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COMMISSION OF KENYA**

Anne Thumbi, Dr. David Njoroge, PhD & Dr. Stephen Kamau, PhD

INFLUENCE OF KNOWLEDGE STORAGE ON HUMAN RESOURCE PLANNING IN THE PUBLIC SERVICE COMMISSION OF KENYA

¹Anne Thumbi, ²Dr. David Njoroge, PhD & ³Dr. Stephen Kamau, PhD

¹ PhD Candidate, Kirinyaga University, Kenya

² Senior Lecturer, Kirinyaga University, Kenya

³ Lecturer, Kirinyaga University, Kenya

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ABSTRACT

The study examined the influence of knowledge storage on human resource planning. The research was anchored on organizational learning theory. A mixed research design was employed, combining quantitative and qualitative approaches. The target population consisted of 209 employees from various hierarchical levels within the organization. The study employed a census approach. Data was collected using questionnaires, interview guides, and a secondary data template. The study utilized both descriptive and inferential statistics for data analysis. The pilot study conducted in the Judicial Service Commission confirmed the validity and reliability of the research instrument. Reliability testing using Cronbach's alpha yielded coefficients ranging from 0.745 to 0.823, all exceeding the acceptable threshold of 0.7, indicating the internal consistency of the instruments. The study found that knowledge storage had a significant positive influence on human resource planning ($r = 0.590$, $\beta = 0.590$, $p = 0.000$). The study concludes that knowledge storage plays a crucial role in enhancing human resource planning within the Public Service Commission of Kenya. The study recommends that the Public Service Commission of Kenya should prioritize and enhance its knowledge management practices to improve human resource planning. This includes implementing structured programs for continuous learning and development, investing in advanced knowledge management systems and databases. The organization should also develop a comprehensive knowledge management policy that explicitly links knowledge practices to human resource planning.

Key Words: Knowledge Repository/Database Development, Knowledge Codification and Indexing, Knowledge Access Controls, Human Resource Planning

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INTRODUCTION

Human resource planning in the public sector is essential to ensuring the delivery of efficient and effective services to the public. Contrary to the private sector, which prioritizes profit generation, the primary objective of the public sector is to meet the needs and expectations of the citizens it serves (Ubah & Ibrahim, 2021). Human resource planning is the process by which a business ensures that the appropriate number of people with the appropriate skills are performing the appropriate jobs at the appropriate time. Public sector organizations are frequently required to navigate more complex regulatory environments, such as labor laws, affirmative action policies, and budget constraints, which complicates the planning process (Sumarni, 2022). In addition, the public sector faces unique challenges, such as political influences, slower decision-making processes, and sometimes a lack of cutting-edge technology, all of which can have an influence on human resource planning (Luoma-aho & Canel, 2020). Moreover, since public services are frequently unable to be interrupted, human resource planning must account for contingencies and redundancies that guarantee uninterrupted service (Amber, Ahmad, Khan, & Hashmi, 2019).

The integration of technology in human resource planning was increasingly becoming a pivotal factor. North and Kumta (2018) explained that technology could streamline many HR functions, including recruitment, performance appraisal, and training programs. The application of technology could be carefully planned to ensure it aligned with the organization's goals and did not inadvertently create new problems. Chebet and Njuguna (2020) suggested the utilization of hybrid models that combined both traditional and tech-based approaches to human resource planning, thereby achieving a more balanced and inclusive strategy. The influence of knowledge management practices on human resource planning could be significant and transformative (Ubah & Ibrahim, 2021; Ndlovu

& Dewah, 2022; Tunggul, 2019; Sumarni, 2022; Achmad & Grace, 2019).

Human resource planning is a critical function that ensures organizations have the right talent with the right skills at the right time to achieve their strategic goals. However, many organizations struggle with effective human resource planning, leading to issues such as skills gaps, high turnover, and difficulty in meeting business objectives. A global survey by Mercer (2019) found that only 23% of companies effectively utilized workforce planning analytics, while 51% faced challenges with skills gaps. Research by the Boston Consulting Group (2020) presented that companies with robust workforce planning strategies outperform their peers in terms of revenue growth, profitability, and employee engagement. In Kenya, a report by the Federation of Kenyan Employers (FKE, 2021) revealed that 62% of organizations lacked a comprehensive workforce planning strategy, resulting in high turnover rates and productivity losses.

The Public Service Commission of Kenya had faced significant challenges in human resource planning, as evidenced by the deficiencies in human resource planning that hindered the implementation of its 2013-2018 strategic plan (Public Service Commission, 2019). These deficiencies were exacerbated by poor knowledge management practices, leading to issues such as lack of uniform norms and standards in managing human resources, skills gaps, and difficulties in succession management. Without effective knowledge management, performance management systems could become outdated and ineffective, negatively impacting the quality of human resource planning (Public Service Commission, 2019). Inadequate knowledge management practices also resulted to loss of institutional knowledge, affecting the quality of succession planning, as critical information about roles, responsibilities, and skill requirements could not be readily available (Ouko & Gatero, 2023).

Knowledge storage is a critical part of knowledge management. Here, the focus is on creating well-organized, secure repositories where the knowledge acquired can be kept for future use (Kelechi, Hamed, Akpa, Priscillia & Chan, 2020). It is not just about storing data; it is also about categorizing and structuring it in a way that makes it easily retrievable when required. This phase may use a variety of tools and systems, from complex databases and cloud-based solutions to simpler methods such as manuals, guides, and internal wikis or forums (Mwangi, 2021). Efficient storage ensures that knowledge is not only preserved but also easily accessible, serving as a foundation for the organization's operational and strategic needs. Without effective storage, even the most valuable insights could be lost or underutilized, negating the benefits of knowledge acquisition (Shuaibu et al., 2022).

