



INFLUENCE OF HUMAN RESOURCE PLANNING ON EMPLOYEE PRODUCTIVITY IN COUNTY GOVERNMENTS IN KENYA

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ABSTRACT

In today's competitive labor market, a key concern of organizations is the need to achieve high levels of performance through people. Human Resource Planning is fast gaining a top priority for organizations across the world. To attract and retain the best talent anywhere in the world, an organization must have a strong and positive employer brand. Talented individuals drive companies forward through their outstanding competence and ability. Council of Governors operations rely on their employees' ability to effectively respond when emergencies and crisis occurs. The main objective of this study was to evaluate the influence of Human Resource Planning on Recruitment strategies on the performance of Council of Governors in Kenya. The study adopted a descriptive survey research design. The study had a population of 216 employees at COG in Nairobi who had supervisory responsibilities. Stratified sampling was adopted to pick a sample size of 55 respondents. Primary data was collected using a questionnaire with closed ended and open ended questions administered to the employees. The Statistical Package for Social Sciences (SPSS) version 22 was used to analyze data for descriptive data (frequencies, percentages, and mean), and inferential data (correlation, and regression). The major findings of the study revealed the existence of positive and significant relationship between recruitment and deployment, training and development of talent, talent retention, succession planning and performance of Council of Governors in Kenya. The study concluded that the relationship between recruitment and deployment, training and development of talent, talent retention, succession planning and Employee Productivity was statistically significant. The study recommended that Council of Governors should put mechanisms in place to enhance internal recruitment of talent, development of current talent training manuals, and conducting of talent surveys to ensure internal talent structures are relevant.

Key Words: Human Resource Planning, Recruitment strategies, training and development, employee retention, succession planning

INTRODUCTION

Human Resource Planning is an important concept in the era of globalization. Organizations find themselves grappling on mechanisms on how to enhance Employee Productivity. Resourcing talent is therefore considered as one of the options organizations can beat off competition and enhance performance. According to Schuler, Jackson, and Tarique, (2011) organizations worldwide are increasingly facing major decisions and challenges in recruiting, developing and retain talent. Thus, Human Resource Planning has become a paramount component of human resource department for organizations seeking to develop, enhance or maintain competitive advantage over other players in the field. As such, Human Resource Planning has increasingly become of strategic importance to organizations, since the demand for talented employees has continued to increase. (Egerová, 2013).

Human Resource Planning was initially designed to improve the process for recruiting and developing people with the required skills and aptitude to meet current employee needs. The various aspects of Human Resource Planning are recruitment, selection, on-boarding, mentoring, performance management, career development, leadership development, replacement planning, career planning, recognition and reward (Egerová, 2013). Competition and the lack of availability of highly talented and skilled employees make finding and retaining talented employees' major priorities for organizations (Fegley, 2011). In order to attract and retain the best talent anywhere in the world, an organization must have a strong and positive employer brand (Goudreau, 2012).

Talent has become the key differentiator for human capital management at World Food Programme. Grounded within strategic HRM, Kaur, (2013), the management of talent seems to be one of the key functions that HRM is playing strategically in

organizations (Chugh & Bhatnagar, 2011). Recent research indicates that the war for talent is intense due to labor market shortages (Brewster *et al.*, 2010; Lawler, 2010; Boudreau and Ramstad, 2010; Cappelli, 2009; Piansoongnern & Anurit, 2010), yet very little research attention has been aimed at Human Resource Planning influence on Employee Productivity. Further, Pfeffer and Sutton (2011) reflect that the typical HRM/talent mindset, which looks at performance results as an opportunity for an "assessment" of ability, leads to lower performance and unhappy staff who do not fulfill their potential and thus would reflect low talent engagement.

Globally, management of talent has been a challenge for many organization facing human capital pressure as a result of globalization (Garner, 2002). The scarcity of talent is universal as organizations around the world are competing for the same pool of talents. Thus, talent recruitment, development, is perceived to offer organizations competitive edge, thus, forcing organizations to best global practices in talent (Stahl *et al.*, 2007). Globally, organizations that are successful tend to develop local strategies for Human Resource Planning while at the same time, provide mechanisms for attracting global transfer of talent and best practices (Schuler, Jackson, & Tarique, 2011).

In Africa, the concept of Human Resource Planning picked up between 2004 and 2006. According to a report by Price Water House Coopers (2012), 75% of CEOs surveyed in PwC report indicated that they lacked adequate talent to accomplish employee goals. The study also established that 85% of CEOs indicated that they planned to focus their strategies on Human Resource Planning. The case for Human Resource Planning in Africa is dire since Africa has lost critical talent to countries like USA, UK, France and Australia (Pfeffer & Sutton, 2011). The African Association of for Public Administration and Management (AAPAM) (2008) study found Africa

countries have not been able to recruit and retain talent due to various factors including: lack of adequate compensation, poor working environments, uncompetitive environments, and lack of growth opportunities. The study also revealed that Egypt has a greater need for talent in the areas of telecommunication engineers, financial planners, information technologists and investment bankers among others.

Kenya just like any other African country faces challenges with Human Resource Planning. According to Business Management Review (2013) Kenya has challenges with Human Resource Planning particularly in recruitment processes, talent development, retaining and motivating professional talent. For instance, Kenani, (2011) argues that Kenya needs to develop talent in scientific areas where Kenya still lags other African countries like Egypt and South Africa.

