company. This echoed by Muoki (2011) who posits that through HR planning the organization is able to achieve the following objectives among others: Determining the future manpower requirements, attraction and retention of qualified and skilled staff, succession planning, career development, ensuring equal employment opportunity. HRP involves planning the necessary programs of recruitment, selection, training, development, transfer, promotion, motivation and compensation to ensure that future manpower requirements are properly met (Okoye & Ezejiofor, 2013). Talented people will always have options; Knowing succession plans, training, leadership development will be a tremendous asset to a growing firm. In order to proactively avoid talent shortages or surpluses and achieve a balance of talent based on need, effective human resource planning should remain ongoing and systematic. HRP is an important investment for any organization as it allows companies to remain both productive and profitable (Kenton, 2019).

Organizational performance can be assessed by an organization's efficiency and effectiveness of goal achievement (Gavrea, Ilies, & Stegorean, 2011). Performance and its continuity is the focus of any organization because only through performance can organizations be able to grow and progress. Organizational performance is one of the most important variables in the management studies and arguably the most significant pointer of organization performance (Corina, Liviu, & Roxana, 2011). The survival of any public university solely rest on its effectiveness and efficiency in utilizing the resources supplied by tax payers. Amidst hard economic times and the stiff competition evidenced in the education sector in the twenty first century, any institution that endavours to survive must justify its existence through its performance

institutions (Ng'ang'a & Wesonga, 2012). Performance is something which all education institutions strive for, regardless of their size (Mwangi & Waithaka, 2018). Universities are not guided by principles of profit maximization solely as most organizations do in private sector. Going by the pyramid of Cross and Lynch (1992), universities have two main dimensions, academic and management functions, which are further divided into four sub-dimensions: research, education, finance and human resource, and it is from these dimensions that their performance can be measured (Ojokuku & Akanbi, 2015).

Resource based theory recognizes that the strategic capability of a firm depends on its resource capability, specifically the human resources (Chen & Huang, 2009). The human or people are highly utilized as a resource. The underlined principle of this theory is that resources are the fundamental forces in HRM and particularly the human resources and managers are accentuated to understand the immerging trends of knowledge, learning and learning organizations. Resource based theory specifies the postulation that caliber and human talents have to be developed and utilized for achieving both organizational and personnel objectives for heightened performance (Chelladurai & Kerwin, 2018). The mere possession of resources is inadequate in understanding firm performance; it is only when such resources are managed effectively that firms can create value (Fu, Bosak, Rousseau, Morris & O'Regan, 2017). Systems theory states that organizational performance relies on synergy, interrelations and interdependence between different subsystems (Jones, 2013). This study integrates resource-based view theory and systems theory in order to investigate conceptual link between HRP programs and the performance of public universities.

The ascendancy of emerging markets, the demand for people with a global mindset, and the worldwide war for talent have brought about fundamental changes to the nature, magnitude, and raison d'etre for human resource management

(HRM) in a global context (Tung, 2016). In this regard there is need for organizations to embrace a global perspective to strategic human resource planning for purposes of attracting and retaining the best talent as well as adaptation strategies to allow foreign companies smooth assimilation should they decide to invest in foreign nations. The concept of human resource planning as an aspect of strategic human resource management is widely recognized around the world and particularly in developed countries like Australia, United States, Japan and Korea (Naitore & Wanyoike, 2019).

Empirical studies linking human resource planning and performance of public universities are deficient. In human resource management practices of various nations, companies have to adapt to the local specifics (Csaba, Katalin & Jozsef, 2017). Majority of the studies have been conducted in the private sector which have motive of profit making hence findings cant be generalized to the public sector and especially public universities. Pamela, Umoh and Worlu (2017), Opoku-Mensah (2012) studies were not in kenyan setting and in the education sector thus compromising their generalization. Karia, Omari, Mwanaongoro and Ondieki (2016) conducted the studies in the public sector the Tanzanian context but didn't look at public universities. Besides the aforementioned studies did not look at how recruitment and selection, sucesion planning and outsourcing bundled together can affect performance of public universities. Mutahi and Busienei (2015), Naitore and Wanyoike (2019) on studies on strategic Human Resource Management on performance of selected Public Universities in Kenya were bereft of bundling of the variables focused in this study to see how they affect the performance of public universities. Besides the studies were limited in sample size which were too low increasing the likelihood of a Type II error skewing the results, which decreased the power of the studies. Human resource planning has become a vital management tool for organizational performance (Chew & Girardi, 2008; Martin, 2015) . However, despite the

importance of HRP there is still some doubts about its significance in improving organizational performance (Oden, 2018). This is further corroborated by a study of the impact of human resource planning on organization performance where statistical tests did not indicate significant differences between the performance of firms using formal human resource planning and firms that do not (Nkomo, 1987).