One of the most crucial aspects of the PSCK's work is in the area of human resource planning. Given its constitutional mandate to provide competent human resources, the PSCK is essentially tasked with the strategic planning of human capital for the entire public service sector (Simson, 2019). This involves not only recruitment but also ongoing training, performance evaluations, and career development for public service employees. The emphasis on competent human resource signifies that the PSCK has to ensure that the workforce is not only sufficient in numbers but also in quality and skills. This involves a multi-faceted approach to HR planning, from talent acquisition to skill development and retention strategies. The Commission had faced challenges and lacked uniform norms and standards in managing human resources in the public service during the implementation of the strategic plan 2013-2018 (Public Service Commission, 2019). Based on the challenges that faced the implementation of the strategic plan of 2013-2018, the study sought to examine the influence of knowledge management

practices on human resource planning in the Public Service Commission of Kenya.

Statement of the Problem

Human resource planning is a critical function that ensures organizations have the right talent with the right skills at the right time to achieve their strategic goals. However, many organizations struggle with effective human resource planning, leading to issues such as skills gaps, high turnover, and difficulty in meeting business objectives. A global survey by Mercer (2019) found that only 23% of companies effectively utilized workforce planning analytics, while 51% faced challenges with skills gaps. Boston Consulting Group (2020) had shown that companies with robust workforce planning strategies outperformed their peers in terms of revenue growth, profitability and employee engagement. A report by Federation of Kenyan Employers (FKE, 2021) revealed that 62% of organizations lacked a comprehensive workforce planning strategy, resulting in high turnover rates and productivity losses.

The Public Service Commission of Kenya had faced significant challenges in human resource planning, as evidenced by the deficiencies in human resource planning that hindered the implementation of its 2013-2018 strategic plan (Public Service Commission, 2019). The justification for conducting the current study was that no previous research had been undertaken on a similar theme. For instance, Mwangi (2021) examined the influence of knowledge management on organizational competitive advantage in the Telecommunication Industry in Kenya. Moreover, Muturi (2021) examined the influence of knowledge management on performance at the Kenya Revenue Authority. In addition, Cumari (2018) studied knowledge management practices and the performance of the Kenya Bureau of Standards. Wanyoike (2020) examined the influence of knowledge management on the performance of non-governmental health organizations in Kenya. Hence, the knowledge gap would be ascertained by conducting the current

study to examine the influence of knowledge storage on human resource planning in the Public Service Commission of Kenya with a moderating influence of organizational culture.

Objective of the Study

The following research objective guided the study;

- To establish the influence of knowledge storage on human resource planning in the Public Service Commission of Kenya

LITERATURE REVIEW

Organizational Learning Theory

The theory was developed by Chris Argyris and Donald Schon in 1984. The Organizational Learning Theory focused on creating knowledge and the use of that knowledge within an organization (Yukl, 2009). Critical organizational learning theory provided that learning happened when people interacted while finding and solving the problem. Organizational learning theory stressed the importance of developing a learning culture (Berta, Cranley, Dearing, Dogherty, Squires & Estabrooks, 2015). According to this theory, organizations could develop a culture that prized knowledge sharing, take time to learn the lessons that failure could teach and encourage employees of all levels to continue their education regularly (Fauske & Raybould, 2005). Knowledge was complex, multi-dimensional and could be explicit or tacit, which was less tangible and more difficult to transfer (Dutta & Crossan, 2005). The theory stated that individuals and teams challenged the organization's status quo.

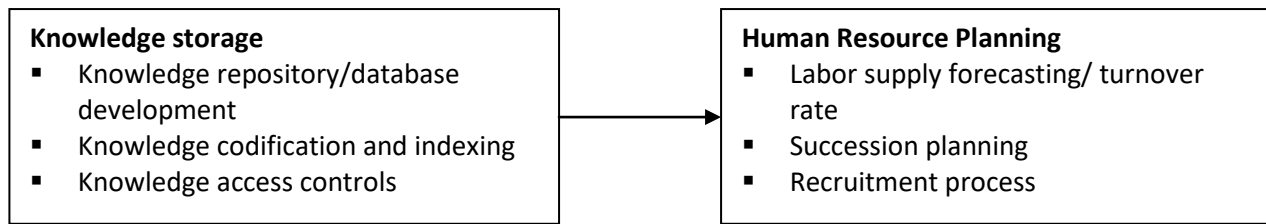
The theory was relevant in the current study for establishing the influence of knowledge storage on human resource planning within the Public Service Commission of Kenya. This theory emphasized the importance of creating a learning culture within an organization, where knowledge sharing was highly prized and continuous learning was encouraged. Given that knowledge storage was a crucial part of knowledge management, understanding how this

stored knowledge was to be utilized was key to effective human resource planning. In the public sector context, effective knowledge storage meant that valuable insights related to policy, personnel, and public service delivery were preserved and easily accessible. Such a repository could be invaluable for human resource planning as it allowed for a more informed and important approach to staffing, training, and development initiatives.