The Council of County Governors (COG) is a non-partisan organization established under Section 19 of the Intergovernmental Relations Act (IGRA 2012). The Council of Governors comprises of the Governors of the forty-seven Counties. main functions are the promotion of visionary leadership; sharing of best practices and; offer a collective voice on policy issues; promote inter – county consultations; encourage and initiate information sharing on the performance of County Governments with regard to the execution of their functions; collective consultation on matters of interest to County Governments. Currently, COG's efforts focus on COG provides a mechanism for consultation amongst County Governments, share information on performance of the counties in execution of their functions, facilitate capacity building for Governors, and consider reports from other intergovernmental forums on national and county interests amongst other functions (Section 20). (COG, 2016)

Statement of the Problem

Globally, county governments experience challenges of Employee Productivity. To mitigate these challenges, organizations have resorted to a raft of measures including Human Resource Planning, corporate operational strategies, capacity building with varied successes and failures (Marachi & Wario, 2013; Deloitte, 2015; William, 2011; Mutambara & Mutambara, 2012). One of the biggest challenges still facing organization is how to harness talent that enhances Employee Productivity.

Various scholars have examined the concept of Human Resource Planning and related impact on Employee Productivity. For instance, Sukayri (2016) examined how succession planning and Employee Productivity and noted that the most county governments did not have coherent succession planning processes due to over-reliance on foreign technocrats who are moved around other agencies at the expiry of their contract. Huselid, (2010) conducted a study to determine whether county governments had Human Resource Planning strategies and how they impacted Employee Productivity. The study revealed that 52% of county governments had Human Resource Planning policies; however they were not being practiced. Other studies (William, 2011; Mutambara & Mutambara, 2012) indicated 73% of international organizations Human Resource Planning frameworks; however, it was difficult to measure impact of Human Resource Planning and Employee Productivity for lack of talent parameters. These studies concluded that most county governments had not embraced Human Resource Planning and lacked talent mentoring, training, and succession planning.

This study therefore sought to fill this gap in literature by examining how Human Resource Planning policies, structures and systems had been established at Council of Governors (COG) and whether these programs were enhancing Employee Productivity. COG in Kenya, including the Regional Office in Nairobi

is the epicenter for managing major humanitarian crisis in Burundi, South Sudan, Somalia, Democratic Republic of Congo and Central Africa Republic. This massive operation requires dedicated and talented employees to deliver employee objectives. To this end, this study examined how Recruitment strategies, training and development, retention of talent, and succession planning influenced Employee Productivity at COG

Objective of the Study

The main objective of this study was to examine the influence of Human Resource Planning on Employee Productivity at Council of Governors in Kenya. The specific objectives were:-

- To establish the influence of Recruitment strategies on Employee Productivity at Council of Governors in Kenya
- To assess the influence of training and development strategies on employees performance of Council of Governors in Kenya
- To ascertain the influence of employee retention strategies on Employee Productivity of Council of Governors in Kenya
- To establish the influence of succession planning strategies on Employee Productivity Council of Governors in Kenya

LITERATURE REVIEW

Theoretical Review

Human Capital Theory

Hills (2009) assert that human capital is the time, experience, knowledge and abilities of an individual household or a generation, which can be used in the production process. This theory contends that peoples learning capacities are comparable to other natural resources, when effectively exploited the results are profitable to the organization. Therefore, the human capital theory helped to examine how Human Resource Planning could enhance recruitment

processes that are essential to Employee Productivity. The relevance of this theory to Human Resource Planning is that human capital consisting of various components, skills, time, experience and knowledge which is talent embedded in individual persons. Joyce at al., (2007) defines talent as the core competencies and skills embedded in people and are the points of advantage for Employee Productivity. Human Capital theory explains the collective capability, knowledge and skills of the people that are employed by an organization and therefore will be useful in examining how COG can leverage information of this theory in examining how talent is acquired with regards to skills and knowledge and how capability is developed through training and development and its influences Employee Productivity. A study by Mutambara and Mutambara (2012) in Zimbabwe on Human Resource Planning in COG using Human Capital theory. The study found the existence of significant relationship between human capital abilities and skills and Human Resource Planning, Effective human capital management equally influenced Employee Productivity at UNICEF (Boxall and Purcell, 2008).

Human Resource Planning Model

Fegley (2006) report on the Society for Human Resource Management indicates that Human Resource Planning model involves an integrated strategy or systems that are designed to improve the processes of recruiting, developing and retaining people with the required skills and aptitude to meet current and future employee needs, which is essential to Employee Productivity. Human Resource Planning is fundamental to any human resource department (Boxall and Purcell, 2008).

The disciplines of recruiting, compensation, retention, training and development are viewed as distinct. The concept of Human Resource Planning is to integrate these considerations into a unified strategy; to identify skills needed to execute future business strategies; to identify gaps between required skills

and skills available in the firm; and to develop ways to close the gaps. Crucial among these is the development of employee cultures that encourage a committed workforce as well as more traditional human resource tactics such as staffing, employee relations, performance management and employee design (Pruis, 2011).

Human Resource Planning process includes: workforce planning, recruiting, on boarding, performance management, feedback, executive coaching and career path. Workforce planning is the intentional and strategic projection and planning of access to talent (either internal or external) with the skills, knowledge, and behaviors essential for the achievement of the university's strategic objectives and demands. Recruiting is the ability to successfully attract and hire key talent for current and future employee needs through competency-based advertising and interviewing efforts (Rynes, 2012). The relevance of this theory is that employee development contributes to Employee Productivity, which contributes to Employee Productivity. In today's diverse workforce, business practices have evolved to reflect the economic advantage in developing and retaining talented employees (Fegley, 2006).

Fegley (2006) argues that organizations are continually seeking new solutions to assess, understand and strategize employee development. Managers use employee assessments and surveys to allow them to scope job requirements, evaluate how potential employees fit jobs, and identify changes that will keep employees engaged. By better understanding the people they employ, companies can solve many of their most critical and expensive problems. With reliable information to make human resource decisions, employers can successfully fit people to jobs in which they will excel, become better managers, improve service, build more effective teams and ultimately retain their best employees.

This theory was significant in examining how employee retention influences Employee Productivity.