Besides Youndt (2000) found that HRP as a strategic human resource management practice do not directly influence organizational performance; rather, these practices help build intellectual capital, which in turn leads to increased organizational value creation. The literature highlights that SHRM influences the performance through intervening variables that capture the attitudes and behaviors of the employees (Ali, 2017). With reference to these inconsistencies and doubts in past research on the claimed relationship, Baron and Kenny (1986) cited in Waheed (2016) have recommended that when the relationship between a predictor and a criterion variable is found unexpectedly weak or inconsistent a moderating variable should be introduced. OCB is a variable that reflects the attitudes and behaviors of employees towards organization as well as towards performance. Thus, OCB is included in the study to investigate its influence between human resource planning and organization performance relation. Therefore, it is against this background that the current study has been designed to investigate the effect of human resource planning practices on the performance of Public Universities in Western Kenyan Region as moderated by organizational citizenship behaviour .

Statement of the Problem

The creation of the Commission for University Education under the Universities Act, No. 42 of 2012, was intended to occasion a remarkable difference in terms of the quality of teaching, programs and facilities particularly in the public universities to improve on their performance (cue.or.ke., 2019). In spite of this the performance

of Public Universities have deteriorated owing to issues bordering human resource planning challenges evidenced by inability of employees to develop their careers, non-existence of policies that promote staff development, poor remuneration policies, poor working conditions, industrial disputes and brain drain (Magutu, et al, 2010, Naitore & Wanyoike, 2019, Mwangi & Waithaka, 2018). This is coupled with mass enrolment and production of graduates which has strained available resources in universities including increased workload for the lecturers and other staff translating to their poor performance (UNESCO., 2013). All these together incriminated the wanton state of human resource planning in the public universities in Kenya.

In this regard it remains inordinate for the public universities to realize the importance of human resource planning to ameliorate their performance. HRP is a core human resource management process that seeks to prepare organizations for their current and future workforce needs by ensuring the right people are in the right place at the right time (Rothwell, 2010). Therefore understanding and planning of present and future needs of labour for the public universities both in the short, medium and long-term is a recipe for achieving the objectives of University education. This is because human resource planning focuses on building the organization around its employees and their specific talents which has a positive and significant effect on its performance (Johnson, 2019). The converse of HRP has strong implications for quality of lecturer interaction with students as well as concerns about overall service delivery of varsities leading to redundancy and high levels of unemployment among the graduates with most of them not able to fit in the job market (Njau, 2015).

Notwithstanding the substantial volume of research on the link between HRP and performance, there is still a dearth of empirical studies linking human resource planning and performance of public universities in Kenya. Mutahi and Busienei (2015) Naitore and Wanyoike (2019) on studies on

strategic Human Resource Management on performance of selected Public Universities in Kenya were bereft of bundling of the variables focused in this study to see how they affect the performance of public universities. Besides the studies were limited in sample size which were too low increasing the likelihood of a Type II error skewing the results, which decreased the power of the studies. However, despite the importance of HRP, there is still some doubts about its significance in improving organizational performance (Oden, 2019). Therefore, it is against this backdrop that this study aimed at determining the effect of human resource planning practices on the performance of public universities in western Kenya region.

Research Objectives

The general objective of the study was to assess the effect of human resource planning practices on the performance of public universities in western Kenya region. The study was guided by the following specific objectives;

- To examine the effect of recruitment and selection on the performance of public universities in western Kenya region.
- To determine the effect of outsourcing on the performance of public universities in western Kenya region.

The study was guided by the following hypotheses;

- **H₀₁**: Recruitment and selection has no significant effect on the performance of public universities in western Kenya region.
- **H₀₂**: Outsourcing has no significant effect on the performance of public universities in western Kenya region.

