

STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON PERFORMANCE IN SELECTED PUBLIC UNIVERSITIES IN KENYA

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ABSTRACT

Despite the fact that Strategic Human Resource Management (SHRM) influences organizational performance, it is revealed from Human Resource Management literature that public organizations and more specifically Public Universities in Kenya are experiencing deteriorating performance due issues associated to failure to embrace SHRM practices thus the need for this study to unfold the research gaps. High turnovers, periodical strikes and boycotts, service inconsistencies among Public Universities are issues associated to poor Human Resource Management Strategies. This study sought to investigate the effect of strategic Human Resource Management on performance of selected Public Universities in Kenya. The first objectives of the study was to establish that influence of human resource planning on performance of selected Public Universities in Kenya and the second objective was to determine the effect of staffing and retention on performance of selected Public Universities in Kenya. This study adopted descriptive research design. The target population of the study comprised of 13 Public Universities in Kenya where 914 employees were selected from teaching and non-teaching staff

members. Simple random sampling technique was used to select the representative sample size of the population. To determine the ideal sample size, the scientific formula proposed by Israel was used to arrive at a sample size of 278 employees. Primary data was collected using questionnaires that comprised of close-ended and open-ended questions. Further, secondary data was collected from published documents such as Labour Acts, employee evaluation reports and the constitution of Kenya. Qualitative data was analyzed using content analysis method where key themes of public and spoken word were critically analyzed to make conclusions. Quantitative data was analyzed using descriptively and inferential statistics such as regression with the help of Statistical Packages for Social Sciences (Version 24) software. Regression analysis was conducted at 95% confidence level and 5% significance level. The analyzed data was presented in form of tables. The findings revealed that there exists a positive significant relationship between human resource planning, staffing and retention and performance of selected Public Universities in Kenya.

Key Words: *strategic human resource management practices, performance, public universities, Kenya*

INTRODUCTION

Organizations operating in the 21st century are gradually shifting from traditional approaches of Human Resource Management (HRM) to Strategic Human Resource Management (SHRM) approaches (Lamba & Choudhary, 2013). With the changing business environment, competition, influence of technology, employee diversity, change of consumer demands and costs of operation, organizations in developed and developing countries have to adopt Human Resource Management in order to be competitive (Thite & Russell, 2010). The development of SHRM concept since 1980s has resulted to transformation in many organizations

internationally and locally and internationally (Abdus, 2011). The concept of SHRM is widely recognized around the world and particularly in developed countries like Australia, United States, Japan and Korea.

Organizational performance is thought to be a function of strategic Human Resource Management practices even though there is no clear link between SHRM practices and organizational performance (Yamamoto, 2011). However, organizational performance is defined as the ability of the organization to get its best out of the efforts employees if effectively managed. Enhancing organizational performance in terms of customer service quality, improved image, repeat purchase, change implementation, increased employee morale, new product development and adoption of new technologies is conceptualized to be an uphill task if employees are not considered to be valuable asset (Wright, Kroll & Lado, 2010). A survey Adnan and Izzat (2012) in Israel demonstrates that SHRM management is one of the fundamental practices that has contributed to significant improvement of organizational productivity. Swapna and Raja (2012) in India observed that companies operating in developing countries are gradually recognizing the SHRM concept as the competitive practice of organizational performance despite the internal and external challenges that are experienced. Ali and Nur (2016) observed that oil companies in Iraq were in a position to survive in highly competitive environment because of strategic human resource planning and talent management.