Moreover, the Organizational Learning Theory pointed out that learning occurred through interactions among individuals while identifying and solving problems. In human resource planning, such interactions were frequent and often complex, involving various levels of management and staff. Effective storage of the knowledge derived from these interactions could aid in creating a more adaptive and responsive human resource strategy. This was especially important for Public Service Commissions, which had to adapt to changing governmental policies, societal expectations, and workforce dynamics. By focusing on a learning culture that supports the storage of valuable knowledge, the Public Service Commission of Kenya could better prepare itself for future challenges, thereby enhancing its overall effectiveness and efficiency.

Nonetheless, although Organizational Learning Theory focused on emphasizing the importance of creating a learning culture, it overlooked internal resistance and hierarchical constraints that impeded learning. Its idealistic view of organizational culture as readily adaptable and open to change prompted the consideration of Competency-Based View Theory. Additionally, the theory only informed one variable, organizational culture, and thus could not be relied upon to inform other variables. This limitation highlighted the importance of having Competency-Based View Theory to inform the variable of knowledge acquisition.

Conceptual Framework



Independent Variable

Figure 1: Conceptual Framework

Human Resource Planning

Human Resource Planning, as a dependent variable, encompasses three critical components: labor supply forecasting/turnover rate, succession planning, and recruitment processes. Labor supply forecasting involves analyzing future workforce availability by examining retirement rates, voluntary turnover, and internal mobility patterns, while turnover rate measurements help organizations develop proactive recruitment and retention strategies. Succession planning focuses on identifying and developing potential leaders to ensure business continuity and knowledge preservation, working hand-in-hand with knowledge sharing practices to facilitate expertise transfer between experienced employees and their successors. The recruitment process serves as the mechanism for attracting and selecting talent that aligns with organizational objectives, leveraging both internal and external knowledge resources while fostering cross-functional collaboration to ensure the right candidates are placed in appropriate roles. This process was influenced by factors such as knowledge sharing, cross-functional collaboration, and the organization's ability to leverage its internal and external knowledge resources.

Knowledge Storage

Knowledge storage played a crucial role in effective knowledge management and supported various organizational processes, including human resource planning. It encompassed practices such as

Dependent Variable

knowledge repository or database development, knowledge codification and indexing, and implementing appropriate knowledge access controls. A well-designed knowledge repository served as a centralized platform for storing and organizing an organization's collective knowledge assets, including employee expertise, best practices, and historical data. Proper knowledge codification and indexing ensured that knowledge was structured, categorized, and easily retrievable, facilitating efficient access and utilization. Additionally, implementing appropriate access controls and security measures safeguards sensitive knowledge assets while enabling authorized personnel to leverage the stored knowledge for informed decision-making and planning activities related to human resource management.

Empirical Review

Knowledge Storage and Human Resource Planning

The study by Cajkova and Gogova (2022) sought to understand key elements of knowledge management in a specific department of state administration in Slovakia. Using a qualitative approach, the study analysed various sources like literature, internal documents, and related legislation to offer insights for organizations that find it challenging to manage knowledge effectively. The study reported that knowledge storage is an important part of any organization that wants to be successful in today's knowledge economy. By capturing, organizing, and storing knowledge, organizations could improve their performance,

reduce costs, and make better decisions. This finding serves as a guideline for other organizations looking to improve their own knowledge management systems. The study concluded that leadership and management are critical in successfully implementing knowledge management practices in the public sector.

The study done by Khawaldeh (2020) examined the impact of knowledge storage on human resource management (HRM) performance based on the ACHIEVE model in selected banks of Amman–Jordan. The study adopted the descriptive research design and collection of the data was done using questionnaires and interview guides. The study found a positive influence of knowledge storage on human resource management. Knowledge storage ensures that critical HR data, including employee records, policies, and best practices, are systematically organized and readily accessible. This accessibility empowers HR professionals to make informed decisions swiftly and accurately, contributing to enhanced HRM efficiency.

Kokkaew, Jokkaw, Peansupap, and Wipulanusat (2022) conducted a study in Thailand to explore the impacts of human resource management (HRM) and knowledge management (KM) on non-financial organizational performance (OP) within infrastructure construction firms. The research highlighted that effective HRM practices positively influence KM, which in turn enhances non-financial OP. While the study primarily focused on the relationships between these constructs, it pointed to the critical role of knowledge storage in both HRM and KM strategies. The study emphasized that by aligning knowledge storage with human resource planning, organizations could better capture, retain, and utilize valuable knowledge. This integration facilitated knowledge transfer, enhanced employee training, and improved decision-making, all of which contributed to improved non-financial performance. KM, serving as a mediator between HRM and non-financial OP, underscored the importance of formalized knowledge storage

systems to ensure the accessibility and application of organizational knowledge.

METHODOLOGY

The Positivism research philosophy was utilized for this study. In this approach, researchers provided their standpoint to assess the social world with impartiality instead of prejudice (Cooper & Schindler, 2014). The study adopted a mixed-methods research design, combining both quantitative and qualitative data collection methods.

The study focused on a target population of 209 employees from the Public Service Commission of Kenya, representing various hierarchical levels within the organization. The study was a census.

The study used questionnaires, interviews and secondary data collection template as tools for data collection. In addition to primary data, the study collected secondary data over a five-year period from 2019 to 2023 to gain a comprehensive understanding of human resource planning practices. The researcher executed a pilot of the research instruments to assess the reliability and validity of the survey tools before the definitive data collection. The pilot study was conducted in the Judicial Service Commission.