LITERATURE REVIEW

Effect of recruitment and selection strategies on organizational performance

Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Recruitment and selection in any organization is a genuine business as the achievement of any organization or productivity in

benefit conveyance relies upon the nature of its workforce who was enlisted into the firm through recruitment and selection works out (Ezeali & Esiagu, 2010). Recruitment and selection are tools used in picking the best candidates for a vacuum position in an organization or getting the appropriate applicants for a job after the candidates have been sieved and filtrated by the human resource team (Aphu , 2018). Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (Randall, 1987) cited (Akuamoah, Amedagbui, Buabasah & Letsa - Agbozoseph, 2016). The quality of the recruitment and selection process is a cornerstone to the success of the organization as such it calls for great attention

For any industry to be able to attract quality employees they must have good image, reputation from the public to be able to pull the required number of qualified applicant to the industry, as a lot many qualified applicants may not be interested to give their services to a disreputable organization with a poor public image (Ofobruku & Iheabunike, 2013). The probity of the recruitment and selection process builds the image of an organization and inconsequence a selling point of an organization in the job market. Recruitment and selection is both an ongoing and intermittent process in an organizations life circle for purposes of achieving her objective. Deb (2009) the process of recruitment becomes sacrosanct in achieving organization objective and goals, apparently success is achieved through attracting the quality applicant to fill vacant position in the organization.

From the foregoing recruitment and selection strategies have been found to have a positive and significant relationship with organizational performance Akuamoah, Amedagbui, Buabasah and

Letsa - Agbozoseph (2016); Kanyemba, Iwu and Allen-Ile (2015); Bentolhoda, Farhang and Sreenivasan (2017); Ofobruku and Iheabunike (2013). Majority of these studies were conducted in a non-kenyan context thus may not be generalized to the kenyan setting. Akuamoah, Amedagbui, Buabasah and Letsa - Agbozoseph (2016); Kanyemba, Iwu and Allen-Ile (2015) cross-sectional research whose findings cannot be applicable after a long time owing to changes in management strategies besides the low sample size thus prone to underestimation of results. According to Anyango, Okibo and Muya (2018) however, there is a dearth of empirical evidence on the effects of recruitment and selection criteria on the performance of a firm especially in the case of Universities. Mesesi (2013), Anyango, Okibo and Muya (2018) studied recruitment and selection in kenyan universities however limited in terms of design which was cross-sectional whose findings may not be in tandem with the changes within a space of time and tools used in data collection which were only limited to questionnaires which are liable to biasness this altogether provides a gap for further studies.

Effect of outsourcing on organizational performance

Outsourcing is a phenomenon in which a company delegates part of its in-house operations to a third party with the third party gaining full control over that operation/process (Ono & Stango, 2005). Outsourcing is a process of obtaining goods and services by contract from an outside supplier (Jeevan, 2015). Outsourcing is when a company contracts an outside supplier for services or other business processes rather than employing staff to do these services in-house. It can also be defined as a process whereby an organization discontinues internal production (for example the production of goods or services) and replace these existing activities and/or factors of production (for example resources) with capabilities provided by intermediate markets. While making the decision of HR outsourcing (external providers of services), organizations need to analyse and consider the effects of outsourcing these functions on the

organization's productivity. For this purpose, (Finn, 2012) suggests that organizations need to differentiate between "core" and "non-core" activities of their functions.

Highly strategic activities are valuable, unique and therefore need to be performed in-house, whereas non-core critical activities are the main component of outsourcing (Rodriguez & Robaina, 2005). Strategic sourcing leads to greater emphasis on sourcing capability and positively impacts organization performance (Su & Gargeya, 2012). It is presumed that Outsourcing activities that have been previously performed in-house will free up human and capital resources as well as allow for increased flexibility in the way labor is employed. According to Bettis, Bradley, and Hamel (1992), hiring and training staff for short-term or peripheral projects can be very expensive, and temporary employees don't always live up to your expectations (Muweesi, 2011). Outsourcing lets the organization focus the human resources where they need them most. Abraham and Taylor (1996) also emphasized that outsourcing can be used to economize on production cost, in particular by substituting in-house production with buying-in of components. They also argued that companies that do everything themselves have much higher research, development, marketing and distribution expenses, all of which must be passed on to customers. An outside provider's cost structure and economy of scale can give a firm an opportunity to be more efficient.

From the foregoing the penultimate is that outsourcing has a significant and positive effect on organizational performance according to Rehema and Rugami (2018), Muweesi (2011), Jeevan (2015), Machogu, Wanjala, Otieno and Kibe (2017), Mbugua (2014), Abdikarim (2017) Lopez (2014) and Suraju and Hamed (2013). On the other hand Mishra and Mahanty (2014) revealed that there is a drop in the overall team productivity in an outsourcing environment by considering the offshore options. Previous outsourcing studies give contradicting outcomes: some give positive

relationships between outsourcing and organizational performance, while others give no significant or negative results, hence concluding that it all depends on the firms' motive to outsource (Kivuva, 2018). These mixed findings portend the need for further studies in this subject. Besides majority of studies have been conducted on business sector focusing on financial performance with very few in the Kenyan Universities Sang (2010) Abdikarim (2017), Mbugua (2014) amongst others. However this studies had limitations interms of design and sample size which could lead to understimation of findings and generalizability of findings. Thus the current study aimed at filling this gap.