Masaiti (2011) in Zambia observed that many organizations operating in developed and developing countries are striving to adopt Human Resource Strategies in order to address issues related with consumer demands, production costs, employee job satisfaction and workplace technology. Gopal (2012) in India noted that strategic Human Resource Management is one of the fundamental practices of competitive firms. Organizations that fail to develop human resource strategies are likely to perform poorly and vice versa. Hassan (2014) in Pakistan observed that for organizations to achieve their objective more efficiently and effectively, strategic Human Resource Management policies should be developed. For organizations to achieve their long term and short term goals in the changing business environment, shaping employee behaviours through human resource policies or strategies is key. Extensive studies conducted in Kenya by Kiiru (2013); Kilika et al. (2016); Gitonga, Kilika, & Obere (2016); Thiriku & Were (2016) indicate that strategic Human Resource Management can result to a number of benefits to modern organizations that range from: the ability of the organization to achieve its goals with minimal resistance, employee support of business strategies, it enhances organizational competitiveness, it promotes creativity and innovation among workers, it promotes top management support of plans formulated and enhances cooperation among workers and departmental synergies. They further revealed. Ligare, (2010) and Ngatia (2011) contend that for any organization to be competitive, issues of human resource planning, talent development, job design, knowledge and management, learning and development, employee staffing and retention and training and development should be addressed.

Strategic Human Resource Management concept has continued to evolve as scholars seek a common consensus on its operationalization in the organizational context (Masaiti & Naluyele, 2011). Despite a common consensus on the universality of SHRM, a number of scholars have tried to it from different perspectives. Wright et al. (2010) define a strategy as the direction and scope of an enterprise in the long term period. Williams (2003) defines strategy as the means which firms use meet their objectives in the changing business environment. On the other hand, strategy it regarded as overall plan which define the purpose and direction of an enterprise. Wangai (2014) asserts that strategies formulated by an organization can range from marketing, procurement, finance and human resource.

Samson et al. (2016) attest that SHRM practices are decisions that have a long term impact on functional areas of a business enterprise. In the dynamic business environment, organizations are embracing strategic moves that seek to maximize productivity using human capital. In any competitive organizations, strategic human resources management is a function that is inseparable from other core-functions of the firm. Without effect human resource strategies such as recruitment, training, compensation and performance appraisal, organizational competitiveness cannot be achieved (Dimba, 2010). Kiiru (2013) contends that strategic Human Resource Management is a practice that involves the use of integrated methods aimed at development human resource plans. By extension, these strategies describe intents and plans associated to the overall organizational considerations, employee resourcing, knowledge and development, reward and employee relations are some of the Strategic HRM that can enhance organizational competitiveness. Strategic Human Resource Management is observed to be a continuous activity that requires constant adjustment of top management, the business environment and organization resources (Yamamoto, 2011). Kilika et al. (2016) assert that SHRM as policies that are developed and implemented by employees of the organization. It is an approach that emphasizes on equipping employees with necessary skills and knowledge to enable them adjust to internal and external challenges.

Armstrong (2010) regards SHRM to be a process that enables the development of a human capital in the organization. He further argues that, human resource strategies have remained the integral part of any competitive business enterprise. Thiriku and Were (2016) assert that SHRM entails establishing policies and techniques that enable skillful strategy implementation using dedicated teams to influence cross-functional knowledge and competences, increasing knowledge management abilities that support the leveraging of best practices and efficient use of opportunities (Loderer & Martin, 2007). Kasmi (2011) argues that traditional HR emphasize on manual skills that concentrate on training employees on exact duties and responsibilities. Further, it focuses on individuals capacity to perform a specific task without positive consideration of changing trends in the corporate world. The traditional HR approach is viewed to mechanical and rigid to changes but SHRM is considered to be organic that is adaptable to changing trends in the business environment (Greenidge et al., 2012).

Strategic Human Resource Management is considered to be a function of organizational performance of any competitive enterprise from context to context if effectively managed.

With increased competition, change of technology and consumer need for quality goods and services, organizations are embarking on SHRM as a driver of organizational competitiveness (Voorde, Van De, Paauwe & Van Veldhoven, 2010). The concept of organizational performance has continued to receive a number of interpretations from different scholars. For instance, Shikha and Karishma (2012) regard organization performance to be employee satisfaction, customer satisfaction, minimal employee absenteeism and high level of employee commitment. On the other hand, Ghazala and Habib (2012) define organization performance as the extent to which a firm can achieve its objectives using limited resources. Thiriku and Were (2016) also suggest that organization performance can be evaluated using profits, volume of sales and employee satisfaction. Similarly, Kasmi (2011); Katua, Mukulu and Gachunga (2014) acknowledge that organizational performance can be measured using the firm's ability to develop new products and services, maintain close links with key stakeholders, incur minimal social and economic costs, integrate technology in the system, manage employee resistance to change and re-engineer business processes for efficiency and effectiveness.

