

Influence of Human Resource Planning On Project Performance in Konoin Sub County

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Abstract- *Project implementation in various sectors has remained a challenge due to a number of factors. The factors range from financial resource planning, human resource planning, material use efficiency and project time management. The study aimed at investigating the influence of human resource planning and project performance in Konoin sub county. The study findings would be of significance to the ministry of education charged with policy development in coming up with evidence-based policy on project planning hence quality for money in schools. This study was by guided by project management theory. The primary schools formed the unit of the study population with census sampling technique adopted to sample the whole population unit as a sample. The questionnaires were used as the tool for data collection. Ethical issues like research permit from NACOSTI and authority form the County Director of Education were sought before data collection process. Quantitative data gathered from closed ended questions were be post-coded, entered and analyzed using the Statistical Package for Social Sciences (SPSS version 22.0); tabulated and presented using descriptive statistics and regression statistics analysis. The study established that there was a significant positive effect between human resource planning and project performance. The study concluded that project planning essentials has a significant positive effect on project performance. The study recommends that the ministry of education through the human resource development division should train the school management teams on project human resource development*

Indexed Terms- *Human Resource Planning and Project Performance*

I. INTRODUCTION

According to World Bank (2018) education forms the basis upon which economic, social and political development of any nation is founded. Investment in education can help to foster economic growth, enhance productivity, contribute to national and social development, and reduce social inequality. UNESCO (2015) argues that the level of a country's education is one of the key indicators of its level of development. In realization of the important role which education plays as an agent of National development and globalization, there has been agitation for more functional and qualitative education all over the world.

According to a study by Pearce and Robinson (2013) there is a positive correlation between project planning and project performance. The study also suggested that businesses plan for project resources to give them an advantage over rivals and ensure their survival in the long run. Spending time on planning increases the likelihood that the project will succeed while lowering the risks involved (Wang & Gibson, 2012).

Besner and Hobbs (2011) state that effective and functional project management involves the full involvement of qualified human resources who are well-equipped with the necessary skills, knowledge, and work styles. Complete resource planning procedures are necessary for the success or eventual failure of a project or linked enterprises. According to researchers, the primary goal of project management is to fulfill and even exceed the expectations of the project sponsors.

According to Mbaluku and Bwisa (2013) a project is successfully implemented when it is on schedule, budget and when it is able to attain all the goals set and accepted by the customers and used by him or

her for the purpose it is intended. Muchungu (2012) supports that despite the good quality of training of consultants in the building industry in Kenya, construction projects do not meet the key performance goals. This can be seen by delay in completion time, cost overrun and low quality of work hence collapsing of buildings in various parts of the country, customers' dissatisfaction, while cost of maintenance is high and some buildings are not functional.

II. HUMAN RESOURCE PLANNING AND PROJECT PERFORMANCE

Umulisa, Mbabazi, and Shukla (2015) on the effects of project resource planning practices on project performance implies that increasing teamwork within the project and training project members. Project performance was influenced by human resource planning techniques like cooperation and training project participants in handicraft creation. The positive relationship between teamwork, training of the project members on handicraft making and project performance was significant lead to an increase in project performance. The study found that the project participants were trained in handicraft production and worked in teams.

Human resource planning strategies' effects on business performance were examined by Armstrong and Murlis in (2014). This study used a descriptive research design, and descriptive, correlational, and inferential analyses were used to examine the results. The study discovered that reward methods are an important component of HRM in a company and should be combined with other HR practices so that they support and reinforce one another for the intended objective.

Afzal *et al.* (2013) examined the effect of human resource planning on the organizational performance. The focus was on the key aspects of formal human resource planning that contributes towards performance in the telecom sector. Both interview guides and questionnaires were applied in data collection. The findings revealed that human resource planning measures; selection, training, and incentives and organizational performance measures; job satisfaction, efficiency, employee motivation and

technology have a positive and significant relationship. However, the reviewed study focused on telecom firms whereas the present study focuses on audit firms.

Anya (2017) analysed the influence of human resource planning on organizational performance of oil and gas firms in Port Harcourt. The Spearman rank order correlation was employed in testing the relationship between the two variables. The findings revealed that there is a significant relationship between human resource planning and organizational performance and that the relationship between the variables is moderated by organizational structure. From the findings, it was recommended that oil companies and their human resource managers should continually carry out manpower audit and planning to determine in advance the demand and supply situation in the labor market prior to recruitment of employees. However, the reviewed study was conducted on oil and gas firms while the present study will focus on audit firms. Additionally, there exists a contextual gap since Anya's study was carried in Nigeria while the current study is done in Kenya.