METHODOLOGY

The current study adopted a cross-sectional study design. The accessible population in this study was non-teaching staff from the six public universities in western Kenya region which was 2,822 employees. This number was arrived at using staff records in the institutions as at June 2019. A sample size of 341 was drawn from a total population of 2,822 employees to represent the whole population using Krejcie and Morgan Table 1970. The sample proportions from each university was determined using proportionate stratification. With proportionate stratification, the sample size of each cluster is proportionate to the population size of the cluster. Cluster sample sizes was determined by the following equation :

$$n_h = (N_h / N) * n$$

Where n_h is the sample size for cluster h , N_h is the population size for cluster h , N is total population size, and n is total sample size. Questionnaires was used for collecting primary data. Questionnaires were administered to employees as the main instrument. Secondary data was collected through the review of literature. Primary data was collected by use of questionnaires which was self-administered. Data was analyzed by use of descriptive (mean, standard deviation, frequencies, skewness and kurtosis) and inferential statistical techniques. Under inferential statistics, multiple regressions was used to determine the effect of a

set of independent variable (Human resource planning programmes) on dependent variable (organization performance), coefficient of correlation using the Statistical Package for Social Sciences (SPSS) version 20.0 package.

The regression model was as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon \dots \dots \dots \text{Equation 1}$$

Where y was the organization performance, dependent variable x was the human resource planning programs, β was the standardized regression coefficient.

X_1 represented recruitment and selection

X_2 represented outsourcing

ϵ represented error term (the residual error, which is an unmeasured variable)

FINDINGS AND DISCUSSION

Recruitment and Selection

This research objective sought to examine the prevailing status of recruitment and selection in the public universities in western Kenya region. Thus; five questionnaire items were used. Results presented in Table 1 revealed that a total of 67.8% of respondents both agreed and strongly agreed that recruitment was done on capabilities of candidates (M=3.83 SD=1.319), 27.4% strongly disagreed and disagreed while 4.8% were undecided. Besides, a 56.8 % of the employees both agreed and strongly agreed that recruitment for promotion was done on active employee recommendation (M=3.79 SD=1.158) while 18.1% disagreed and strongly disagreed while 25.0% were undecided. 73.8 % of respondents agreed and strongly agreed that recruitment and selection process is open and transparent (M=4.15 SD=1.155), 16.9% disagreed 9.3% were undecided. 66.5 % agreed and strongly agreed that recruitment is based on community influences (M=4.05 SD=1.208), 14.1 % strongly disagreed and disagreed. 19.4 % were undecided. Lastly the respondents 61.7% agreed and strongly agreed that most vacancies requirement were made clear to the general public and staff (M=3.94 SD=1.177).

Table 1: Recruitment and Selection Descriptive Statistics

Responses	SD %	D%	UD%	A%	SA%	MEAN	SD
Recruitment is done on capabilities of candidates.	3.2	24.2	4.8	22.2	45.6	3.83	1.319
Recruitment for promotion is done on active employee recommendation	0.0	18.1	25.0	16.5	40.3	3.79	1.159
Recruitment and selection process is open and transparent.	0	16.9	9.3	15.7	58.1	4.15	1.155
Recruitment is based on community influences,	2.8	11.3	19.4	10.9	55.6	4.05	1.208
Most vacancies requirement are made clear to the general public and staff.	0	16.9	21.4	12.5	49.2	3.94	1.177

Outsourcing

The study conceptualized that outsourcing had an effect on performance of public universities in Western Kenya region. Thus; five questionnaire items were used to examine the prevailing status of outsourcing in the public universities in Western Kenya region. Results presented in Table 2 revealed that a total of 67.4% respondents agreed and strongly agreed that outsourcing provides an opportunity to concentrate on core functions (M=3.77 SD=1.159), 20.6% disagree while 12.1% were undecided. 64.9% of the respondents agreed and strongly agreed that outsourcing reduces overhead costs (M=3.67 SD=1.096), 17.3%

disagreed while 17.7% were undecided. Besides, a majority of the employees at 56.5% agreed and strongly agreed that outsourcing is effective in presently hiring new labour (M=3.67 SD=1.055), 16.5% were in disagreement while 26.6% were undecided. 56.5% of respondents agreed and strongly agreed that outsourcing has been effective in addressing labour shortages of the universities (M=3.67 SD=1.189), 20.9% were undecided while 22.6% were undecided. 86.7% of the respondents were in agreement that outsourcing is effective in building competency (M=4.24 SD= .951), 6.4% were in disagreement while 6.9% were undecided.