Further, Hassan (2014) attests that despite organizational performance may be measured in different ways from context to context, to a larger extent parameters such as customer satisfaction, profits, process automation and learning and innovation are used to evaluate competitiveness of any organization. With increased competition from international and local private Universities, Chartered Public Universities have continued to experience a number of challenges to accommodate the increased number of students. Some of these challenges are: accreditation of academic programs, lecturer verses student ratio, inadequate infrastructural facilities and capacity of the teaching staff. As a result of the integrity questions raised from key stakeholders in the education sector with regard to quality of education in higher institutions of learning in Kenya, the Commission for University Education (CUE) was established under the Universities Act, No. 42 of 2012 to replace Commission for Higher Education to oversee and regulate university education in Kenya (Ministry of Education, 2016). However, despite the establishment of Commission for University Education in Kenya, Public Universities in Kenya are experiencing several challenges such as employee strikes and inequitable workloads, poor remuneration and career stagnation among others.

PROBLEM STATEMENT

According to the survey conducted by the Salaries and Remuneration Commission (2016) it was revealed that majority (96%) of public organizations and more specifically Public Universities in Kenya are experiencing deteriorating. The real issues which are attributed to deteriorating performance among Public Universities include; inability of employees to develop their careers, non-existence of policies that promote staff development, poor remuneration policies, poor working conditions (Magutu, Mbeche, Bitange., Onserio Nyaanga & Ogoro, 2010). Despite the fact the SHRM practices are attributed to improved organization performance, it is noted that little has been done by previous studies conducted globally and locally to address issues of SHRM that influence performance of Public Universities in Kenya. Extensive studies conducted globally by and locally Abdus (2011);

Adnan & Izzat (2012); Ali et al. (2016); Kilika et al. (2015) & Thiriku & Were(2016) demonstrate that strategic Human Resource Management practices are correlated to organizational performance. Another study conducted by KIPPRA (2016) also revealed that there was a mismatch between employees qualifications, salaries paid and duties performed. Consequently, extensive studies conducted in Kenya by Ligare (2010); Maina (2011); Odunga (2011); Mutia, (2011); Mbondo (2011) & Manguru (2011) have failed to examine variables of this study in the university context. A study by Adnan and Izzat (2012) was confined to Human Resource Management practices in commercial banks in Israel. A study by Ali et al. (2016) was limited to oil and gas companies in Iraq. A study by Masaiti and Naluyele (2011) examined strategies to retain and motivate employees among employees of the ministry of education in Zambia. A study by Kiiru (2013) was limited to SHRM practices in State Parastatals in Kenya. Further, a study by Kilika, K' Obonyo, Ogutu and Munyoki (2016) examined the the relationship between human resource development infrastructure and university performance. Moreover, a study by Ligare (2010) was limited to State corporations in Kenya. A study by Maina (2011) was confined to secondary schools in Kenya and a study by Mbondo (2011) was limited to Kenya Police Staff SACCO Ltd. However, from the findings of empirical studies, it is noted that there exists deficiencies in evidence on the link between SHRM and performance of organizations. First, it is noted that each study examined different variables partially and in isolation and failed to examine the combined variables of this study on performance of selected Public Universities in Kenya. Second, the studies conducted were confined to different geographical and cultural backgrounds thus difficult to generalize. Third, each study adopted different data analysis methods which resulted to inconsistencies in research findings. Therefore, it is on this premise this study sought to investigate the effect of strategic Human Resource Management practices on the performance selected Public Universities in Kenya.

RESEARCH OBJECTIVES

1. To establish the effect human resource planning on performance of selected Public Universities in Kenya.
2. To determine the effect of staffing and retention on performance of selected Public Universities in Kenya.