Signaling Theory

Signaling theory by Rynes, (2007) is commonly used to explain how applicant attraction to a recruiting organization may, in part, can be influenced by information, or signals, about an organization's characteristics revealed during recruitment activities. It is recognized that applicants interpret many recruitment-related activities and information as signals of unknown employee characteristics and recruiter characteristics and/or behavior (Becker and Haunschild, 2009). Given the intensifying "war for talent", companies are increasingly looking to position themselves as attractive employers. They are also increasingly communicating their Human Resource Planning programs including employee value propositions through their websites.

This theory is relevant to this study since propositions based on signaling theory suggest that employer attributes provide applicants with information about what it would be like to be a member of the organization given that applicants interpret such attributes as providing information about working conditions in the organization. Talented employees are mostly attracted to organizations they perceive to have positive signaling attributes (Becker and Haunschild, 2009).

Ability, Motivation and Opportunity (AMO) Framework

The AMO framework which has become one of the dominant theoretical approaches toward exploring the HRM-performance link in recent years (Boselie *et al*, 2010). The AMO framework proposes that Employee Productivity (P) is a function of the employee's ability (A), motivation (M) and

opportunity (O) to perform (Boxall and Purcell, 2008). Expressed as an equation= f (A, M, O)

This equation reflects the fact that although the exact relationship between the variables has not been established, we do know that all three variables impact Employee Productivity (Boxall and Purcell, 2008). With regard to strategic Human Resource Planning, we argue that ability should to a degree be predetermined. Given the individual was selected as a high potential or high performing employee in being selected for the talent pool, they are likely to have a relatively high level of ability. Similarly, the fact that pivotal talent positions have been predetermined means that the incumbents should have the opportunity to contribute to Employee Productivity through their deployment in pivotal talent roles. Hence motivation, defined as “a set of energetic forces that originates both within as well as beyond an individual’s being, to initiate work-related behaviour and to determine its form, direction, intensity and duration” (Boselie *et al.*, 2010), emerges as a key mediating variable in our model.

The AMO model is premised on the idea that employee interests are best served by Human Resources system that attends to employees’ interests, namely their skill requirements, motivations and the quality of their job (Boselie *et al.*, 2010). Given that the strategic Human Resource Planning system is premised on identifying high potential and high performing employees, deploying them in pivotal positions and supporting them with a differentiated Human Resources architecture, the AMO model suggest that higher levels of individual performance should be evident. In this regard, it is well established that employee motivation will meditate the relationship between HRM practices and firm performance (Huselid, 2010). A study by Deloitte (2015) in Sub-Saharan Africa indicated that the AMO frame work was significant in examining how succession planning influences Employee

Productivity. Employees were asked to indicate whether their performance was a function of employee’s ability. The findings revealed that (66%) or study respondents indicated this to be the case. Therefore, in Kenya, and particularly at COG, it is expected that employees’ ability should have a significant influence on performance. This is what this study is set to investigate.

Conceptual Framework

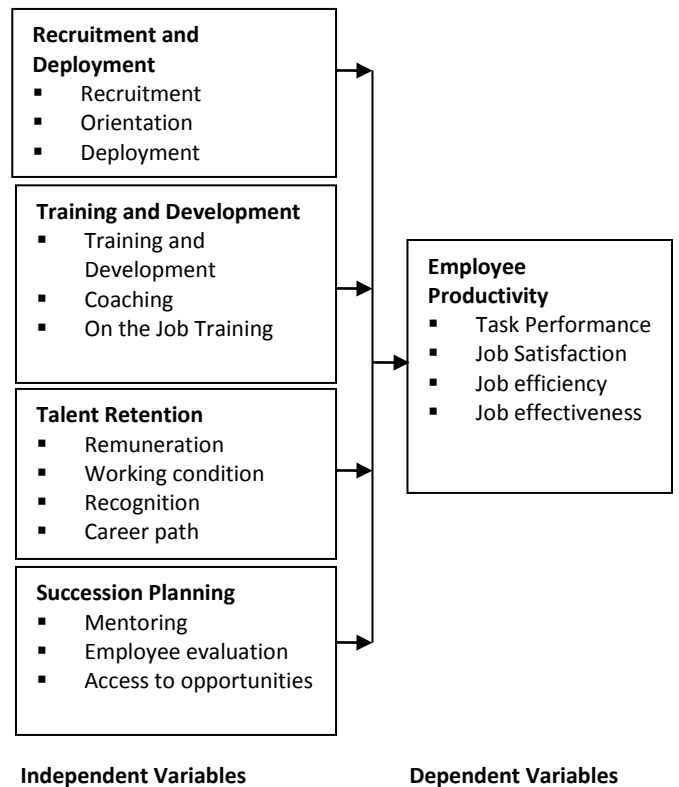


Figure 1: Conceptual Framework

Recruitment and Deployment of Talent and Employee Productivity

The first function of Human Resource Planning concerns itself with the acquisition and identification of talent either internally or externally. The aim is usually to build up an international talent pool that, when required, can be tapped into quickly, reliably and on a company-wide basis (Stahl *et al.*, 2007).

According to Pfeffer (2005) there exists a significant relationship between recruitment and deployment of talent and Employee Productivity. Recruitment is the process of generating a pool of qualified candidates for a particular job (Meglino *et al.*, 2009). Recruitment strategy and policy decisions mean that human resource decides how to go about filling a vacancy, whether from within the organisation or from the outside. Organizations that are able to effectively recruit talent have a higher probability of performing better in terms of efficient delivery of services, and effective utilization of production resources. McDuffie (2011) argues that Recruitment strategies is the ongoing cycle of processes related to attracting, sourcing, recruiting, and hiring (or placing) employees within an organization.

