

**FACTORS INFLUENCING HUMAN RESOURCE PLANNING IN NON-  
GOVERNMENTAL ORGANIZATIONS IN MOMBASA COUNTY**

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**A Thesis Submitted to the School of Business and Economics in Partial Fulfillment  
for the requirement for the Degree of Masters in Business Administration of Kenya  
Methodist University**

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## DECLARATION AND RECOMMENDATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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## **DEDICATION**

I dedicate this thesis to my daughters, my mother and family for their spiritual intervention and my siblings for their encouragement.

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## ABSTRACT

In organizations shaped by humanitarian principles, such as Non-Governmental Organizations (NGOs), the strategic framework heavily relies on human resource planning. NGOs, characterized as voluntary and non-profit entities operating independently from governmental bodies, play a pivotal role in addressing a spectrum of global challenges at local, national, and international levels, spanning social, environmental, and humanitarian domains. This study delved into a practical issue concerning Human Resource Planning (HRP) within NGOs, specifically those situated in Mombasa County. The central aim of the research was to identify the diverse factors influencing human resource planning within these organizations. The study sought to elucidate the influence of critical determinants on HRP within the NGO sector, including technology, the work environment, government legislations, and the labor market. The study grounded its assumptions in theoretical frameworks such as Institutional Theory, Resource-Based View Theory, and Contingency Theory. The research design adopted a descriptive approach, targeting a population of 125 NGOs in Mombasa County, comprising 80 Community-Based NGOs, 17 National NGOs, and 28 International NGOs. Respondents included human resource managers, employee representatives, community representatives, legal advisors, and board managers. Data collection involved closed-ended questionnaires, pilot-tested in Kilifi County for validity and reliability, representing 10% of the target population. Ethical clearance and necessary permits were obtained and the researcher secured an introductory letter from Kenya Methodist University and a permit from the National Commission of Science, Technology, and Innovation. Data analysis, performed using SPSS version 24, revealed significant correlations. Technology exhibited a strong positive correlation coefficient of 0.646 with HR planning ( $p < 0.05$ ), the work environment showed a robust positive correlation coefficient of 0.511 with HR planning ( $p < 0.05$ ), government legislation frameworks displayed a noteworthy positive correlation coefficient of 0.647 with HR planning ( $p < 0.05$ ), and the labor market indicated a substantial positive correlation coefficient of 0.704 with HR planning ( $p < 0.05$ ). Based on these findings, recommendations were proposed. NGOs in Mombasa County were advised to prioritize technology management through Human Resource Information Systems (HRIS) knowledge, enhancing organizational stability. The study emphasized the significance of a conducive work environment, suggesting proactive corporate planning aligned with sector best practices. Factors such as HR planning and employee motivation were highlighted as essential for productivity and working relations. NGOs were encouraged to emphasize compliance with relevant government legislation frameworks, collaborating with the NGO Coordination Board for registration and coordination to improve HR planning efficiency. To address staff turnover challenges, an enhancement of existing human resource policies was suggested. The study called for further research to extend the understanding of the correlation between technology, work environment, government legislation, labor market, and human resource planning among NGOs, acknowledging its limitation to NGOs in Mombasa County and recommending broader investigations in different Kenyan counties for a more comprehensive perspective.

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## **LIST OF ABBREVIATIONS/ACRONYMS**

ATS	Applicant Tracking System
HR	Human Resource
HRIS	Human Resource Information System
HRM	Human Resource Management
HRP	Human Resource Planning
NGO	Non-Governmental Organization (s)
INGO	International Non-Governmental Organization
DNHRPD	Directorate of National Human Resource planning and development

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Human resource planning (HRP) stands as a cornerstone in the realm of business planning, providing the necessary foundation upon which all human resource management activities within an organization are constructed (Mathis & Jackson, 2010). In today's intensely competitive business environment, where the significance of employee knowledge and skills is steadily increasing, Human Resources planning have emerged as a vital managerial responsibility, offering organizations a distinct competitive edge. This study aims to delve into the importance of Human Resource Planning, particularly within non-governmental organizations (NGOs), and illuminate the multifaceted challenges and opportunities embedded in this dynamic domain.

Reilly (2003) elucidates that human resource planning, often synonymous with workforce planning, encompasses the systematic process through which organizations assess their labor demand and scrutinize the size, attributes, and origins of the labor supply necessary to meet this demand.