Table 2: Outsourcing Descriptive Statistics

Responses	SD %	D%	UD%	A%	SA%	MEAN	SD
Outsourcing provides an opportunity to concentrate on core functions	2.4	18.1	12.1	34.7	32.7	3.77	1.159
Outsourcing reduces overhead costs	4.0	13.3	17.7	41.5	23.4	3.67	1.096
Outsourcing is effective in presently hiring new labour	2.4	12.1	26.6	33.9	25.0	3.67	1.055
Outsourcing has been effective in addressing labour shortages of the universities	2.4	18.5	22.6	23.0	33.5	3.67	1.189
Outsourcing is effective in building competency	3.2	3.2	6.9	39.5	47.2	4.24	.951

Organizational Performance

The dependent variable of the study was organizational performance. Table 3, depicted the prevailing status of performance of public universities in western Kenyan region. That 59.7% of respondents concurred that the positive image

helps in high attraction and retention of staff (M=3.61 SD=1.129) while 18.5% were in disagreement and 21.8% undecided. 80.3% of the respondents were of the view that employees were motivated to meet their work deadlines (M=4.02 SD= .694), 1.6% were in disagreement while 18.1%

were undecided. 72.6% of the respondents were also in agreement that there had been an improvement of the institutions infrastructures with adequate basic facilities for learning (M=3.98 SD= .812), 3.2% were in a disagreement while 24.2% were undecided. 62.5% of the respondents agreed that the institution frequently gets research

income in form of a grant through staff. (M=3.76 SD=.766), 3.2% were in disagreement while 34.3% were undecided. 94.4% of the respondents also agreed that improved customer satisfaction by staff had attracted more academics from other nations (M=4.43 SD= .599) while 5.6% were undecided.

Table 3: Organizational Performance Descriptive Statistics

Responses	SD %	D%	UD%	A%	SA%	MEAN	SD
The positive image helps in high attraction and retention of staff.	4.4	14.1	21.8	35.5	24.2	3.61	1.129
Employees are motivated to meet their work deadlines	0.0	1.6	18.1	56.9	23.4	4.02	.624
There has been an improvement of the institutions infrastructures with adequate basic facilities for learning	0.0	3.2	24.2	44.0	28.6	3.98	.812
The institution frequently gets research income in form of a grant through staff	0.0	3.2	34.3	45.6	16.9	3.76	.766
Improved customer satisfaction by staff has attracted more academics from other nations	0.0	0.0	5.6	46.0	48.4	4.43	.599

Regression Analysis

Effects of Outsourcing on Organizational Performance

The model summary presented in table 4 involved out sourcing as the only independent variable. The coefficient of determination (R square) of 0.160 indicated that the model explained only 16.0 % of

the variation or change in the dependent variable with the remainder of 84% explained by other factors other than outsourcing. Adjustment of the R square did not change the results substantially, having reduced the explanatory behavior of the predictor to 15.7%.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.400 ^a	.160	.157	.434	1.507

a. Predictors: (Constant), Outsourcing

b. Dependent Variable: Organizational Performance

Second, the ANOVA output was examined to check whether the proposed model was viable. Results shown in Table 5 revealed that the F-statistic was

highly significant (F= 46.592 p<0.05), this showed that the model was valid.

Table 5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.847	1	8.847	46.592	.000 ^b
	Residual	46.350	246	.188		
	Total	55.197	247			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Out sourcing

The model significantly improved the ability to predict organizational performance. Thus, the model was significant.