Training and Development of Talented and Employee Productivity

Training activities are at the heart of employee growth. Boselie *et al.*, (2010) defines employee training as a planned and continuous effort by management to improve employee competence levels and Employee Productivity. Training is also looked at as a valuable tool and an investment in the organization that helps to improve profitability, reduce costs and increase employee motivation, commitment and effectiveness (Morgan & Jardin, 2010). Somaya and Williamson (2008) argue that training gives meaning to work, and enables workers to learn acceptable procedures of the job, and to justify and at least rationalize effort spent on the job. Training is applicable to performance in a current or anticipated task, providing all the necessary learning. By improving employees' ability to perform tasks required by the organization, training allows better use to be made of human resources and further gives employees a mastery over their work, leading to improved performance (Gandossy & Kao, 2004).

Employee retention and Employee Productivity

Employee retention is defined as the efforts and mechanisms that an employer puts in place in order to retain desirable employees at the organization as a way of achieving Employee Productivity (Holland and Pyman, 2010). Further, as Hughes and Hog (2008) points out, a retention plan also helps with avoiding unwanted loss of human and intellectual capital, reducing the costs of employee turnover and improves the workforce stability and engagement. Economic challenges sometimes do force employers to let go of their valuable talented employees. For instance, following the economic recession in Europe and America in 2008, led to many companies to downsize, affecting highly talented employees (William, 2011). There are several other factors that influence employee retention in an organization. Some of this include competitive benefits and compensation packages, probability for career progression, job and organization location among others (Iles *et al.*, 2010a).

Succession Planning and Employee Productivity

Charan, Drotter and Noel, (2007) define succession planning as a procedure of developing and classifying in-house workforce with high potential to supply vital leadership positions in the organizations. Succession planning provides opportunity to fulfill key positions by capable and knowledgeable employees when they are needed. Successful succession planning is a series of activities for fulfilling leadership pipeline and movement. There are different perspectives about succession planning but almost all of them hold a common root. Some consider it as a process of planning for succession of choosing the next senior team. For other groups, it is an adequate pool of proper talents for in-house recruitment. Some succession planning is a "future-proofed" strategy that enables the organization to grow and perform in the future successfully (Hills, 2009).

Employee Productivity

Employee Productivity is a record of the results produced in a specific job function or activity during a specific time period associated with organizational objectives (Bayley, 2010). It is the result produced by a specific functional unit or individual activity over a given period and not the personal characteristics of employees who performing the work.

Managing Employee Productivity is an integral part of the Human Resource management function that all managers get involved in through the employees' working life. Performance measurement systems are described as the overall set of metrics used to quantify both the efficiency and effectiveness of action (Shepherd & Gunter, 2006).

Individual performance is of importance to organizations and individuals alike. Showing high performance when accomplishing tasks results in satisfaction, feelings of self-efficacy and mastery (Bandura, 1997). Given the centrality of job performance in organizations, measurement of individual performance must capture and reflect job performance in a manner that is both reliable and valid. Individuals differ considerably in levels of job performance. In jobs with low difficulty, the performance of the highest performer exceeds the lowest performers between two to four times, whereas in jobs with high difficulty, highest performers may exceed the lowest performers by even a greater ratio (Campbell, Glazer, & Oswald, 2006), based on abilities, knowledge, experience, and no cognitive traits.

Empirical Review

Various scholars have conducted different studies on Human Resource Planning within organizations. For instance, Mutambara and Mutambara (2012) conducted a study on Human Resource Planning in humanitarian organizations in Zimbabwe seeking to determine whether these humanitarian organizations had any talent development and retention in place,

and whether Human Resource Planning had enhanced employee commitment. Two organizations formed part of the study with a sample size of 62 respondents. The study findings revealed that Human Resource Planning strategies or mechanisms for effective employee orientation, mentoring, training and succession planning were not in place. Eighty-eight (88%) percent respondent indicated that they designed their organizations to adopt and implement Human Resource Planning strategies. The study indicated that talent recruitment and deployment contributes about 72% of Employee Productivity.

A study by Lewis and Heckman (2011) identified three key streams of analyzing the effectiveness of Human Resource Planning practices. A first stream refers to an analytical technique to tie Human Resource Planning to financial performance, a second stream emphasizes the process of analyzing and optimizing the Human Resource Planning system (Boudreau & Ramstad, 2004), and authors aligned with the third stream appear to see analytics as a set of metrics and measures for use by different users (DGFP, 2007). Thus, previous research has consistently found a positive relationship between Human Resource Planning and organisational performance. Moreover, an international study of (Half, 2007) show that 83 percent of Germany's managers and 95 percent of Netherland's managers observe a direct leverage effect between Human Resource Planning practices and organisational success. In addition, a recent study conducted by McKinsey confirms the strong correlation between Human Resource Planning practices and financial performance

Sumardi and Othman (2009) conducted a study in Malaysia on Human Resource Planning in organizations. They conducted interviews to investigate how Malaysian companies use Human Resource Planning in their organizations. The study focused on 3 humanitarian organizations, with 72

respondents. The study revealed that 92% of respondents indicated that their organization had Human Resource Planning in place. The study also revealed that 56% of Employee Productivity is directly influenced by training and development of talent. However, for the Malaysian organizations that were surveyed, 80% did not have adequate Human Resource Planning strategies for enhancing Employee Productivity. Overall, the study revealed a significant relationship between training and development of talent and Employee Productivity was statistically significant $r(0.722)$ $p \leq 0.1$. Sahidis and Bouris (2007) studied 134 employees in public organizations after they had completed a training programme. The study showed that there is a significant correlation between the employees' perceived training effectiveness and their job motivation. Khan *et al* (2011) found a significant relationship between the training and resultant performance in accomplishing different tasks in the organization.