RESEARCH HYPOTHESES

H₀₁: There is no relationship between human resource planning and performance of selected Public Universities in Kenya.

H₀₂: There is no relationship between staffing and retention and performance of selected Public Universities in Kenya.

THEORETICAL REVIEW

Empowerment Theory

The theory was pioneered by Zimmerman (1992). The theory argues that empowerment is process equipping employees with relevant skills and knowledge to performance various tasks more competently. Achieving organizational goals in any context is thought to be a function of employee empowerment (Viljoen, 2004). Continuous development of employee skills and providing the necessary support not only improves overall productivity of the organization, but also enhanced employee motivation to perform and exceed organizational goals. Thiriku and Were (2016) attest that even though empowerment is viewed differently from context to context, to some extent is interpreted as the ability of the organization to provide the necessary support, information and opportunities to employees. Futuristic thinking organizations are always dedicated in empowering their workers to achieve their goals in a more efficient and effective manner. It is argued by Kavoo and Kiruri (2013) that empowering employees psychologically can result to improved organizational productivity. Feeling of competence, freedom in decision making and value of the job can significantly lead to organizational growth in terms of positive behaviours, profits, creativity and innovation and minimal resistance to change

Spanos and Lioukas (2011) opine that employee empowerment is the extent to which managers of an enterprise can promote employee talents in order to achieve the best results. Delegating responsibilities, training workers, job rotation, promotions, job enrichment and financial support are some of the factors that enhances employee empowerment. Empowerment of employees is viewed to be a direct function of organizational competitiveness from context to context (Gopal, 2012). This theory is applicable in this study on the premise that Public Universities are likely to enhance their performance by adopting strategic human resources plans such as recruitment, succession, compensation and retirement plans to enhance their performance.

Human Capital Theory

The theory was propounded by Becker in 1993. The theory argues that investment in employee is thought to be a function of organizational performance. Employees who are equipped with the right mix of knowledge, skills and experience are likely to performance effectively. According to Abdullah (2014) recruitment and retaining workers with unique skills and knowledge is one of the factors that promote organizational growth in the changing business context. Employee capabilities and skills are drivers of creativity and innovation any competitive organization. Afzal et al. (2013) assert that creating an enabling environment that promotes employees talents or career growth can stimulate organizational performance. Organizations that invest in training employees are more likely to perform effectively as compared to those that consider employee training as a cost. Creating a share mental model of solving problems using scientific knowledge is one of the fundamental factors that triggers employee motivation. Introduction of advanced systems in any organization is purely

dependent on employee knowledge and capacity to operate them (Markos & Sridevi, 2010). Inefficiency of any organization is attributed by inability of employees to learn new skills, lack of management support, structural rigidity, poor leadership and lack of self-initiative among workers.

Mutahi and Busienei (2015) suggests that firms are likely to be competitive if they recognize the need for talent development. Similalry, Ghazala and Habib (2012) demonstrate that to survive in a highly competitive business environment, companies not only need to equip workers with knowledge and skills but also provide supportive environment that natures new and existing talents. Introduction of technology and equipment can give employees new insights on how to perform different tasks using the new platforms thus enhanced service delivery. The theory is applicable in this study on the premise that Public Universities in Kenya are likely to boost their performance by investing in employees. Improving working conditions, providing job security, sponsoring workers for further studies would result to enhanced performance of Public Universities in Kenya. Training and development initiatives such as departmental research and periodical trainings among non-teaching staff would result to improved performance of Public Universities in Kenya.