The magnitude of human resource planning's significance resides in its capacity to furnish organizations with a comprehensive comprehension of their human resources and staffing expenses. By meticulously assessing their workforce requisites, organizations are poised to make judicious decisions pertaining to the optimal amalgamation of skills and behaviors congruent with their objectives. This empowerment of employers to exert greater control over their human resources leads to tangible enhancements in operational efficiency and effectiveness.

On a global scale, the role and importance of HR planning have expanded significantly within organizational structures. Chakraborty and Biswas (2019), stress that contemporary organizations place their HR departments at the forefront of strategic planning and developmental responsibilities concerning their human resources.

Mwangi and Wanyama (2021) contend that Human Resource planning, despite its essentiality, faces challenges, particularly in terms of resource allocation, skills, and time, effort and data constraints within organizations. Moreover, the dynamic nature of HR plans demands a multifaceted approach, including internal job transfers, layoffs, retraining, and targeted recruitment, to address specific workforce needs.

NGOs represent pivotal actors in addressing diverse social, environmental, and humanitarian concerns on a global scale. These organizations operate across local, national, and international realms, striving to forge positive relationships and instigate transformative change. Kenya, home to 11,624 NGOs, with 4,194 actively engaged, serves as a striking example of their extensive presence (NGO's Coordination Board Directory, 2021).

Non-Governmental Organizations' contributions to the economic and social development of nations are profound, as illustrated by the case of Ghana. In Ghana, NGOs have pioneered initiatives such as healthcare clinics, educational centers, and vocational training programs, targeting improved healthcare access and education quality, particularly in underserved regions. These efforts have led to tangible improvements in social indicators, including heightened literacy rates and better health outcomes among the populace.

Recognizing the central role of human resource planning in accomplishing organizational objectives and overall success, NGOs have undertaken initiatives that prioritize workforce development, satisfaction, commitment, and motivation. These encompass job creation, financial support, economic development, skills enhancement, workforce diversity promotion, and the safeguarding of human rights. Collectively, these endeavors constitute the bedrock of the human resource planning process (Gyambrah et al., 2017).

A stark contrast emerges when comparing human resource planning approaches between for-profit entities and NGOs. Brunt and Akingbola (2015), reveal that for-profit organizations predominantly orient their strategic human resource planning toward ensuring profitability and financial prosperity. Conversely, NGOs direct their planning endeavors toward augmenting resource mobilization capabilities, subsequently enabling efficient resource management and favorable program outcomes.

Intriguingly, any strategic alterations within an NGO's structural framework culminate in a transformation of strategic planning responsibilities, elevating the importance of HR management. As NGOs establish novel partnerships with donor agencies, external influences exercise substantial sway over recruitment and remuneration decisions within these organizations.

Bartram et al. (2017), emphasize the advantageous role that HR management plays within NGOs, bolstering the well-being of volunteers and employees while nurturing the development of thriving communities. However, these benefits coexist with challenges, including the absence of effective training and development programs, limited proficiency in handling expatriate employees, difficulties in upholding consistent company values across diverse landscapes, and ensuring the safety and security of employees. Comparable

challenges afflict both for-profit and non-profit organizations concerning human resource planning (DeCenzo et al., 2016).

The performance of NGOs is intrinsically linked to factors such as employee involvement, delegation of duties, and the assimilation of transformational leadership, as underscored by Ndirangu (2018). In Kenya, organizations adhere to regulatory frameworks established by the Ministry of Labor, specifically through the Directorate of National Human Resource Planning and Development (DNHRPD), responsible for amassing and scrutinizing data on manpower supply and demand from local companies, thereby facilitating effective human resource planning.

Furthermore, NGOs operating within Kenya are subject to governance by the NGO Coordination Board, a State Corporation instituted in 1990 under the Non-Governmental Organizations Coordination Act No. 19. Although operations commenced in 1992, the core functions encompass the registration, regulation, coordination, and facilitation of all NGOs within the nation's purview (NGO Coordination Board, 2021).

A report on NGOs' employment records in Kenya reveals that the sector employed over 80,000 individuals during the 2019/2020 fiscal year, underscoring the sector's potential impact (NGOs Coordination Board, 2020). Given this workforce's steady growth from 2015 onwards, HR planning emerges as an imperative (NGOs Coordination Board, 2020). The non-profit sector confronts unique HR management challenges, including fiscal constraints, as NGOs grapple with the need for creative funding solutions while adhering to stakeholders' pressure to maintain low overhead costs (Word & Sowa, 2017). The quest for financial sustenance necessitates innovative approaches to human resource acquisition, thereby introducing intricacies into the HR planning process.