A study by Chowdhury (2004) on the impact of Human Resource Planning system on Employee Productivity in Mumbai NGOs. The study examined 20 Non-Governmental Organisations, and had a sample size of 112. The findings show that 86% of respondent felt that employee retention strategies were important to Employee Productivity, yet, only 41% indicated that their organizations had Human Resource Planning practices. The study revealed that 78% of employee retention contributed to Employee Productivity at the NGOs. The study further revealed a statistically significant relationship between employee retention strategies and Employee Productivity, $r(0.726)$, $p \leq 0.05$. Thus, the study concluded that management in NGOs should put employee retention strategies and mechanisms in their organizations to ensure both employee and Employee Productivity is enhanced.

Kaur (2013) similarly conducted a study on impact of Human Resource Planning in India, however his study

focused on the supermarket chain Big Bazaar. The study had 200 respondents. The study indicated 92% that of Employee Productivity was attributed to succession planning strategies such as coaching, mentoring, and succession planning. The study also revealed the existence of strong positive and statistically significant relationship between coaching and Employee Productivity, $r(0.812)$, $p \leq 0.1$. However, the study recommended the need for a holistic approach towards succession planning should not just examine coaching and mentorship, but how employees take up senior positions in the organization.

METHODOLOGY

Research design is the plan, structure and strategy of investigation conceived to obtain answers to research questions and control variance (Cooper & Schindler, 2014). This study adopted a descriptive study research design. According to Mugenda and Mugenda (2012), descriptive research includes surveys and fact-finding enquiries and describes the state of affairs as it exists at present. The target population of this study was 216 employees at Council of Governors in Nairobi. The sample frame was obtained from COG human resources office consisting of all employees. This study adopted a stratified sampling to select respondents from senior managers, middle level managers, and employees. The study had a sample size of 55 respondents. The Statistical Package for Social Sciences (SPSS) version 22 was used for data analysis. The following multiple regression model was adopted for the study:

$$Y = \alpha + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \epsilon \text{ Where,}$$

$B_1 \dots B_4$ = regression coefficient of four variables; Y = Employee Productivity; α = constant (coefficient of intercept) X_1 = Recruitment and deployment; X_2 = Training and Developing of Talents; X_3 = Talents retention and X_4 = Succession Planning. Findings from multiple regressions were presented using tables.

FINDINGS

Recruitment and Deployment of Talent

Respondents of the study were asked whether their organization recruited and deployed. Specific questions and response were indicated in table 1. On the question on whether organization recruited only when there was an open position (55%) strongly agreed, (40%) agreed, while (19%) remained neutral. When respondents were asked whether recruited employees had a better orientation (60%) strongly agreed, (21%) agreed, while (18%) remained neutral. On the question on whether recruiting the right people obliges strategic HR thinking and formulation of smart thinking entry requirements (42%) strongly agreed, (40%) strongly agreed, (9%) disagreed while (9%) remained neutral. On the question on whether the organization recruited employees received better work induction, (55%) agreed, (20%) strongly agreed, while (29%) remained neutral respectively. This finding was in line with Fegley (2006) who had argued that today's work force business practices have evolved to reflect desire and need to develop and recruit talent for strategic reasons. Further, Fegley (2006) argued that any organization seeking new solutions have to develop strategies for recruiting talent. This will not only help the organization to employ the right people, but also solve organizations problems.

When respondents were asked whether Recruited employees were deployed in sections better suited

for their skills, (51%) strongly agreed, (27%) agreed, (15%) remained neutral, while (7%) disagreed. Similarly, on the question on whether their organization hired qualified and skilled talent, (51%) of respondents strongly agreed, (30%) agreed, while (19%) remained neutral. To this, Ernest and Young (2010) had argued that it was important for companies to recruit and place employees in positions that best utilizes their skills. Failure to do so could lead to situations where an organization recruits' employees but doesn't gain any value proposition, nor retain talented employees.

On the question on whether most of the hiring was done internally from the organization, (63%) strongly agreed, (29%) agreed, while (11%) remained neutral. On the issue on whether respondent's organization had recruitment strategies and policies in place, (60%) strongly agreed, another (16%) agreed, (15%) remained neutral, while (9%) disagreed. On the question on whether these strategies helped in aligning employees' role, (52%) strongly agreed, (27%) agreed, (20%) remained neutral. Equally, on the question on whether talent improved level of innovation in the organization, (18%) agreed, (63%) strongly agreed, (7%) remained neutral, while (11%) disagreed. This was in line with McDuffie (2011) and Iles *et al.*, (2010) who argued that organizations should do more than just attract talent; but will need to develop talent that can enhance innovation and Employee Productivity.

Table 1: Recruitment and Deployment of Talent Descriptive Statistics

Distribution											Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
The organization recruits only when there is an open position	-	-	-	-	10	19%	25	55%	20	40%	4.42
Recruiting right people obliges strategic HR thinking and formulation of SMART entry requirement for	-	-	-	-	12	21%	10	18%	33	60%	4.46

selecting the right talents

Recruited employees receive better orientation	-	-	5	9%	5	9%	22	40%	23	42%	4.26
Recruited employees receive better work induction	-	-	-	-	16	29%	25	55%	11	20%	4.40
Recruited employees are deployed in sections better suited for their skills	-	-	4	7%	8	15%	15	27%	28	51%	4.52
The organization hires qualified and skilled talent	-	-	-	-	10	19%	17	30%	28	51%	4.50
The organization carries out public advertisements for its vacant position	-	-	-	-	9	16%	9	16%	37	67%	4.54
Most of the hiring is done internally	-	-	-	-	6	11%	14	25%	35	63%	4.50
The organization has recruitment strategies and policies	-	-	5	9%	8	15%	9	16%	33	60%	4.48
Background checks are done before the applicant can be offered a job	-	-	-	-	11	20%	15	27%	29	52%	4.44
Medical screening is done before the applicant can be offered a job	-	-	4	7%	10	18%	10	18%	31	56%	4.60
The organization strategies aligning people with roles	-	-	-	-	5	9%	12	22%	38	69%	4.52
The organization strategies aligning roles with people	-	-	-	-	7	13%	18	33%	30	55%	4.50
Talent improves level of innovations in the organization	-	-	6	11%	4	7%	10	18%	35	63%	4.60