The study rigorously examined both content and construct validity of the research instruments to ensure they accurately measured the intended concepts. Content validity was addressed through a comprehensive review process involving supervisors overseeing the thesis development, ensuring the questionnaires adequately covered the subject matter. Construct validity was assessed using factor analysis.

FINDINGS AND DISCUSSIONS

Response Rate

The sample size of the study was 209 and 187 questionnaires were correctly filled and returned.

This presented a response rate of 89.47%.

The descriptive statistics of knowledge storage is presented in Table 1.

Descriptive Statistics of Knowledge Storage

Table 1: Descriptive Statistics of Knowledge Storage

Statements	SD	D	N	A	SA	Mean	Standard Deviation
The organization has an effective knowledge repository/database for storing and organizing organizational knowledge assets.	38.50%	44.90%	3.70%	11.80%	1.10%	1.92	0.99
Knowledge within the organization is properly codified and indexed to facilitate easy retrieval and access.	17.10%	62.00%	6.40%	9.70%	4.80%	2.23	1.00
Appropriate access controls and security measures are in place to safeguard sensitive knowledge assets.	27.80%	57.80%	5.90%	8.00%	0.50%	1.96	0.84
The knowledge repository/database is regularly updated and maintained to ensure the information is current and accurate.	32.10%	52.40%	2.10%	10.20%	3.20%	2.00	1.02
Employees are provided with adequate training and guidance on how to use the knowledge repository/database effectively.	29.40%	54.00%	1.60%	5.30%	9.70%	2.12	1.18
The organization has a standardized process for categorizing and classifying knowledge assets to ensure consistent storage and retrieval.	47.10%	31.50%	2.70%	12.80%	5.90%	1.99	1.24
The knowledge repository/database is user-friendly and easy to navigate.	31.00%	44.90%	4.80%	16.60%	2.70%	2.15	1.12
There are clear guidelines and protocols for determining what knowledge should be stored in the repository/database.	27.30%	42.20%	8.00%	13.90%	8.60%	2.34	1.25
The organization's knowledge storage systems are compatible and integrated with other relevant systems or platforms.	18.20%	61.00%	6.40%	9.60%	4.80%	2.22	1.01
Feedback from employees is regularly sought and incorporated to improve the organization's knowledge storage practices and systems.	31.60%	50.20%	1.10%	15.00%	2.10%	2.06	1.06

n=187, Composite mean=2.10, Composite standard Deviation =1.07

The findings presented in Table 1 provide insights into knowledge storage practices within the Public Service Commission of Kenya. The study found that 83.40% (38.50%+44.90%) of the respondents disagreed that the organization had an effective knowledge repository/database for storing and organizing organizational knowledge assets, while only 12.90% (11.80%+1.10%) agreed with the statement and 3.70% remained neutral. The mean score was 1.92 with a standard deviation of 0.99. This implied that most respondents perceived lack of effective systems for storing and organizing knowledge within the organization, potentially hindering easy access and utilization of organizational knowledge. Regarding knowledge codification and indexing, 79.10% (17.10%+62.00%) of respondents disagreed that knowledge within the organization was properly codified and indexed to facilitate easy retrieval and access, while 14.50% (9.70%+4.80%) agreed with the statement and 6.40% remained neutral. The mean score was 2.23 with a standard deviation of 1.00. This suggested that the organization did not have effective systems in place for organizing and categorizing knowledge, potentially making it difficult for employees to find and use relevant information when needed.

Concerning access controls and security measures, 85.60% (27.80%+57.80%) of respondents disagreed that appropriate measures were in place to safeguard sensitive knowledge assets, while only 8.50% (8.00%+0.50%) agreed with the statement and 5.90% remained neutral. The mean score was 1.96 with a standard deviation of 0.84. This indicated a perceived lack of adequate security measures for protecting sensitive organizational knowledge, which could potentially lead to data breaches or unauthorized access to critical information. The study found that 84.50% (32.10%+52.40%) of respondents disagreed that the knowledge repository/database is regularly updated and maintained to ensure the information was current and accurate, while 13.40%

(10.20%+3.20%) agreed with the statement and 2.10% remained neutral. The mean score was 2.00 with a standard deviation of 1.02. This suggested that employees perceive lack of regular maintenance and updating of knowledge repositories, potentially leading to outdated or inaccurate information being stored and accessed.

In addition, regarding training on the use of knowledge repositories, 83.40% (29.40%+54.00%) disagreed that employees were provided with adequate training and guidance on how to use the knowledge repository/database effectively, while 15.00% (5.30%+9.70%) agreed with the statement and 1.60% remained neutral. The mean score was 2.12 with a standard deviation of 1.18. This implied a perceived lack of training and support for employees in effectively utilizing knowledge storage systems, potentially limiting their ability to contribute to and benefit from organizational knowledge. On the topic of standardized processes for knowledge categorization, 78.60% (47.10%+31.50%) disagreed that the organization had a standardized process for categorizing and classifying knowledge assets to ensure consistent storage and retrieval, while 18.70% (12.80%+5.90%) agreed with the statement and 2.70% remained neutral. The mean score was 1.99 with a standard deviation of 1.24. This suggested a perceived lack of consistent processes for organizing and classifying knowledge, which could lead to inconsistencies on how information was stored and retrieved across the organization. Regarding the user-friendliness of knowledge repositories, 75.90% (31.00%+44.90%) disagreed that the knowledge repository/database was user-friendly and easy to navigate, while 19.30% (16.60%+2.70%) agreed with the statement and 4.80% remained neutral. The mean score was 2.15 with a standard deviation of 1.12. This indicated that many employees found the knowledge storage systems difficult to use, potentially discouraging their engagement with these systems.