The situational context of NGOs in Mombasa County, constituting approximately 3% of Kenya's total NGOs, exemplifies the local intricacies (NGO Coordination Board, 2021). Additionally, data from the NGO Coordination Board (2020) reveals that 4% of the newly registered NGOs in Kenya in 2019 were situated in Mombasa County. These organizations synergize with the County government, actively contributing to service delivery, employment creation, and the enhancement of citizens' livelihoods. The county government's management of a substantial unskilled labor force after devolution positions it as a potential model for HR management, guiding NGOs within the region as they contemplate restructuring their recruitment processes (Alande, 2014).

Kovačević and Mladenović (2018) advocate HR planning as a tool for organizations, including NGOs, to sustain a competitive edge. Activities like staff training enhance an organization's appeal to target audiences, while HR planning aspects such as outsourcing and recruitment procedures can positively influence organizational performance (Nondoh et al., 2020). The pivotal role of HR planning is underscored, emphasizing its integration into the core of an organization's management and operations, transcending its status as a mere addendum to company policies.

In summation, this study elucidates the profound significance of human resource planning in organizational contexts, emphasizing its unique manifestations within NGOs. It underscores the challenges entailed in this process while showcasing the transformative potential it holds for NGOs and the wider societal impact they can achieve when effectively aligned with strategic HR planning.



## **1.2 Statement of the Problem**

Within the constantly evolving global landscape of Non-Governmental Organizations (NGOs), these entities have strategically integrated Human Resource (HR) planning as a critical imperative. The dynamism of this changing environment has necessitated a myriad of operational adaptations by NGOs. In this intricate terrain, HR planning assumes a pivotal role, enabling NGOs to navigate these complexities effectively. Its multifaceted functions encompass ensuring adherence to pertinent legislations and regulations, facilitating the efficient communication of organizational values and expectations to employees, documenting best practices conducive to organizational success, and fostering equitable treatment of employees (Muchilwa & Okoth, 2021).

While the significance of HR planning in enhancing organizational performance has been extensively examined, primarily within the corporate sector, scant attention has been directed towards comprehending the distinctive factors that influence HR planning processes within NGOs. Notably, in the African context, NGOs are increasingly recognized as vital contributors to both the economic and social advancement of their respective countries (Adhiambo, 2017). However, parallel to this recognition, reports continue to surface, highlighting the human resource challenges confronting NGOs. These challenges encompass issues such as inadequate compensation rates, elevated staff turnover rates, and leadership inefficiencies (Oluoch et al., 2021).

In light of this contextual backdrop, this research endeavor is propelled by the need to scrutinize the HR planning processes within NGOs. Given the escalating HR-related challenges faced by NGOs, coupled with the proliferation of newly established NGOs in Mombasa County, this study seeks to delve deeper into the intricate web of factors that

influence HR planning within this specific context. To bridge the existing knowledge gap, this research embarks on a comprehensive analysis and evaluation of four distinct factors known to shape and influence HR planning within NGOs. These factors encompass technology, the work environment, government legislation, and the labor market.

By concentrating on these specific factors, the study aspires to rectify the existing dearth of literature that comprehensively addresses their unique impacts on NGO operations. Recent studies within the corporate sphere have underscored the importance of technology, the work environment, government legislation, and the labor market on HR planning (Smith et al., 2020; Johnson and Lee, 2019). However, their direct applicability and relevance within the NGO sector remain relatively unexplored.

As such, this research unfolds in a structured progression, commencing with a theoretical foundation and culminating in an empirical investigation. This comprehensive approach serves to illuminate the significant gaps in the current understanding of HR planning within the NGO sector. It ultimately reveals the precise knowledge gap that this study endeavors to address and rectify—a gap that pertains to the influence of technology, the work environment, government legislation, and the labor market on HR planning within NGOs. The insights gained from this study are expected to inform policies and managerial practices within NGOs, leading to more effective HR planning strategies.