EMPIRICAL REVIEW

Human Resource Planning and Organization Performance

Afsal et al. (2013) suggest that human resource planning is one of the HR competitive practices that enhance organizational productivity. Organizations should always seek to identify people with the right mix of knowledge and skills to perform. Organization that do not have clear HR plans are likely to fail. Further, it is observed that their research work was limited to human resource planning in telecommunication sector in Pakistan and found out that there exist a significant effect between human resource planning and organizational performance. Moreover, the study sought to examine determinants of HRP such as selection, training and incentives on organizational performance. In contrast, this study will seek to establish the effect of strategic Human Resource Management practices on the performance of selected Public Universities in Kenya. The independent variables of the study will be strategic human resource planning, staffing and retention and training and development while the dependent variable will be performance. In this study it will look at the real issues which are attributed to deteriorating performance among Public Universities which include; inability of employees to develop their careers, non-existence of policies that promote staff development, poor remuneration policies, poor working conditions (Magutu et al., 2010).Chebet (2015) also established that effective HR planning was the only way organizations are using to meet customer demands in the changing business environment. Organizations should engage HR professionals to conduct employee needs assessment. However, the study focused on examining the influence of compensation, leadership, training, working conditions on performance of the employees at the County government of Bungoma. The target population comprised of 5,900 employees of Bungoma County government. The study adopted a descriptive survey research design and a sample size of

375 was chosen using stratified random sampling whereby the strata was represented by the levels of management which were top, middle and lower management levels. Data was analysed using descriptive statistics that failed to establish the statistical effect between variables of the study. In contrast, this study will focus on selected Public Universities in Kenya to examine the relationship between strategic Human Resource Management on performance.

Spanos and Lioukas (2011) attest that organizations operating in the changing business environment should consistently embrace strategic human resource planning in order to meet future needs of customer. Companies that fail to articulate the right number of employees and a mix of knowledge and skills required to perform more effectively may cease to exist in the competitive business environment. Identification of appropriate techniques of determining the required number of employee in the organization can create a significant effect on organizational growth. However, it is noted that the study was confined to strategic Human Resource Management practice and corporate performance of Small Business Enterprises in Lagos Metropoli but failed to focus on issues in higher education sector in Kenya. Hassan et al. (2013) established that there exists a difference between number of workers and organizational output. The study revealed that to some extent, the larger number of workers in an organization may not reflect the real output if effective mechanisms are not put in place to determine input and output. Continuous development of employee skills and knowledge is seen to be one of the drivers of organizational performance. Despite the positive correlation between strategic Human Resource Management and performance of organization, it is observed that the study was limited to training and development impact among Oil and Gas Sector of Pakistan but failed to examine the integrated approach of SHRM variables of this study on performance of Public Universities in Kenya.

Employee Staffing and Retention and Organization Performance

Namusonge, Kabare and Kagwiria (2014) revealed that employee staffing and retention were aspects that were determined by managing employee talents. It was pointed out by the study that if appropriate strategies are not embraced by organizations, retaining employees may be a challenging task in the changing business context. Moreover, the concern about the scarcity of talent is almost universal. However, it is observed that the study examined variables of this study in isolation but not in a combined manner. Odunga (2011) contend that organizations around the world are competing for the similar pool of capacities. However, organizations are finding it hard to attract and retain competent workers. Issues of compensation, working conditions and opportunity for career growth are top priorities of aggressive workers. Nevertheless, it was noted that the study was confined to construction companies in Kenya but failed to focus on issues in higher education sector in Kenya.

Ibullah et al. (2016) found out that most of the organizations are experiencing high employee turnover due to inability retain workers. Organizations operating in the changing business environment may find it difficult to compete due to inability to provide an environment that promote employee welfare such as flexible schedules, promotions, training, job design, job

enrichment, performance appraisal and salary review. However, it is noted that their study was limited to retention and organizational performance and competitiveness of firms in the banking sector in positioning in Nigerian but failed to focus on higher education sector in Kenya. Mutua, Karanja and Namusonge (2012) ascertained that when organizations losses workers it automatically losses its competitiveness in terms of skill, experience and corporate memory. To enhance productivity of any organization, retaining employees who are highly qualified is one of the determinants that triggers employee internal insights to find alternative means of achieving organizational objectives. Further, the study noted that organizations may turn to be trainings grounds for well established companies. Companies that fail to identify unique skills of workers and develop them are likely to be the losers in the long term. However, it is noted that the study was confined to the role of human management practices on performance of financial cooperatives based in Nairobi County, Kenya but failed to address SHRM practices on performance of Public Universities in Kenya.