In terms of guidelines for knowledge storage, 69.50% (27.30%+42.20%) disagreed that there were clear guidelines and protocols for determining what knowledge should be stored in the repository/database, while 22.50% (13.90%+8.60%) agreed with the statement and 8.00% remained neutral. The mean score was 2.34 with a standard deviation of 1.25. This suggested a perceived lack of clear direction on what information could be stored, potentially leading to inconsistencies in knowledge capture and storage. Regarding the compatibility of knowledge storage systems, 79.20% (18.20%+61.00%) disagreed that the organization's knowledge storage systems were compatible and integrated with other relevant systems or platforms, while 14.40% (9.60%+4.80%) agreed with the statement and 6.40% remained neutral. The mean score was 2.22 with a standard deviation of 1.01. This implies a perceived lack of integration between knowledge storage systems and other organizational systems, potentially limiting the accessibility of stored knowledge.

Lastly, 81.80% (31.60%+50.20%) disagreed that feedback from employees was regularly sought and incorporated to improve the organization's knowledge storage practices and systems, while 17.10% (15.00%+2.10%) agreed with the statement and 1.10% remained neutral. The mean score was 2.06 with a standard deviation of 1.06. This suggested a perceived lack of employee input in improving knowledge storage practices, potentially missing opportunities for enhancing these systems based on user experiences. The composite mean score across all items was 2.10 with a composite standard deviation of 1.07. This consistently low average score implied that respondents generally perceived significant challenges in the organization's approach to knowledge storage across various aspects. The composite standard deviation suggested some variability in responses, but overall, the perception of inadequate knowledge storage practices was consistent across the different elements examined.

The study conducted an interview with the CEO, chairperson, vice chairperson, commissioners, and directors to explore the influence of knowledge storage on human resource planning within the Public Service Commission of Kenya. The interviewees acknowledged that the organization had implemented some systems to store valuable knowledge, primarily through digital databases and documentation processes. These systems were intended to capture and retain critical information about employee skills, experiences, and organizational processes, which could be leveraged in decision-making. However, the respondents noted that these knowledge storage efforts were often fragmented and not well-integrated into broader human resource planning processes. They provided examples of instances where stored knowledge about employee competencies or past project experiences was useful in decisions related to internal promotions or team assignments. Despite these successes, challenges in accessing and utilizing stored knowledge efficiently were cited as significant barriers, resulting in missed opportunities to optimize internal talent.

The interviewees highlighted concerns about the consistency and quality of the knowledge being stored. They noted that there was no standardized process for determining what information should be documented and preserved, leading to inconsistencies in the type and quality of data available for human resource planning. This inconsistency hampered the reliability of stored knowledge when it came to identifying skill gaps, planning for workforce needs, or developing training programs. The respondents also expressed frustration over the inability to efficiently retrieve and use stored knowledge, which they attributed to a lack of integration between knowledge storage systems and human resource planning tools. They emphasized that while knowledge storage initiatives existed, their potential to significantly inform human resource decisions remained underutilized due to these systemic inefficiencies.

Furthermore, the respondents discussed the organization's capacity to improve its knowledge storage practices and their influence on human resource planning. They suggested that implementing standardized procedures for identifying and documenting valuable knowledge, along with upgrading digital storage platforms, could enhance the organization's ability to preserve and utilize critical information. Additionally, they recommended the establishment of regular audits to assess the relevance and accuracy of stored data, ensuring that it remains a reliable resource for future workforce planning. The interviewees also stressed the importance of fostering a culture that values the consistent documentation of lessons learned and best practices, which could further support informed decision-making in human resource planning. Ultimately, they concluded that addressing the gaps in knowledge storage practices would be essential for leveraging stored information to its full potential in workforce planning efforts.

Hence, both the questionnaire and interview responses agreed on the organization's shortcomings in maintaining influence knowledge storage systems within the Public Service Commission of Kenya. The questionnaire data revealed that a significant percentage of respondents felt that the organization lacked an efficient repository or database to store and organize knowledge. This concern was reflected in

the interview responses, where interviewees noted that while there were attempts to implement knowledge storage systems, these efforts were fragmented and not well-integrated into broader human resource planning processes. Interviewees also emphasized that the systems that existed were often difficult to navigate, which hindered employees' ability to access critical knowledge when needed. Both data sources highlighted that there was no standardized process for identifying which knowledge should be captured and stored, further undermining the effectiveness of these systems in supporting workforce planning and development.

The questionnaire findings showed that a majority of respondents felt that the organization did not properly categorize or index its knowledge assets, making retrieval and access difficult. Similarly, interviewees pointed to the lack of systematic categorization of knowledge as a significant challenge, noting that without clear guidelines for storing and organizing information, critical knowledge was often misplaced or not effectively utilized. This agreement between the questionnaire and interview responses further underlines the critical need for the organization to invest in better knowledge storage systems that are well-integrated with human resource planning processes.

Descriptive Statistics of Human Resource Planning

The descriptive statistics of human resource planning is discussed in Table 2.