### **1.3 General Objective of the Study**

The general objective of the study was to investigate the factors influencing human resource planning in non-governmental organization in Mombasa County

#### **1.4 The Purpose of the Study**

The main objective of this study is to examine the factors that influence human resource planning in non-governmental organizations (NGOs) specifically within Mombasa County. By identifying these factors, the study aimed to provide valuable insights into the unique challenges and considerations faced by NGOs in their human resource planning processes in this particular geographical context.

#### **1.5 Research Objectives**

The research objectives of this study are as follows:

- i. To examine the influence of technological advancements on the process of human resource planning within non-governmental organizations operating in Mombasa County.
- ii. To assess how the work environment, including factors such as organizational culture and physical workspace, influences human resource planning in Mombasa County.
- iii. To evaluate the effects of government Legislation, both at the national and local levels, on the human resource planning practices of operating in Mombasa County.
- iv. To determine how the dynamics of the labor market, including factors like labor supply and demand, wage structures, and employment trends, influence human resource planning in non-governmental organizations situated in Mombasa County.

## **1.6 Research Questions**

The research questions of this study are as follows:

- i. To what extent does the utilization of technology influence the process of human resource planning within non-governmental organizations operating in Mombasa County?
- ii. In what ways does the work environment, including factors such as organizational culture and physical workspace, affect the human resource planning in non-governmental organizations operating in Mombasa County?
- iii. How do the influence of government legislations and regulations, both at the national and local levels, shape the human resource planning practices of operating in Mombasa County?
- iv. How do the dynamics of the labor market, including factors like labor supply and demand, wage structures, and employment trends, impact the human resource planning in non-governmental organizations situated in Mombasa County?

## **1.7 Justification of the Study**

The investigation into human resource planning within non-governmental organizations (NGOs) situated in Mombasa County assumes paramount significance due to its potential to yield substantial benefits for all stakeholders involved. Central to the study is the overarching goal of elucidating the beneficiaries and advantages stemming from this research, particularly in the context of factors such as technology, the working environment, government legislations, and the labor market.

Foremost, this research endeavor holds the promise of providing invaluable insights to NGOs operating within Mombasa County. It sheds illuminating light on the profound significance of effective human resource planning, taking into account the multifaceted influences of factors such as technological advancements, the prevailing working environment, government legislations, and the dynamics of the labor market. This holistic understanding allows NGOs to appreciate the pivotal role assumed by their workforce, which is indisputably recognized as the most critical and strategic asset of the organization.

Moreover, the study underscores that human resource planning serves as a formidable instrument for NGOs to adeptly administer and strategically harness their human resources, thereby ushering in enhancements in organizational performance. The primary objective of this research is to illuminate the intricate interplay of these influential factors, endowing HR managers and relevant stakeholders with the knowledge and tools requisite for the seamless development and execution of HR plans, incorporating the dynamic considerations of technology, the work environment, government regulations, and the labor market.

In a broader academic context, the findings gleaned from this study are poised to make substantive contributions to the existing body of knowledge concerning human resource planning within NGOs. By bridging the gap that often separates theoretical constructs from practical implementation, this research aims to provide a deeper understanding of HR planning dynamics, particularly within the context of technology utilization, the working environment, government policies, and labor market fluctuations. These practical

insights, emanating from rigorous inquiry, possess the potential to inform and guide decision-making processes, thereby amplifying the efficacy of HR strategies.

The ultimate beneficiaries of such augmentation are anticipated to be the NGOs domiciled within Mombasa County, with the potential to significantly enhance their overall performance and ensure long-term sustainability. Furthermore, the study underscores the pivotal role played by human resource planning in effectively aligning HR supply with demand, a crucial consideration when navigating the complexities of technology integration, the ever-evolving working environment, compliance with government legislations, and the dynamic labor market. The identification of influencing factors concurrently brings to light existing gaps in the planning process, particularly in the context of technological advancements, the nature of the working environment, the impact of government legislations, and the volatility of the labor market.

These revelations hold the prospect of equipping HR managers and senior executives tasked with HR planning with the necessary tools to adeptly address identified issues and bridge the discerned gaps. By further elucidating the factors that exert influence over the HR planning process, the research provides a solid platform for these stakeholders to leverage this newfound knowledge to their organizational advantage, thus ensuring the holistic optimization of human resources in the face of technological advancements, evolving working conditions, regulatory changes, and labor market fluctuations.

### **1.8 Significance of the Study**

This study held significant importance as it acknowledged the criticality of human resource planning in non-governmental organizations (NGOs) within Mombasa County.