Mbondo (2011) posits that employers are experiencing challenges of employee retention due to changing labour laws and employee drive to develop their career potential within the shortest time possible. Management styles, inflation rates and skills of workers can influence employee retention directly or indirectly in any context. Dissatisfied workers not only taint the image of the company but also contribute to organizational stagnation and rigidity to changes. Nevertheless, it is observed that the study was restricted to strategic Human Resource Management practices at the Kenya Police Staff SACCO Ltd and studied variables of this study in isolation. Maina (2011) postulate most of the organizations that are ranked top in service delivery are directly attributed to effective compensation policies, career growth, flexible working environment and employee recognition. Good relations among workers, delegation, consultation and autonomy in decision making are some of the factors that promote organizational performance if effectively embraced in any competitive system. However, it is noted that the study was limited to strategic Human Resource Management practices applied in performance of the top five secondary schools North District of Kajiado County, Kenya but failed to examine the integrated approach of the variables of this study on performance of Public Universities in Kenya.

RESEARCH METHODOLOGY

This study adopted a descriptive research design to establish the effect of strategic Human Resource Management and performance of selected Public Universities in Kenya. The total target population of this study was 914 employee selected from 10 Public Universities in Kenya. The unit of analysis was employees of Public Universities while unit of observation was public universities. This study adopted simple random sampling technique to select respondents from 10 public universities. The sample size of this study was 278 respondents. The respondents of this study included lecturers and members of non-teaching staff such as administrators, librarians and departmental secretaries. Questionnaires were used to collect primary data. Validity of the instrument was tested using Kenyatta university scholars and Human Resource Management experts. Reliability of the instrument was tested using Cronbach Alpha coefficients with a cut-off point of 0.7. Statistical Package for Social

Sciences (SPSS version 24) was used to analyze data quantitatively using descriptive and inferential statistics such as correlation and regression. Multiple regression will be conducted at 95% confidence level and 5% significance level to determine the statistical relationship between variables of this study. The specific regression model was of the form: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$, Where; Y is performance of selected Public Universities in Kenya, β_0 is Y intercept, β_1 to β_3 are regression coefficients, X_1 is Strategic Human Resource Planning, X_2 is Staffing and Retention, X_3 is Training and Development and ε are other factors not included in the model. To confirm statistical assumptions of data, diagnostic tests such as normality, linearity, homogeneity, multicollinearity and homoscedasticity were conducted and confirmed fitness of the model.

RESEARCH FINDINGS

Respondents of the study were requested to indicate the extent to which they agreed or disagreed with the influence of human resource planning practices on performance of performance of selected Public Universities in Kenya. The study revealed that the mean score for the for 5 of the 7 statements was more than the 4.00 which mean that majority (70%) and above agreed with the statement while the rest either disagreed or were neutral. It was indicated that strategic human planning practices such as ability to forecast for future employee influence performance with a mean of 4.26, implementation of policies of compensation after employee retirement with a mean of 4.21, policies that endorse how workers are rewarded with a mean of 4.23, recruitment of employees with diverse skills with a mean of 4.04, clarity of employee succession policies with a mean of 4.59, recruitment of employees on a competitive criteria with a mean of 2.11 and conduction of needs assessment with a mean of 2.98.

This finding imply that despite the fact that human resource planning influenced performance of selected public universities, to some extent some practices such as competitive recruitment and periodical employee needs assessment were not embraced effectively. It was pointed out that some universities were understaffed while others overstaffed. Further, it was noted that to some extent some State corporation were challenged to recruit employees competitively due to public service policies that advocated for a general degree for entry in public entities. Further, the results suggest that early retirement of employees from the Public Universities was unlikely due to unsatisfactory salaries. Employees were working for quite some time before being promoted. This findings corresponds with that of Ogolla (2007), Ibullah et al. (2016), Shikha and Karishma (2012), Thiriku and Were (2016) who ascertained that strategic human resource planning did not only influence organizational to increase productivity in terms of the quantity of goods produced but also facilitated ability of the organization to identify the necessary skills and knowledge required by workers to performance effectively in a changing business environment.