Yaw (2012) examined the effectiveness of Human Resource Planning and its effect at Information Services Department (ISD). The study further sought to find out whether there are HRP policies and practices in the ISD; to establish whether the Human Resource Planning practices and procedures within ISD are functioning effectively; and to find out the challenges of the provision of a framework to guide the implementation of HRP in the ISD. The findings revealed that most of the ISD staff do not have in-depth knowledge on Human Resource Planning, thus it is not well practiced by the senior officers. The study concludes with the organization being proactive in recruiting and retaining employees.

Maina and Kwasira (2015) analyzed the role of human resource planning practices on performance of Kenya's County governments' employees. The study was conducted amongst employees of Nakuru County government attached to the County's headquarters in Nakuru town, Kenya. A descriptive research design was employed. The findings established that employee attraction and retention

positively and moderately affect employee performance. It was recommended that County governments should offer their employees competitive remuneration terms and should also plan well for their future human resource needs. However, the study did not focus on audit firms, thus the need for the current research.

The results did not concur with Bratton and Gold's (2007) study on the impact of HRP procedures on business performance. According to the research, an effective reward system may enhance staff productivity by motivating them. (2016) Werner and De Simone conducted research on how human resource planning affects organizational performance. The study's inferential research design was aimed at human resource managers. According to the report, organizations can forecast how changes in their strategy would effect the demands of their HR by planning their human resource needs. The study concluded that anticipating an organization's labor force requirements is crucial, especially given the external market's quick shifts in demand. The study put a lot of emphasis on the demands placed on human resources and how they impact organizational performance, but it neglected to address the problem of human resource planning.

III. MATERIALS AND METHODS

This study adopted a descriptive research design. The target population for the study comprised of all the head teachers in 110 primary schools in Konoin Sub

County because there were the chief accounting officers of the projects implemented in schools on behalf of the school Board of Management. In sampling therefore, all or a section of the population is selected to represent the entire population in data collection. Since the study population was small (110) the study uses census sampling technique to convert all the study population into a sample for the study (Kombo and Tromp, 2013). Questionnaires were suitable instrument for the study since they can reach a many respondent within a short time hence, the suitability for their use. The instruments were validated by use of experts' opinion like supervisors to ascertain whether the items are clear and could lead to obtaining relevant data. In analyzing quantitative data, the data was first be screened and arranged in a systematic manner by the aid of SPSS programme version 22.0.

IV. KEY FINDINGS

1.4.1 Descriptive Analysis for Human Resource Planning and Project Performance

The study sought to establish the effect of human resource planning on project performance in school in Konoin Sub County. The questionnaire had a number of statements that represented the degree of human resource planning for the chosen projects. The amount of agreement among respondents on several performance-related components of human resource planning is summarized in Table 1.

Table 1: Human resource planning and project performance

Statements	Mean	Std. Dev
There is a deliberate effort to do human resource planning in the school before a project is executed	4.23	0.19
That always the project management team formulates and implements the human resource training before execution of the project as planned	4.31	0.349
The human resource management planning function is highly upheld by the school in implementation of the projects	4.05	0.034
The school assigns contracts to companies that have highly qualified in terms of human resource	2.00	0.300
That schools trains the project team members from time to time to enhance capacity	2.49	0.017

Findings in Table 1 observed that majority of respondents a mean of 4.23(SD=0.19) strongly agreed that schools have made deliberate effort to do human resource planning in the school before a project is executed. The study also found that the majority of respondents, with a mean of 4.31 (SD=0.349), agreed that the project management team always develops and implements the human resource training prior to the project's execution as anticipated. According to the study's findings, the majority of respondents, or 4.05 (SD=0.034), agreed that the school places a high priority on the planning function for human resources when putting projects into action. This implied that schools majorly did not do much of the background checks on the nature of the training the employees of the contracted firms to undertake projects in their schools have. Overall, the study found that schools in the sub county conform to human resource planning, however it is unclear why projects carried out by schools are frequently left unfinished or take longer than expected to complete. Overall the study observed that schools in the sub county with adheres to human resource planning but it remains to be seen why then the projects done by schools are usually incomplete or live beyond the planned time to be completed.