Training and Development of Talent

This study sought to determine whether training and development of talents enhanced Employee Productivity. Respondents were asked to indicate which training and development of talent method was being used at their organization. The findings showed that (45%) of respondents agreed that coaching was used at their work place, (22%) strongly agreed, (9%) remained neutral, (15%) disagreed, while (9%) strongly disagreed. When asked whether understudy assignment method was being used, (38%) strongly agreed, (36%) agreed, (18%) remained neutral, while (7%) disagreed. On whether internship, special task or committee assignment was being used, (58%) strongly agreed, (16%) agreed, (15%)

were neutral, while (11) disagreed. Finally, when respondents were asked whether self-training methodology was being used, (45%) strongly agreed, (36%) agreed, (9%) remained neutral while (9%) disagreed. Understudy assignment had the highest mean of (4.72) followed by internship or special committee task (4.70), self-training (4.62); and finally coaching at (4.48) as summarized in Table 2.

These findings showed that in as much as training and development of talent is important, the training method is equally important. To this end, Chiang *et al.*, (2005) had argued that the main advantage of training method is that it helps align methodology with requisite dynamics of the groups being trained,

and how effective the method can transfer the skills to the employees.

These findings were in line with a study by Chowdhury (2004) on the impact of Human Resource Planning system on Employee Productivity in Mumbai NGOs that revealed that in as much as 86% organizations had training and development for talent, only 41% of the organizations had consistent

Human Resource Planning practices. A study by William, (2011) had noted apprenticeship, and internship methods of training are very important in that they minimize the rate of attrition by allowing employees the opportunity to learn, practice, make mistakes, learn again, practice until they have acquired the knowledge and skill set required for the job.

Table 2: Training and Development of Talent Methodology

Distribution											Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Coaching	5	9%	8	15%	5	9%	25	45%	12	22%	4.48
Understudy assignment,	-	-	4	7%	10	18%	20	36%	21	38%	4.72
Internship Special task or committee assignment	-	-	6	11%	8	15%	9	16%	32	58%	4.70
Self-training	-	-	5	9%	5	9%	20	36%	25	45%	4.62

Respondents of the study were also asked to indicate the impact training and development of talent had done to their organization. On the question on whether training and development of talent had enabled the workforce to improve internal efficiency, (45%) of respondents strongly agreed, (20%) agreed, (22%) remained neutral, while (13%) strongly disagreed. When asked whether training and development does promote effectiveness in their organizations, (40%) strongly agreed, (27%) agreed, (15%) remained neutral, while (18%) strongly disagreed. Respondents were also asked whether training and development improves employee satisfaction; (47%) strongly agreed, (36%) agreed, while (16%) remained neutral on the same. On the question on whether training and development of talent had improved innovation within their organization, (43%) strongly agreed, while (32%) agreed, while (9%) remained neutral. Similarly, on the impact of training and development of talent, improvement in employee satisfaction had the highest mean (4.72); improvement in organization innovation (4.70); training and development of talent

improves internal efficiency had a mean of (4.54) and finally promotes employee effectiveness with a mean of (4.50). The summary of descriptive statistics on the impact of training and development of talent was highlighted in Table 3. These findings were in line with Morgan and Jardin (2010) who had argued that training and development of talent is a way of enhancing employee competitive advantage since training and development enhances profitability, reduces costs, increases employee motivation while at the same time enhancing employee and employee effectiveness. Similarly, Somaya and William (2008) argued that training gave meaning to work by enabling workers to learn acceptable procedures that enhances job performance. Equally, Gandossy and Kao, (2004) training and development of talent has the ability to enhance employee's capacity to perform tasks as required by their organization, while at the same time transforming them into experts of their professional fields. However, Charan *et al.*, (2007) study had posited that training and development of talent does not always result to effectiveness in employee operations or efficiency in use of employee

resources, unless the newly acquired skills and competencies are adopted by the employees and

implemented in their day to day work.

Table 3: Descriptive Statistics on Impact of Training and Development of Talent

Distribution											Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Training and development of talent enables the workforce to improve internal efficiency	7	13%	-	-	12	22%	11	20%	15	45%	4.54
Training and development promotes effectiveness in the organization	10	18%	-	-	8	15%	15	27%	22	40%	4.50
Training and development improves the level of employee satisfaction	-	-	-	-	9	16%	20	36%	26	47%	4.72
Training and development has improved the level of innovations in the organization	8	15%	-	-	5	9%	18	32%	24	43%	4.70

Employee retention

This study sought to determine the extent to which employee retention influenced Employee Productivity. When respondents were asked which aspect of employee development and performance the employee retention had influenced the most, (58%) of respondents strongly agreed that employee retention had influenced employees career success, to which (16%) agreed, (15%) remained neutral, while (11%) disagreed. On enhanced monetary remuneration, (42%) strongly agreed, (40%) agreed, (9%) remained neutral, while the remaining (9%) disagreed. When asked whether employee retention had resulted in good medical and health care insurance scheme, (45%) strongly agreed (20%) agreed, (22%) remained neutral, while (13%) strongly disagreed that employee retention had resulted in good medical and health care schemes at their organization.

On the question on whether employee retention had enhanced good work ethics policy, (63%) of respondents strongly agreed, (18%) agreed, 7%) remained neutral, while (11%) strongly disagreed.