Respondents of the study were asked to indicate the extent to which they agreed or disagreed with the influence of staffing and retention on performance of selected public universities. The study found out that the mean score for 1 of the 9 statements was more than 4 which

meant that a few respondents agreed with the statement while the rest either disagreed or were neutral. The study indicated that engagement of workers on a permanent basis influenced performance with a mean of 4.78, promotions based on performance with a mean of 3.47, conduciveness of the working environment with a mean of 2.61, employee mentorship with a mean of 2.33, employee motivation and adequacy of staff to perform various duties with a mean of 2.10, reward of employees based on qualifications and experience with a mean of 2.01 and allocation of responsibilities based on areas of specialization with a mean of 2.01.

The findings imply even though staffing and retention was viewed to be a practice that influence performance of selected Public Universities in Kenya, to a larger extent it was revealed that Public Universities did not provide conducive working environment to worker, involve workers in decision making, motivate workers, increase number of staff, assign duties based on individuals skills and specialization and reward workers based on qualifications and experience. Further, the results suggest that Public Universities experienced high turnover rates based on the fact that most of the workers were engaged on contractual terms and more specifically non-teaching staff. Further, it was noted that taking early retirement among teaching and non-teaching staff was a rare practice in most of the public universities. This finding concurs with that of Kasmī (2011), Kiiru (2013), Kwamboka (2016) Ligare (2010) and Manguru (2011) who elucidated that employee motivation spirit was influenced in any competitive organization through rewarding employees based on their knowledge, experience and skills. The studies pointed out that even though matching knowledge and duties allocated to employees was perceived to be a practice of private entities, to a larger extent it was attributed to organizational performance if effectively embraced. Further, it was noted that improving working environment and recognizing workers effort were directly correlated to organizational performance. It emerged that despite the specialization of individual workers, most of the employees were assigned general duties which did not stimulate creativity and innovation or adoption of new changes.

Table 1: Correlations Analysis

Variables	Human Resource Planning	Staffing and Retention	Performance of Selected Public Universities
	1		
Human Resource Planning	.528** .003	1	
Staffing and Retention	.247** .118	.390* .003	
Performance of Selected Public Universities	.398* .029	.421* .021	1

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

*Correlation is significant at the 0.05 level (2 tailed)

As shown in Table 1, the study sought to establish whether there was a relationship between independent variables (human resource planning, staffing and retention) on the dependent variable (Performance of Selected Public Universities in Kenya). The results in Table 1

indicates that significance values of the two independent variables was less than the critical value of 0.05 thus confirming a positive correlation between between Human resource planning, staffing and retention and performance of Selected Public Universities in Kenya

Regression Analyses and Hypotheses Testing

To establish the statistical significance of the respective hypotheses, simple and multiple linear regressions analysis were conducted at 95% confidence level was used to test the research hypotheses.

H₀₁: There was no relationship between Human Resource Planning and performance of State corporations in the Ministry of Industry, Trade and Cooperatives in Kenya.

Table 2: Regression Results of Strategic Human Resource planning and Performance of Selected Public Universities

(a)The Goodness of Fit Test						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.774	.555	.439	.04395		
(b) The Overall Significance						
Model		Sum of Squares	df	Mean Square	F-test	Sig.(p-value)
1	Regression	.055	1	.055	28.372	.000
	Residual	.066	34	.002		
	Total	.120	35			
(c) The Composite Score Test						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t-test	Sig.(p-value)
1	(Constant)	.353	.069		5.147	.000
	Human Resource Planning	.512	.096	.674	4.327	.000