1.4.2 Regression Analysis for Human Resource Planning and Project Performance

To be able to draw conclusions on this concept of human resource planning, the study used linear regression statistics. To see if the independent variable (human resource planning) might predict the dependent variable (project performance), linear regression was performed on the variables. Testing for linearity was done before linear regression was used to see whether the data set fit into the model:

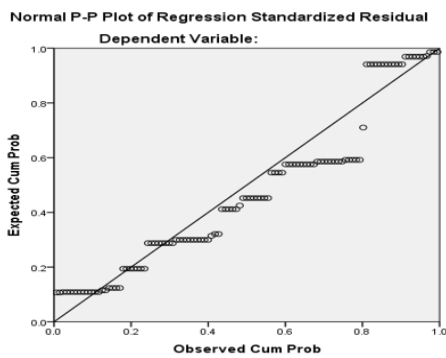


Figure 1: P-P plot of Regression Standardized Residue

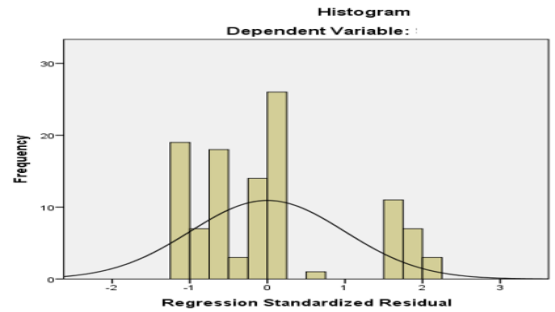


Figure 2: Regression Standardized Residual

According to Figure 2 and 3, there were no outliers in the study of the standardized residuals (Standard Residual mean Minimum=-5.92, Standard7 Residual mean Maximum =0.995). The homoscedasticity and normality of the residuals were displayed in residual plots. The following was noted as a result of the study's ability to compute the linear regression.

To test whether human resource planning might forecast project performance, linear regression was used. The scatter plot (Figure 4.5) demonstrated that there were no bivariate outliers and that there was a positive, linear connection between HRP and project performance.

Table 2: ANOVA for Human resource planning

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.429	1	11.429	198.746	.000 ^b
	Residual	6.153	107	.058		
	Total	17.582	108			

a. Dependent Variable: Project perf
 b. Predictors: (Constant), Human Resou

According to Table 2, HRP statistically significantly influenced project performance, with a $F(1,107)=198.746$, p-value of .001. According to statistics, the null hypothesis, "There is no significant relationship between the Human resource planning and project performance," was rejected because of a 0.05 level of significance. As a result, the study accepted the alternative theory and came to the conclusion that there is a statistically significant link between human resource planning and project performance. A model summary regression was carried out, as shown in Table 3, to determine how

much the independent variable influences the dependent variable.

Table 3: Model Summary for Instructional Strategy

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.806 ^a	.650	.647	.23980	.650	198.746	1	107	.000	.163
a. Predictors: (Constant), Human Resou										
b. Dependent Variable: Project perf										

According to the R2 value of .650, the independent variable accounts for around 65.0% of variations in project performance, while the error term only accounts for 35.0%. The adjusted R2 value of .647 indicates that human resource planning accounts for 64.7% of variations in project performance, while the error term accounts for 35.5% of the difference, indicating that the model has a good fit (Cohen, 1988). As indicated in Table 4.8, a t-test analysis utilizing the coefficient of regression was undertaken to determine the direction of the independent variable's influence on the dependent variable.

Table 4: Coefficients for Human resource planning

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)	.486	.078		6.259	.000	.332	.640
Human Resou	.406	.029	.806	14.098	.000	.349	.463
a. Dependent Variable: Project perf							

The study also found that the correlation between human resource planning and project performance was statistically significant, with $r(80.6)=.406$ and $p.005$, respectively. This suggests that schools with strong human resource planning are more likely to

achieve better project performance than schools with weak human resource planning. $Y=.486+.406X$ was the regression equation used to predict project performance from human resource planning. In schools, human resource planning significantly improves project performance ($B=.486$, $p.001$). Positive t-value (6.259) and probability value of less than 0.001 (0.00) both point to the influence's significance. The regression estimate of 0.029 in numbers indicates that, while all other variables are held constant, an increase in human resources of one-unit results in an increase in project performance of 0.029 units.

CONCLUSION

The results of the study show that project planning is essential because it greatly enhances project performance in schools in Konoin Sub County.

RECOMMENDATIONS

From the study findings that there is a significant association between human resource planning and project performance, the study recommends that the ministry of education through the human resource development division should train the school management teams on project human resource development so as to have the capacity of identifying firms that have quality human resource who can implement projects within the planned schedules. The study also recommends that there is need for schools to understand the prerequisites of the project team members in order to address them. Additionally, it is recommended that projects forecast the level of performance of a project before it is inaugurated.

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