The findings of this research demonstrated the availability of innovative approaches and practices in Human Resource management that ensured effective Human Resource planning during the early stages of organizational development.

The study's outcomes enabled Non-Governmental Organizations to maintain high performance across the entire organization by focusing on effective employee management. This included ensuring the appropriate workforce size with the right skill sets at the right time. Furthermore, the study assisted HR managers in developing efficient recruitment processes, implementing effective employee motivation strategies, and establishing impactful training and performance appraisal programs.

Additionally, the findings of this study provided valuable insights to HR managers on how to efficiently plan their workforce to meet the evolving needs of customers. The results were also beneficial to other researchers and scholars in the field of human resource management, as they could utilize the study's findings for academic purposes.

Furthermore, this study shed light on whether the HR planning strategies implemented in Non-Governmental Organizations were beneficial to employees, the organization itself, and the broader Mombasa County community. Overall, the research contributed to the body of knowledge in HR management and enhanced the understanding and implementation of effective HR planning strategies in NGOs and similar organizations.

### **1.9 Assumption of the Study**

In conducting this study various assumptions were made. First, it was assumed that it would be easy to access the various office premises. Secondly it was assumed that the systems used for their operations are up to date. Thirdly, it was assumed that the

organizations have a well outlined organizational structure. Fourthly, the assumption that it would be easy to access the data of the employees currently working in their organization. Finally it was assumed that the organization has well laid down strategies in regards to the operations of their business.

### **1.10 Limitations of the Study**

The findings of this study are specific to non-governmental organizations (NGOs) in Mombasa County. Human resource planning processes may vary between organizations, making it challenging to identify common factors that influence the process. Therefore, the generalizability of the findings to other contexts or types of organizations may be limited. The study may be conducted during a period affected by the COVID-19 pandemic, which could influence the availability of NGOs for data collection or affect their human resource planning practices.

Language and cultural differences between the researchers and participants may present challenges in data collection and interpretation, potentially affecting the accuracy and reliability of the findings. The data collected in this study relies on self-reporting, which may introduce biases such as exaggeration, selective memory, and telescoping. The accuracy of the responses relies solely on the honesty and accuracy of the respondents' self-reporting, and independent verification may not be possible.

### **1.11 Delimitations of the Study**

The study had specific delimitations that were duly acknowledged:



The study specifically focused on exploring the process of human resource planning and the factors influencing this process. It did not encompass the entirety of human resource management or other related aspects. The primary data collection methods, such as questionnaires, were conducted online. This decision was made to prioritize the safety and well-being of the respondents and the researcher by minimizing the risk of exposure to COVID-19.

Respondents were required to sign an ethical agreement ensuring that the data collected would be used solely for the purpose of the study. Additionally, anonymity and confidentiality were maintained to protect the identity of the participants. To mitigate potential biases in self-reported data, additional pieces of information such as personal behavior were utilized. This approach allowed the researcher to cross-reference and validate the data collected, enhancing its reliability.

### **1.12 Definition of Terms**

To ensure clarity and understanding, the following terms are defined within the context of this study:

**International Human Resource Management (IHRM)** is a field of study and practice that encompasses the management of human resources in a multinational or global organizational context (Dowling et al., 2020).

**Human Resource Management (HRM)** is a strategic and coherent approach employed by organizations to effectively manage their workforce, recognizing employees as valuable assets contributing to the achievement of the organization's objectives (Dessler, 2020). This approach involves various practices, such as recruitment, selection, training,

and performance appraisal, all aimed at optimizing the utilization of human resources within the organization.

**Human Resource Planning (HRP)** is the process of identifying and anticipating an organization's human resource requirements and developing plans to meet those requirements effectively (Milkovich et al., 2019). HRP involves forecasting future workforce needs, assessing the current workforce, and implementing strategies to address any gaps in skills or personnel.

**Human Resource Information System (HRIS)** refers to a comprehensive and integrated software solution designed to streamline and manage various human resource functions and data within an organization. (Kavanagh, Thite, & Johnson, 2020)

**The Labor Market** is the arena where potential job seekers, workers, and employers interact (Boeri, 2019). It's a competitive environment where employers seek suitable candidates, while individuals compete for satisfying employment opportunities. The dynamics of the labor market can greatly influence recruitment and retention strategies.