Similarly, when asked whether employee retention had enhanced gratuity payments, (47%) strongly agreed, (36%) agreed, while (17%) remained neutral on the same. The respondents were also asked whether employee retention had enhanced job security for employees; (42%) strongly agreed, (40%) agreed, (9%) remained neutral, while (9%) disagreed. Similarly, when asked whether employee retention had resulted in employee recognition by their senior management, (63%) strongly agreed, while (36%) agreed. Respondents were also asked whether employee retention had resulted in clear career path; (63%) strongly agreed, (18%) agreed, (7%) remained neutral, while (11%) disagreed. Finally, on the question on whether employee retention had resulted in clean work environment, (40%) strongly agreed, (27%) agreed, (15%) remained neutral, while (11%) of respondents disagreed. These findings are summarized in Table 4. On mean distribution, recognition at work had the highest mean (4.80), followed by clear career path; career success (4.53); good monetary remuneration (4.68); job security (4.50); gratuity payments (4.44); and finally, good work ethics policy (4.32).

These findings was in line with a study by Mutambara and Mutambara (2012) on Human Resource Planning in Council of Governors Zimbabwe that sought to determine whether these Council of Governors had any talent development and retention in place, and

whether employee retention had enhanced Employee Productivity. The study showed that effective employee orientation, mentoring, training and succession planning were not in place, yet (88%) of respondent they were important for talent retention.

Table 4: Descriptive Statistics on Employee retention

Distribution											Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Career success	-	-	6	11%	8	15%	9	16%	32	58%	4.53
Good monetary remuneration	-	-	5	9%	5	9%	22	40%	23	42%	4.68
Good medical health insurance scheme	7	13%	-	-	12	22%	11	20%	15	45%	4.11
Good work ethics policy	-	-	6	11%	4	7%	10	18%	35	63%	4.32
Gratuity payment	-	-	-	-	9	16%	20	36%	26	47%	4.20
Job security	-	-	5	9%	5	9%	22	40%	23	42%	4.50
Recognition by my seniors at work	-	-	-	-	-	-	20	36%	35	63%	4.80
Clear career path in the organization	-	-	6	11%	4	7%	10	18%	35	63%	4.77
Clean working environment	10	18%	-	-	8	15%	15	27%	22	40%	4.44

The study also sought to determine the influence of employee retention on internal employee operations and performance. On the question on whether employee retention had improved internal employee efficiency, (60%) strongly agreed, (21%) agreed, (7%) remained neutral, while (11%) disagreed. Similarly, on the question on whether employee retention had promoted effectiveness in the organization, (63%) strongly agreed, (21%) agreed, while (15%) remained neutral on the same. On the question on whether employee retention had improved level of employee satisfaction, (38%) strongly agreed, (40%) agreed,

(11%) were neutral, and (11%) disagreed. Finally, on the question on whether employee retention had improved the level of employee innovation, (47%) strongly agreed, (36%) agreed, while (16%) remained neutral as highlighted in Table 5. On mean distribution, employee retention impact of improving internal employee efficiency had the highest mean (4.78); followed by promoting of employee satisfaction (4.72); employee retention enhances employee innovation with a mean of (4.60), and finally promoting of employee effectiveness (4.45) as summarized in Table 5.

Table 5: Influence of Employee retention on Employee Productivity

Distribution											Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	

Employee retention improve internal employee efficiency	-	-	6	11%	4	7%	12	21%	33	60%	4.78
Employee retention promotes effectiveness in the organization	-	-	-	-	8	15%	12	21%	35	63%	4.72
Employee retention improves the level of employee satisfaction	-	-	6	11%	6	11%	22	40%	21	38%	4.45
Employee retention has improved the level of innovations in the organization	-	-	-	-	9	16%	20	36%	26	47%	4.60

Succession Planning and Employee Productivity

This study sought to determine whether succession planning had influence on Employee Productivity. Respondents were asked to whether their organization had implemented succession planning policies; (63%) strongly agreed, (18%) agreed, (7%) remained neutral, while (11%). The question on whether respondents' organization had any retention issues due to current management structure, (49%) strongly agreed, (36%) agreed, (15%) remained neutral on the same. Similarly, on the question on whether respondents' organization had bona fide internal candidates who could succeed the executive director in the short term or long term, (69%) strongly agreed, (18%) agreed, while (13%) remained neutral. Respondents were also asked whether they had mentors at their organization; (63%) strongly agreed, (18%) agreed, (7%) remained neutral while the remaining (11%) disagreed. On whether the performance of employees is evaluated from time to time, (60%) strongly agreed while (40%) agreed. On the question on whether respondents' organizations had mechanisms for identifying future potential

capabilities in employees, (69%) strongly agreed, (15%) agreed, while (16%) remained neutral. Finally, when asked whether their organization had implemented succession planning policies, (56%) strongly agreed, (27%) agreed, while (16%) remained neutral. On mean distribution, organizations having performance evaluation in place had the highest mean (4.80); followed by organization having implemented succession planning policies (4.78); availability of internal candidates to succeed executive director on short or long term (4.72); organization with mechanism for identifying employees with potential capabilities for the future (4.62); organization having mentors (4.52); organization having retention issues due to management structure (4.50); organization has implemented succession planning policies.

This finding collaborated Charan *et al.*, (2007) whose study found that 78% of organizations with succession planning had higher rates of Employee Productivity. This is because succession planning provided employees opportunity to gain higher responsibility.