Regression Coefficients of Organizational Performance as explained by Outsourcing

Results of the regression coefficients presented in Table 6 showed that the estimates of β values and gave an individual contribution of a predictor to the model. The β value tells us about the relationship between organizational performance with outsourcing. The positive β values indicated the positive relationship between the predictor and the outcome. The β value for outsourcing (.400) was positive. The positive β values indicated the direction of relationship between predictor and outcome. From the results the model was then specified as:-

$y = \beta_3 X_3 + \epsilon$Equation 2

Organizational performance= .400 Outsourcing + ϵ
 The coefficient of the variable indicated the amount of change one could expect in organizational performance given a one-unit change in the value of outsourcing, given that the variable in the model is standardized basing on the standardized coefficient. Results revealed standardized regression coefficient for outsourcing ($\beta=0.400$), implied that an increase of 1 standard deviation in outsourcing was likely to result in a 0.400 standard deviations increase in organizational performance. T-test was used to identify whether the predictor was making a significant contribution to the model. When the t-test associated with β value is significant then the predictor is making a significant contribution to the model. The results showed that Outsourcing (t =6.852, P<.05),

Table 6: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	2.916	.155		18.835	.000		
Outsourcing	.274	.040	.400	6.852	.000	1.000	1.000

a. Dependent Variable: Organizational Performance

Effects of Recruitment and Selection on Organizational Performance

The model summary presented in table 7 involved recruitment and selection as the only independent variable. The coefficient of determination (R square) of 0.457 indicated that the model explained

only 45.7% of the variation or change in the dependent variable with the remainder of 54.3% explained by other factors other than recruitment and selection. Adjustment of the R square did not change the results substantially, having reduced the explanatory behavior of the predictor to 45.5%.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.676 ^a	.457	.455	.349	1.456

a. Predictors: (Constant), Recruitment and selection

b. Dependent Variable: Organizational Performance

Second, the ANOVA output was examined to check whether the proposed model was viable. Results shown in Table 8 revealed that the F-statistic was

highly significant (F= 206.819 p<0.05), this showed that the model was valid.

Table 8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.210	1	25.210	206.819	.000 ^b
	Residual	29.986	246	.192		
	Total	55.197	247			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Recruitment and selection

The model significantly improved the ability to predict organizational performance. Thus, the model was significant.

Regression Coefficients of Organizational Performance as explained by Recruitment and Selection

Results of the regression coefficients presented in Table 9 showed that the estimates of β values and give an individual contribution of a predictor to the model. The β value explained the relationship between organizational performance with recruitment and selection. The positive β values indicated the positive relationship between the predictors and the outcome. The β value for recruitment and selection (.676) was positive. The positive β values indicated the direction of relationship between predictor and outcome. From the results the model was then specified as:-

$y = \beta_4 X_4 + \epsilon$Equation 3

Table 9: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics			
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	2.242	.121		18.455	.000		
Procedural justice	.435	.030	.676	14.381	.000	1.000	1.000

a. Dependent Variable: Organizational Performance

The effect of Human Resource Planning practices on performance of Public Universities.

From the model summary of multiple regression model, the results showed that the two predictors (outsourcing and recruitment and selection) jointly explained 53.1 per cent variation on performance of public universities. This showed that considering the two study independent variables, there is a

Organizational performance= .676 recruitment and selection + ϵ

The coefficient of the variable indicated the amount of change one could expect in organizational performance given a one-unit change in the value of that variable, given that the variable in the model is standardized basing on the standardized coefficient. Results reveal standardized regression coefficient for recruitment selection ($\beta=0.676$), implies that an increase of 1 standard deviation in recruitment selection is likely to result in a 0.676 standard deviations increase in organizational performance. T-test was used to identify whether the predictor was making a significant contribution to the model. When the t-test associated with β value is significant then the predictor is making a significant contribution to the model. The results show that recruitment and selection (t =14.381, P<.05).

probability of 53.1 % ($R^2=0.531$) in predicting performance of public universities. This implied that when public universities embrace human resource planning practices and proactively formulate policies in support of human resource planning practices, then performance of public universities is likely to improve.

Table 10: Goodness of fit model summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	R Square Change	Durbin-Watson
1(without moderator)	.731 ^a	.535	.531	.324	.535	1.413

a. Predictors: (Constant) outsourcing and recruitment and selection

b. Dependent Variable: Organizational Performance in Public Universities

The F-value of 140.742 and a p-value of 0.00 significant at 5% level of confidence indicate that the overall regression model was significant; hence, the joint contribution of the independent variables was significant in predicting organizational performance in public universities is likely to improve. In this regard, we rejected the null

hypothesis stating that there is no significant effect of human resource planning practices on organizational Performance of public universities. Instead, the alternative hypothesis will hold true; stating that there is a significant moderating effect of human resource planning practices on organizational Performance of public universities.