**Organizational Culture** encompasses the norms, values, and customs guiding an organization's functioning (Schein, 2017) It's based on core objectives and business practices and shapes the behavior, attitudes, and shared beliefs of individuals within the organization. A positive organizational culture can enhance employee satisfaction and productivity.

**Recruitment** is a forward-looking procedure aimed at identifying and enticing individuals with the specific qualifications and skills that an organization seeks (Dowling et al., 2020). This process encompasses efforts to engage with passive candidates who may not be actively seeking employment but are valuable potential candidates.

**Staff Training** is a comprehensive process focused on the acquisition of knowledge and skills essential for a particular occupation or task. Its primary objective is to elevate employee competence and performance levels within the organization (Noe et al., 2020). The implementation of effective training programs plays a pivotal role in fostering employee growth and contributing to the overall success of the organization

**The Work Environment** encompasses the physical conditions, social norms, and overall settings in which employees perform their job roles (Griffin, 2019). A positive work environment can significantly impact employee well-being, workplace dynamics, teamwork, collaboration, efficiency, and overall health.

**Governmental Legislations**, also known as government regulations or statutory laws, refer to the rules and regulations enacted by a government authority at various levels, including federal, state, or local, to govern and control various aspects of society, industry, and commerce. Such is labor laws and employment regulations that shape HR policies and practices (Gómez-Mejía et al., 2016).

**Technology**, The integration of technology into human resources, exemplified by the adoption of HR software and automation tools, has profoundly reshaped HR workflows. These technological innovations have empowered HR professionals to streamline and optimize various aspects of their operations, notably in the realms of recruitment, training, and data management, resulting in marked efficiency improvements (Kavanagh et al., 2019,).

**Non-Governmental Organizations (NGOs)**, often referred to as civil society organizations, are private, independent entities that operate outside the sphere of government control. NGOs are typically formed by individuals or groups of individuals

with common goals and interests, and they function as intermediaries between citizens and governments, striving to address various social, political, environmental, and humanitarian issues (Lewis, 2005).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The role of theoretical and empirical literature in the study examining the factors influencing human resource planning in non-governmental organizations (NGOs) in Mombasa County, particularly pertaining to technology, work environment, government legislation, and the labor market, is pivotal. This chapter undertakes a comprehensive review of the extant literature pertinent to human resource (HR) planning, leveraging both theoretical frameworks and empirical studies to inform the research.

To commence, the chapter embarks on an evaluation of the theoretical frameworks that bear relevance to HR planning. This theoretical exploration establishes a conceptual foundation, providing a framework for understanding the underlying principles and concepts that underpin HR planning processes within the context of NGOs in Mombasa County.

Following the theoretical framework, the chapter proceeds with an empirical review, delving into the existing literature, which specifically addresses the four focal factors influencing HR planning in the aforementioned NGOs. This empirical examination allows for a critical analysis of real-world scenarios, practices, and challenges encountered in the field. It provides valuable insights into how these factors manifest in practice and influence of HR planning strategies within NGOs.

Consequently, this literature review culminates in the presentation of a conceptual framework tailored to guide the understanding and analysis of the factors that influence

HR planning in NGOs. This framework will serve as a practical tool for structuring the subsequent research, enabling a systematic investigation of these critical elements.

Overall, the literature review serves as the foundational cornerstone of this study. It facilitates a deeper exploration of both theoretical and empirical knowledge concerning HR planning, particularly within the unique context of NGOs in Mombasa County. Beyond mere synthesis, it critically assesses the existing body of research, identifying gaps and inconsistencies. Ultimately, this comprehensive review aims to contribute to the advancement of knowledge in the field of HR planning, offering valuable insights that can inform practice and decision-making within NGOs and similar organizations.

## **2.2 Theoretical Review**

### **2.2.1 Institutional Theory**

According to Battilana and Lee (2014), institutional theory highlights the influence of external expectations and norms on HR planning in NGOs. These organizations often face pressures to conform to established institutional practices and demonstrate legitimacy to gain social acceptance and resources. As a result, human resource planning in NGOs is driven by the need to align HR practices with prevailing institutional demands, such as adhering to specific codes of conduct, demonstrating accountability, and exhibiting transparency in recruitment, selection, and performance evaluation processes.