Table 2: Descriptive Statistics of Human Resource Planning

Statements	SD	D	N	A	SA	Mean	Standard Deviation
Our organization regularly analyses data on employee turnover rates to forecast future labour supply needs.	31.60%	50.20%	3.80%	8.60%	5.80%	2.05	1.07
There are clear processes in place for identifying and developing potential successors for key positions within the organization.	40.10%	35.90%	3.20%	17.60%	3.20%	2.08	1.20
The recruitment process in our organization is efficient and effective in attracting qualified candidates.	28.90%	40.60%	8.00%	15.50%	7.00%	2.31	1.24
Our organization has a system in place to track and analyse reasons for employee turnover.	27.30%	51.30%	6.40%	8.60%	6.40%	2.19	1.11
Succession planning initiatives are aligned with the organization's long-term goals and strategies.	33.70%	49.70%	2.10%	11.30%	3.20%	2.01	1.05
The recruitment process in our organization is transparent and fair, providing equal opportunities to all applicants.	16.60%	69.00%	3.70%	9.10%	1.60%	2.10	0.84
Our organization takes proactive measures to retain high-performing employees and reduce turnover rates.	22.40%	55.40%	6.10%	7.00%	9.10%	2.25	1.15
Succession planning involves identifying and developing leadership skills in potential successors.	25.70%	52.30%	8.60%	10.70%	2.70%	2.12	1.00
The recruitment process in our organization effectively assesses candidates' skills, knowledge, and cultural fit.	19.80%	57.80%	9.10%	8.50%	4.80%	2.21	1.01
Our organization regularly reviews and updates its succession planning strategies to ensure continuity in key positions.	17.60%	66.30%	2.70%	10.20%	3.20%	2.16	0.96

n=187, Composite mean=2.15, Composite standard Deviation =1.06

The findings presented in Table 2 provide insights into human resource planning practices within the Public Service Commission of Kenya. The study found that 81.80% (31.60%+50.20%) of the

respondents disagreed that the organization regularly analysed data on employee turnover rates to forecast future labour supply needs, while 14.40% (8.60%+5.80%) agreed with the statement and 3.80% remained neutral. The mean score was

2.05 with a standard deviation of 1.07. This implied that most respondents perceived lack of systematic analysis of turnover data for workforce planning purposes, potentially hindering the organization's ability to anticipate and address future staffing needs. Besides, regarding succession planning processes, 76.00% (40.10%+35.90%) of respondents disagreed that there were clear processes in place for identifying and developing potential successors for key positions within the organization, while 20.80% (17.60%+3.20%) agreed with the statement and 3.20% remained neutral. The mean score was 2.08 with a standard deviation of 1.20. This suggested that the organization did not have well-defined succession planning mechanisms, potentially risking leadership continuity and knowledge transfer for critical roles.

In addition, concerning the efficiency of the recruitment process, 69.50% (28.90%+40.60%) disagreed that the recruitment process in the organization was efficient and effective in attracting qualified candidates, while 22.50% (15.50%+7.00%) agreed with the statement and 8.00% remained neutral. The mean score was 2.31 with a standard deviation of 1.24. This indicated a perceived lack of effectiveness in the organization's recruitment strategies, potentially influencing its ability to attract top talent. The study found that 78.60% (27.30%+51.30%) of respondents disagreed that the organization has a system in place to track and analyse reasons for employee turnover, while 15.00% (8.60%+6.40%) agreed with the statement and 6.40% remained neutral. The mean score was 2.19 with a standard deviation of 1.11. This suggested a perceived lack of systematic efforts to understand the root causes of employee departures, potentially limiting the organization's ability to address retention issues effectively.

Moreover, regarding the alignment of succession planning with organizational goals, 83.40% (33.70%+49.70%) disagreed that succession planning initiatives were aligned with the organization's long-term goals and strategies, while

14.50% (11.30%+3.20%) agreed with the statement and 2.10% remained neutral. The mean score was 2.01 with a standard deviation of 1.05. This implies a perceived disconnect between succession planning efforts and the organization's strategic objectives. On the topic of recruitment fairness, 85.60% (16.60%+69.00%) disagreed that the recruitment process in the organization was transparent and fair, providing equal opportunities to all applicants, while 10.70% (9.10%+1.60%) agreed with the statement and 3.70% remained neutral. The mean score was 2.10 with a standard deviation of 0.84. This indicated a perceived lack of transparency and fairness in the recruitment process, potentially affecting the organization's reputation and its ability to attract diverse talent.

In addition, regarding employee retention measures, 77.80% (22.40%+55.40%) disagreed that the organization took proactive measures to retain high-performing employees and reduce turnover rates, while 16.10% (7.00%+9.10%) agreed with the statement and 6.10% remained neutral. The mean score was 2.25 with a standard deviation of 1.15. This suggested a perceived lack of effective retention strategies, potentially leading to the loss of valuable employees. In terms of leadership development in succession planning, 78.00% (25.70%+52.30%) disagreed that succession planning involved identifying and developing leadership skills in potential successors, while 13.40% (10.70%+2.70%) agreed with the statement and 8.60% remained neutral. The mean score was 2.12 with a standard deviation of 1.00. This implied a perceived lack of focus on leadership development within the organization's succession planning efforts.