Table 11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.511	2	14.755	141.726	.000 ^b
	Residual	25.686	245	.105		
	Total	55.197	247			

a. Dependent Variable: Organizational Performance in Public Universities

b. Predictors: (Constant), outsourcing and recruitment and selection

Regression coefficients of organizational performance in public universities as explained by Human resource planning practices

Results of the regression coefficients presented in Table 12 showed the estimates of Beta values and gave an individual contribution of each predictor to the model. The Beta value explained the relationship between performance of public universities with each predictor. The positive Beta values indicated the positive relationship between the predictors and the outcome. The Beta value for Outsourcing (.284) and recruitment and selection (.623) were all positive. The positive B values indicated the direction of relationship between predictors and outcome. From the results, the model was specified as: -

$$Y = .284X_1 + .623X_2 + \epsilon, \dots\dots\dots \text{Equation 4}$$

Where:

X₁= Outsourcing

X₂= Recruitment and selection

T-test was then used to identify whether the predictors were making a significant contribution to the model. When the t-test associated with Beta value is significant then the predictor is making a significant contribution to the model. The results showed that Outsourcing (t =6.405, P <.05) and Recruitment and selection (t =14.039, P <.05). These findings indicated that all the human resource planning practices jointly significantly effect on organizational performance in public universities.

Table 12: Regression coefficients of Organizational Performance in Public Universities and predicted by Human Resource Planning Practices.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.636	.147		11.119	.000		
Outsourcing	.195	.030	.284	6.405	.000	.965	1.036
Recruitment and selection	.401	.029	.623	14.039	.000	.965	1.036

Dependent Variable: Organizational Performance of Public universities

DISCUSSION OF RESULTS

The main purpose of the study was to assess the effects of human resource planning practices on organizational performance in public universities in western Kenya region. From the results, there is no second opinion to the fact that human resource planning practices organizational performance in public universities. In fact, organizations can only attain high organizational performance by estimating their incessant demand for labor and constantly evaluating the size, nature and sources of the supply which will be required to meet that demand without disparaging the need to select practices that improve the psychosocial aspects of work environment which are premised on the efficacy of their human resource planning practices. This was underpinned by the findings of this study.

The study investigated the effect of outsourcing on organizational performance in public universities in western Kenya region. Finn (2012) suggests that the organizations need to differentiate between “core” and “non-core” activities of their functions. Strategic outsourcing leads to greater emphasis on sourcing capability and positively impacts organization performance (Su & Gargeya, 2012). It is presumed that Outsourcing activities that has been previously been performed in-house will free up human and capital resources as well as allow for increased flexibility in the way labor is employed. The findings of this study showed that the coefficient of determination (R square) of 0.160 indicated that the model explained only 16.0 % of the variation or change in the dependent variable with the remainder of 84% explained by other

factors other than outsourcing. The multiple regression results showed that t is = 6.852 and $P=0.00$. In fine, it has been found to be true that outsourcing significantly affect organizational performance in public universities. This finding were supported by Su and Gargeya (2012); Rehema and Rugami (2018); Muweesi (2011) who opined that strategic sourcing leads to greater emphasis on sourcing capability and positively impacts organization performance. This finding were premised on resource based view theory in cognizance of the fact that highly strategic activities are valuable, unique and therefore needs to be performed in house, whereas non-core critical activities are the main component of outsourcing (Rodriguez & Robaina, 2005). This implied that organizations can only remain competitive and effectively perform if they outsource non-core activities but equally essential for the organizations operations.

The study also investigated the effect of recruitment and selection on organizational performance in public universities in western Kenya region. Recruitment and selection as human resource management function, is one of the activities that impact most critically on the performance of an organization. The quality of the recruitment and selection process is a cornerstone to the success of the organization as such it calls for great attention. The probity of the recruitment and selection process builds the image of an organization and inconsequence a selling point of an organization in the job market. Deb (2009) the process of recruitment becomes sacrosanct in

achieving organization objective and goals, apparently success is achieved through attracting the quality applicant to fill vacant position in the organization. From the findings of this study the coefficient of determination (R square) of 0.457 indicated that the model explained only 45.7% of the variation or change in the dependent variable with the remainder of 54.3% explained by other factors other than recruitment and selection. The multiple regression results show that t is = 14.381 and $P=0.00$. In fine, it has been found to be true that recruitment and selection significantly affect organizational performance in public universities. These findings are supported by Aphu (2018), Akuamoah, Amedagbui, Buabasah and Letsa - Agbozoseph (2016), Ofobruku and Iheabunike (2013) who also found a positive and significant relationship between recruitment and selection on organizational performance. These findings are underpinned by both resource based view and systems theory. This implies that management should effectively manage recruitment and selection process to subject candidates to a meticulous scan in order to get quality of employees, image of the organization and foment trust which occasions high organizational performance.