Table 6: Succession Planning and Employee Productivity

Distribution	Mean									
	1		2		3		4		5	
	F	%	F	%	F	%	F	%	F	%

The organization has implemented succession planning policies	-	-	6	11%	4	7%	10	18%	35	63%	4.80
Has your organization has any retention issues on the part of current or future senior leaders	-	-	8	15%	-	-	20	36%	27	49%	4.50
The organization has bona fide internal candidates who can Succeed the CEO over the short and long term?	-	-	-	-	7	13%	10	18%	38	69%	4.72
We have mentors in our organization	-	-	6	11%	4	7%	10	18%	35	63%	4.52
The performance of employees is evaluated from time to time in the organization	-	-	-	-	-	-	22	40%	33	60%	4.78
The organization has avenues of identifying future potentials and capabilities in employees	-	-	-	-	9	16%	8	15%	38	69%	4.77
The organization has implemented succession planning policies	-	-	-	-	9	16%	15	27%	31	56%	4.42

Employee Productivity

The study dependent variable was Employee Productivity. This study sought to determine whether respondent's organizations had implemented policies, systems or structures that enabled their organizations to perform. Respondents were asked whether recruitment of talent strategies had influenced business process efficiency, (58%) strongly agreed, (15%) agreed, (16%) were remained neutral, while (11%) disagreed. Equally, when asked recruitment of talent strategies had influenced organization performance, (45%) strongly agreed, (36%) agreed; (15%) remained neutral, while (4%) disagreed. On the question on whether training and development strategies had enhanced employee

satisfaction, (58%) strongly agreed, (16%) agreed, (15%) remained neutral while the remaining (11%) disagreed. Respondents were also asked whether training and development strategies enhanced Employee Productivity; (42%) agreed, (40%) strongly agreed, (9%) disagreed, while (9%) remained neutral. Similarly, on the question on whether employee retention strategies influence Employee Productivity, (60%) strongly agreed, (21%) agreed, (7%) disagreed, while (11%) remained neutral. When asked whether succession planning strategies their organizations had adopted had enhanced performance, (63%) agreed, (21%) strongly agreed; (15%) remained neutral respectively as summarized in Table 7.

Table 7: Employee Productivity Descriptive Statistics

Distribution											Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Recruitment of talent strategies	-	-	6	11%	8	15%	9	16%	32	58%	4.56

influences business process efficiency	Recruitment of talent strategies	-	-	2	4%	8	15%	20	36%	25	45%	4.80
influences organization performance	Training and development strategies enhance employee satisfaction	-	-	6	11%	8	15%	9	16%	32	58%	4.72
Training and development strategies enhance organization performance	Training and development strategies enhance organization performance	-	-	5	9%	5	9%	22	40%	23	42%	4.60
Employee retention strategies influences Employee Productivity	Employee retention strategies influences Employee Productivity	-	-	6	11%	4	7%	12	21%	33	60%	4.78
Succession planning strategies enhances performance	Succession planning strategies enhances performance	-	-	-	-	8	15%	12	21%	35	63%	4.66

CONCLUSION

The study findings led to the conclusion that COG had in place effective mechanisms for recruitment and development of talent. The study also concluded that COG also relied on recruitment of talent as a way of enhancing internal work place efficiency, employee effectiveness, and employee satisfaction, which directly contributed towards Employee Productivity. Therefore, this study concluded that recruitment and deployment had a positive and significant relationship with organization performance for Council of Governors.

The findings of this study led to the conclusion that COG had developed programs for training and development of talent. The COG had relied on coaching as a way of enhancing Employee Productivity. Coaching enabled senior level officials to train junior level officials and new employees in how to enhance performance, and how the COG worked. One of the other mechanisms in place for training and development were use of internships and understudy. Internships had helped the organizations recruit young talent and groom the talent to fit into the organizations way of doing things. Therefore, this study concluded that training and development of

talent had a positive and significant relationship with Employee Productivity.

The findings of this study also led to the conclusion that employee retention plays a key role in Human Resource Planning, which is essential for Employee Productivity. Some of the major findings on the effect of employee retention had been the increase in employee's job security and lower turnover rates. When an organization is able to keep its talented staff for a longer period, it saves the costs associated with turnover, and training of new employees, and thus enhances its performance rate as was demonstrated by this study. One of the other major findings on employee retention was that employee retention had enabled employees to map their career path successfully, and thus able to commit to these organizations for longer. The ability to find the right mix of talent, and place them in job department well suited for their skills and knowledge has played a key role to talent retention. Therefore, this study concludes that retention of talent had a positive significant relationship with Employee Productivity.

The findings of this study revealed that succession planning is important in enhancing Employee Productivity. The findings also indicated the existence

of succession planning policies and strategies such as mentoring, coaching, and addition of more responsibility to employees serves as a motivation for enhancing performance. Thus, COG can remain competitive, relevant and sustainable into the future should this model remain. Therefore, this study concluded that there exists positive and significant relationship between succession planning and Employee Productivity.

RECOMMENDATIONS

This study recommended that COG should enhance mechanisms for recruiting more internal talent than external talent. External talent should be sought after when requisite talent cannot be found within the organization. There is also need for the organizations to structure induction processes that enables new recruits to assimilate within the organization easily, and thereby enhance their ability to perform.

The COG should develop a training and development of talent on an annual basis. This is to avoid situations where outdated training manuals are used. In the current globalized work environment, need for specialized skills and employees' knowledge keep changing. Therefore, "one size fits all" approach to training and development of talent is not feasible in developing a competitive sustainable and performing organization.

This study also recommended that COG should focus more on internal mechanisms for retaining highly competent and talented staff. With the increase in international organizations in Kenya, there is a

growing competition for the same pool of employees. It is therefore important that these organizations not only develop employee retention mechanisms, but also reviews them on a constant basis through market surveys. Finally, this study recommends that COG should continue enhancing mechanisms for succession planning not only for high level management staff, but for all level of staff. All employees are very significant, and their roles, skills, and expertise should be guarded by their organization. This would help eliminate situations where an employee leaves the organization, and there are no adequate or immediate skills available to fill the vacant position.

Areas for Further Research

This study was limited to influence of Human Resource Planning on Employee Productivity. Recruitment and deployment, training and development of talent, talent retention, and succession planning were the key areas examined in this study. However, these variables were not exhaustive in explaining Employee Productivity. One of the key areas not examined in this study that future studies should consider includes how attraction of talent enhances performance. This study did not utilize mitigating variables such as the size of the organization, nature of leadership, and budgetary allocations to measure what influence this factors will have on Human Resource Planning and Employee Productivity. Therefore, future studies should consider including this mitigating variables to see the effect this could have on Employee Productivity.

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