Furthermore, regarding the assessment of candidates' skills and cultural fit, 77.60% (19.80%+57.80%) disagreed that the recruitment process effectively assesses candidates' skills, knowledge, and cultural fit, while 13.30% (8.50%+4.80%) agreed with the statement and 9.10% remained neutral. The mean score was 2.21

with a standard deviation of 1.01. This suggested a perceived inadequacy in the organization's ability to evaluate candidates comprehensively during the recruitment process. Lastly, 83.90% (17.60%+66.30%) disagreed that the organization regularly reviewed and updated its succession planning strategies to ensure continuity in key positions, while 13.40% (10.20%+3.20%) agreed with the statement and 2.70% remained neutral. The mean score was 2.16 with a standard deviation of 0.96. This indicated a perceived lack of regular review and adaptation of succession planning strategies to meet changing organizational needs.

The composite mean score across all items was 2.15 with a composite standard deviation of 1.06. This consistently low composite mean score implied that respondents generally perceived significant challenges in the organization's human resource planning practices across various aspects. The composite standard deviation suggested some variability in responses, but overall, the perception

of inadequate human resource planning practices was consistent across the different elements examined.

Knowledge Storage and Human Resource Planning

The objective of the study was to examine the influence of knowledge storage on human resource planning in the Public Service Commission of Kenya. The investigation employed regression analysis to systematically evaluate the relationship between knowledge storage practices and human resource planning outcomes. The analysis incorporated three essential components: model fitness to determine how effectively knowledge storage explained variations in human resource planning, analysis of variance (ANOVA) to assess the statistical significance of the observed relationships, and regression coefficients to measure the specific impact of knowledge storage practices on human resource planning outcomes. Table 3 presents the model fitness of knowledge acquisition.

Table 3: Model Fitness of Knowledge Storage and Human Resource Planning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.590 ^a	0.349	0.345	0.270722

Note: Predictor=a (Knowledge storage), n=187, $\alpha=1.056$

The model fitness results presented in Table 3 indicated that knowledge storage portrayed 34.9% of the variation in human resource planning (R Square = 0.349). This suggested that knowledge storage practices account for a substantial portion of the changes observed in human resource planning within the Public Service Commission of Kenya. The adjusted R Square value of 0.345 further confirmed the model's goodness of fit, indicating that the model explains 34.5% of the variability in human resource planning when adjusted for the

number of predictors. The standard error of the estimate (0.270722) indicated the average distance between the observed values and the regression line, providing a measure of the model's prediction accuracy. These results suggested that while knowledge storage was an important factor in explaining human resource planning, there were other factors that also contribute to the variability in human resource planning outcomes. The Analysis of Variance (ANOVA) results are presented in Table 4.

Table 4: Analysis of Variance (ANOVA) of Knowledge Storage and Human Resource Planning

Model		ANOVA ^a				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.256	1	7.256	99.001	.000 ^b
	Residual	13.559	185	0.073		
	Total	20.815	186			

Note: Dependent =a (Human resource planning), predictor =b (Knowledge storage), n=187, $\alpha=1.056$

The Analysis of Variance (ANOVA) results presented in Table 4 confirmed the statistical significance of the relationship between knowledge storage and human resource planning. The F-statistic of 99.001 with a p-value of 0.000 ($p < 0.05$) indicated that the regression model is statistically significant. The sum of squares for regression (7.256) and residual (13.559) provided information about the total variability in the dependent variable explained by the model and the unexplained variability,

respectively. The mean square values for regression (7.256) and residual (0.073) represent the average variability explained and unexplained by the model. These results indicated that while knowledge storage significantly predicted human resource planning, there was a considerable amount of unexplained variation, suggesting the influence of other factors not included in the model. The regression coefficients of knowledge storage and human resource planning is presented in Table 5.

Table 5: Regression Coefficients of Knowledge Storage and Human Resource Planning

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.056	0.113		9.305	0.000
	Knowledge Storage	0.527	0.053	0.590	9.950	0.000

Note: Dependent=a (Human resource planning), n=187, $\alpha=1.056$

The model equation shows that standardized human resource planning will increase by 0.590 units with one unit increase in standardized knowledge storage. The model indicates that knowledge storage is significantly explaining the variation in the dependent variable (human resource planning). Therefore, hypothesis H₀₂: there is no significant influence of knowledge storage on human resource planning in the Public Service Commission of Kenya is rejected, and it is concluded that knowledge storage has a significant influence on human resource planning. The high residual sum of squares (13.559) indicates that the model does not explain a lot of the variation in the dependent variable as there are other factors that account for a higher proportion of the variation in the dependent variable.

The findings further agreed with existing studies. In Slovakia, Cajkova and Gogova (2022) found that knowledge storage played a critical role in improving organizational performance, reducing costs, and enabling better decision-making in state

administration. The study emphasized leadership's role in successfully implementing knowledge storage systems to enhance public sector effectiveness. In Jordan, Khawaldeh (2020) demonstrated that knowledge storage positively impacted HRM performance by organizing critical data for swift decision-making and policy clarity. The findings underscored the importance of systematic knowledge storage in improving HRM processes, including performance tracking and equity. In Thailand, Kokkaew et al. (2022) revealed that aligning knowledge storage with HR planning enhanced non-financial organizational performance in infrastructure construction firms. The study highlighted the role of formalized knowledge storage systems in facilitating knowledge transfer, training, and decision-making.

In Indonesia, Purwanto et al. (2020) emphasized the value of integrating a web-based knowledge management system (KMS) with HR planning to improve recruitment and training. The research provided a structured framework for aligning

knowledge storage with HR practices for greater organizational efficiency. In West Java, Indonesia, Sunarsi et al. (2022) found that effective HR planning and KM practices, including knowledge storage, positively influenced university lecturers' performance. The study stressed the need for integrating HR planning with KM to create a supportive environment for academic staff. In Chile, Talamante-Lugo et al. (2019) demonstrated that structured knowledge storage improved KM practices in Micro, Small, and Medium Enterprises (M-SMEs). The study highlighted the importance of integrating knowledge storage with HR planning to foster sustainable growth and better decision-making.