Result of multiple regressions further revealed that human resource planning practices jointly and independently influence organizational performance in public universities in western Kenya region. Jointly revealed that the two constructs namely outsourcing and recruitment and selection explained 53.5 per cent variation on performance of public universities. This showed that considering the two study independent variables, there is a probability of 53.5% ($R^2=0.535$) in predicting performance of public universities. This implied that when public universities embrace human resource planning practices and proactively formulate policies in support of human resource planning practices, then performance of public universities is likely to improve. However, in the light of human resource planning practices recruitment and

selection, as a concept, when embraced by the public universities will contribute extensively to improving their performance as compared to outsourcing. However, the synergistic effect of the human resource planning practices understudy cannot be gainsaid. This implies that the management of public universities should pay high premiums in strategically formulating and implementing human resource planning practices which can effectively galvanize employee motivation and performance to realize improved performance.

CONCLUSION

From the findings, this study made a number of conclusions. The study explored the relationship between the human resource planning practices such as: outsourcing and recruitment and selection on organizational performance in public universities; the study concluded that these practices are key in enhancing the organizational performance in the public universities in western Kenya region. This was evidenced by the fact that these constructs jointly and independently affect to some magnitude performance of public universities as per the study findings. The effect of all the constructs of human resource planning practices positively and significantly affects performance of public universities. It therefore calls for the formulation, promotion of human resource planning practices oriented policies and focusing on their implementation. In consequence, they would become ingrained in management and operations of public universities and not just an additional component of organizational policies thus high organizational performance of public universities.

The study implied that in the light of human resource planning practices; recruitment and selection as a concept, when embraced by public universities, will contribute extensively to improving their performance as compared to, outsourcing on improving organizational performance in the public universities. However, it should be adopted besides outsourcing to enhance a synergistic relationship, which would eventually warrant high organizational

performance of public universities. The study provides evidence that the factors associated with the probity of recruitment and selection are overly indispensable in engendering high performance of public university. Bundled together both internal and external recruitment has the capacity of importing and nurturing the much needed talent for the public universities. In this regard as a strategic recipe which embeds meticulous scan of potential employees within the public universities policy framework is evidently instrumental. Apparently the probity of the recruitment and selection process remains a cornerstone for acquiring quality employees, employee motivation, image building and employee performance enhancement which is an ingredient of organizational performance. This argument has espoused from the findings of this study that recruitment and selection significantly affects performance of public universities. In view of this, it remains inordinately necessary for public universities to analyze and strengthen their human resource practices which promote quality recruitment process as this will attract and motivate talent as a source heightened employee performance and performance of the public universities.

Strategic outsourcing leads to greater emphasis on sourcing capability and positively impacts organization performance. Therefore, outsourcing of non-core activities remains the most salient approach in securing high organizational performance. The implication of this result is that organizations should give importance to outsourcing of non-core activities besides other human resource planning activities to achieve high performance of public universities. Organizations can only remain competitive and effectively perform if they outsource non-core activities but equally essential for the organizations operations. Recruitment and selection had the highest contribution though this doesn't devalue role of outsourcing, on performance of public universities but could highlight the priorities of public universities as far as ranking these variables. Such

outcomes could also be ascribed to other factors not considered in this study which could have potentiated their effect on performance of public universities. However, the human resource planning practices should be bundled through mutually consistent policies to enhance their synergy in achieving OCB and high performance of public universities. In fine strategic orientation of these human resource planning practices in consonance with their potentiation of OCB remains the cornerstone for enhancing performance of public universities.

RECOMMENDATIONS

In view of the findings of the study and the guidance from the literature review, it is apparent that strengthening the human resource planning practices in the public universities is an important ingredient for eliciting high performance of public universities. While there are other factors crucial for organizational performance. From the results, the public universities should pay more attention in addressing recruitment and selection and outsourcing, in this regard, the current study makes the following recommendations: Authorities of the public universities should acquire better performance of the public universities by embracing recruitment and selection by giving impetus to quality recruitment process as precursors of employee motivation, performance which leads to organizational performance. The public universities should improve on recruitment and selection besides other human resource planning practices to achieve high organizational performance in the public universities. Besides public university should be encouraged to scan its activities to outsource for its non-core activities. Human resource planning practices should be bundled through mutually consistent policies to enhance their synergy in achieving OCB and heighten performance of public universities. In fine strategic orientation of these human resource planning practices remains the cornerstone for enhancing performance of public universities.

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