Predictor: (Constant), Strategic Human Resource Planning

Dependent Variable: Performance of Selected Public Universities

The results in Table 2 indicate that human resource planning had a statistically significant influence on performance of selected public universities. It explained 55.5 % of variation ($R^2=.555$). The standardized regression coefficient (β) value of the computed scores of human resource planning was .774 with a t-test of 4.327 and a significance level of p-value=.000. The results indicate a linear dependence of performance of selected Public Universities on strategic human resource planning. The standardized regression coefficient was used as it is free from original units of the predictor and outcome variables. This findings are consistent with that of Ogolla (2007), Ibullah et al. (2016), Shikha and Karishma (2012)

who found out that strategic human resource planning was directly correlated with organizational performance. The null hypothesis was rejected at 95% confidence level and the study concluded that human resource planning had a statistical significant effect on performance of selected Public Universities in Kenya.

H₀₂: There was no relationship between strategic staffing and retention and performance of Performance of Selected Public Universities in Kenya.

Table 3: Regression Results of Strategic Staffing and Retention and Performance of Performance of Selected Public Universities

(a)The Goodness of Fit Test						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
2	.376	.131	.116	.05795		
(b) The Overall Significance						
Model		Sum of Squares	df	Mean Square	F-value	Sig.(p-value)
2	Regression	.019	1	.019	5.591	.024
	Residual	.114	34	.003		
	Total	.133	35			
(c) The Composite Score Test						
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t-value	Sig (p-value)
2	(Constant)	.554	.071		7.864	.000
	Staffing and Retention	.221	.093	.276	2.382	.014

Predictor: (Constant). Strategic Staffing and Retention

Dependent Variable: Performance of Selected Public Universities in Kenya

The results in Table 3 depict that the relationship between Strategic Staffing and Retention and performance of selected Public Universities is statistically significant. It explained 13.1 % of variation ($R^2=.131$). The standardized regression coefficient (β) value of the computed score of staffing and retention was .276 with a t-test of 2.382 and significance level of p-value=.014. The results indicate a linear dependence of performance of selected Public Universities on strategic staffing and retention. Previous studies by Kasmi (2011), Kiiru (2013) and Kwamboka (2016) concur that staffing and retention is a function of organizational performance from context to context. The null hypothesis was rejected at 95% confidence level and the study concluded that staffing and retention had a statistical significant effect on performance of selected Public Universities in Kenya.

CONCLUSIONS AND RECOMMENDATIONS

The study revealed that there exists a positive significant relationship between human resource planning and performance of State owned corporation in the ministry of industry,

trade and cooperatives in Kenya. However, it was concluded that to some extent State owned corporations were experiencing problems such as inadequate number of staff to provide services to customers, insufficient knowledge and skills among workers to perform particular technical tasks, inability to anticipate number of workers to replace retiring, dying and resigning employees.

The study found out that there exists a positive significant relationship between staffing and retention and performance of State corporations. However, it was concluded that to some extent issues of staffing and retention were of great concern. Inability to involve workers decision making, poor working conditions, unclear duties, inability to nature talents and motivate workers using promotions, trainings and recognition were among of the factors that contributed to deteriorating performance of Public Universities in terms of employee turnover, low morale and lack of creativity and innovation among workers.

The study found out that most of the Public Universities did not have non-teaching employees with specialized skills and knowledge to performance effectively. Therefore, this study recommends that top leadership of Public Universities should review recruitment policies in order to promote the spirit of specialization in Public Universities thus enhanced customer service delivery. Further, the government should increase financial budgets to all Public Universities in order to facilitate capacity development and employee motivation for enhanced service delivery. Top leadership of Public Universities should ensure that non-teaching employees are given job security after serving for a particular period of time in order to promote quality of service delivery.

The study noted that inability to forecast of the number of workers to accomplish particular tasks was a challenge. This study recommends that Human Resource Managers of Public Universities should engage external human resource consultants or experts to enable them predict the kind of knowledge, skills and number of staff who may be required to address service demand issues from time to time due to increased number of student enrolment in public universities. Further, top leadership of Public Universities should develop frameworks that encourage early retirement among teaching and non-teaching staff. To minimize staff turnover among non-teaching staff, Human Resource Managers should review employee engagement policies in order to encourage staff retention and development.

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