In Ethiopia, Hussen and Belet (2021) found that knowledge storage significantly enhanced organizational performance in the public sector. The study underscored the strategic importance of organizing and accessing knowledge resources to achieve better outcomes. In South Africa, Phaladi (2021) emphasized that knowledge storage mitigated organizational knowledge loss in state-owned enterprises by aligning KM with HRM practices. The research advocated for a knowledge-centric culture to enhance performance and competitiveness. In Kenya, Chebet and Njuguna (2020) found that knowledge storage significantly influenced service delivery at Oxfam International by improving accessibility, consistency, and quality. Sudhe (2023) highlighted the challenges of managing HR records in Kenya's Ministry of Health, emphasizing the role of effective storage systems in improving HR planning and organizational performance. Wambui et al. (2013) noted that effective knowledge storage and transfer mechanisms enhanced productivity and competitiveness, despite challenges like communication inefficiencies. Mungai (2024) demonstrated that talent management practices positively influenced knowledge retention in government ministries, stressing the need for HRM alignment with knowledge retention strategies.

Otunga and Gichana (2023) highlighted the critical role of knowledge storage in supporting digital economy initiatives, emphasizing resource utilization and organizational performance. Muleke et al. (2023) found that knowledge retention practices, including mentoring and succession planning, significantly improved public research institutions' performance, recommending strategies to capture departing employees' insights.

These findings had substantial implications for knowledge management and human resource planning in public sector organizations. The positive relationship between knowledge storage and human resource planning suggested that organizations needed to invest in robust knowledge storage systems and infrastructure. The results indicated that effective knowledge storage could significantly enhance the quality and efficiency of human resource planning processes by providing easy access to critical information, supporting decision-making, and preserving institutional memory. The study noted that organizations could focus on developing comprehensive knowledge storage strategies that included both technological solutions and organizational processes. This included implementing secure databases, establishing clear protocols for knowledge documentation, and creating user-friendly systems for knowledge retrieval. Furthermore, the findings suggested that organizations could integrate their knowledge storage initiatives with their broader human resource planning objectives to maximize the benefits of both functions. This integration could lead to improved organizational performance through better talent management, succession planning, and strategic workforce development.

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that knowledge storage had a significant positive influence on human resource planning in the Public Service Commission of Kenya. This conclusion was based on the positive correlation and regression results, which

demonstrated that knowledge storage was a considerable portion of the variation in human resource planning. The findings indicated that as the organization improved its systems and practices for storing, organizing, and retrieving organizational knowledge, it enhanced its ability to conduct effective human resource planning. This suggested that the organization's capacity to systematically capture, codify and maintain its collective knowledge and experiences played a vital role in informing and guiding its human resource planning processes. The significant association between these variables implied that effective knowledge storage served as a critical resource for decision-making and strategy development in human resource management within the organization.

Public Service Commission of Kenya should significantly improve its knowledge storage practices to enhance human resource planning. Given the positive influence of knowledge storage on human resource planning ($\beta = 0.590$, $p = 0.000$), management could invest in advanced knowledge management systems and databases. These systems could be designed to efficiently capture, categorize, and store organizational knowledge in a way that is easily accessible and retrievable. The organization could also develop clear protocols and guidelines for documenting and organizing information, ensuring consistency and quality in knowledge storage practices.

In addition, the management could implement regular audits of stored knowledge to ensure its relevance, accuracy, and currency. This could involve appointing knowledge custodians within each department who are responsible for reviewing and updating stored information. The organization should also provide comprehensive training to all employees on how to effectively use the knowledge storage systems, encouraging widespread adoption and utilization. Additionally, management should consider implementing version control and archiving processes to maintain a historical record of organizational knowledge, which could be

valuable for understanding trends and making informed decisions in human resource planning.

Contribution to the Body of Knowledge

The contribution to the body of knowledge from this study includes empirical support for the organizational learning theory in the context of public sector human resource planning. By demonstrating a significant positive relationship between knowledge storage and human resource planning, the study aligns with the theory's emphasis on the importance of organizational memory in facilitating learning and improvement. This extends the application of organizational learning theory to specific human resource management practices, illustrating how stored knowledge contributes to more effective planning processes in public sector organizations.

Moreover, the study contributes to the empirical literature by providing quantitative evidence of the influence of knowledge storage on human resource planning in a public sector setting. This adds to the understanding of how organizational memory, as manifested through knowledge storage practices, influences strategic human resource functions in public organizations. The study's findings offer a valuable reference point for future research, enabling more detailed investigations into the mechanisms through which knowledge storage enhances human resource planning and other organizational processes in the public sector.

Areas for Further Study

The study identified several areas for further research that could build upon and extend the current findings. This could include examining the role of leadership styles, technological infrastructure, or external environmental factors in influencing human resource planning in public sector organizations. Additionally, as this study focused on the Public Service Commission of Kenya, future research could replicate this study in other public sector organizations or in different countries to assess the generalizability of the findings. Such

comparative studies could provide valuable insights into how the relationship between knowledge management practices and human resource planning may vary across different cultural or institutional contexts.

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