Moreover, Battilana and Lee (2014) highlight those institutional pressures can also lead to the adoption of specific HR practices that enhance the perceived legitimacy of NGOs. For instance, NGOs may emphasize social impact and mission-driven work to align with the expectations of regulatory bodies, stakeholders and donors. This focus on mission-related HR planning, such as attracting employees who share the organization's values and providing

opportunities for meaningful work, helps NGOs navigate institutional pressures and enhance their legitimacy in the eyes of external stakeholders.

The influence of institutional theory on human resource planning in NGOs highlights the impact of institutional pressures on HR practices, emphasizing the need for conformity and legitimacy. By aligning HR planning with prevailing institutional norms, particularly through transparent processes and mission-related HR practices, NGOs can enhance their legitimacy and meet the expectations of external stakeholders. (Battilana & Lee 2014)

According to Erlingsdottir and Sveinsdottir (2018), institutional theory highlights the significance of regulatory frameworks, stakeholder expectations, and prevailing norms in shaping HRM practices in NGOs. Institutional pressures play a crucial role in guiding HR planning decisions, including recruitment, selection, training, and performance management. NGOs often face demands to conform to certain standards and expectations set by external stakeholders, such as governmental agencies, donors, and community members. This conformity to institutional norms influences the design and implementation of HR practices within NGOs, ensuring compliance and enhancing their perceived legitimacy.

The authors also highlight the influence of institutional pressures on HRM practices related to accountability and transparency. NGOs are expected to demonstrate responsible and ethical practices in their HR planning, including fair treatment of employees, equal opportunities, and adherence to labor Government legislations. Institutional theory suggests that these pressures shape HR practices in NGOs, leading to the development of policies and procedures that promote accountability and transparency in various HR processes.

Erlingsdottir and Sveinsdottir (2018), emphasize the impact of institutional theory on HR planning in NGOs. They highlight how institutional pressures, including regulatory

frameworks and stakeholder expectations, shape HRM practices in these organizations. By conforming to prevailing norms and demonstrating accountability and transparency, NGOs align their HR planning with institutional demands, ensuring legitimacy and compliance with external expectations.

In their study, to critically examine organizational change and its relationship with human resource planning in NGOs from the perspective of institutional theory, Sorge and van Witteloostuijn (2004) questioned the adoption of universal management approaches and emphasize the importance of aligning HR strategies with institutional demands.

According to Sorge and van Witteloostuijn (2004), institutional theory emphasizes the significance of institutional pressures in shaping HR planning in NGOs. However, the authors challenge the notion of universal management approaches that are often promoted as best practices. They argue that HR planning in NGOs should consider the specific institutional context in which these organizations operate. This means that HR strategies need to be aligned with the unique institutional demands faced by NGOs, such as adhering to ethical standards, demonstrating social responsibility, and responding to the expectations of stakeholders.

The authors also highlight the need for NGOs to be aware of the potential tension between institutional pressures and organizational goals. While it is important to conform to certain institutional norms, it is equally vital for NGOs to maintain their distinctiveness and remain true to their missions and values. Therefore, HR planning in NGOs based on institutional theory should involve a careful balancing act between conforming to institutional pressures and preserving the organization's identity and purpose.



Emphasis was made on the relevance of institutional theory in HR planning for NGOs. The advocacy of aligning HR strategies with institutional demands while cautioning against the blind adoption of universal management approaches. HR planning in NGOs should consider the specific institutional context and strike a balance between conforming to institutional pressures and preserving the organization's unique identity and mission. By doing so, NGOs can navigate institutional demands effectively and contribute to their long-term sustainability and success. (Sorge & van Witteloostuijn 2004)

By studying the institutional theory, researchers and practitioners can gain a better understanding of how organizations navigate and conform to the broader institutional environment. This includes understanding how organizations adopt certain practices, structures, and behaviors to align with the prevailing norms and expectations of their external environment. It also sheds light on how organizations respond to changes and pressures in the institutional landscape and how they seek legitimacy through their actions and behaviors. In the context of this study, the institutional theory can help in examining how non-governmental organizations in Mombasa County align their human resource planning practices with the norms, regulations, and expectations of the NGO sector and the wider institutional environment. It can provide insights into how NGOs establish and maintain their legitimacy, as well as how they adapt their HR planning strategies to comply with the rules and norms of the system in which they operate.

Understanding the implications of the institutional theory in the context of HR planning can assist NGOs in Mombasa County to effectively navigate their external environment, align their practices with institutional expectations, and enhance their legitimacy and long-term sustainability. Institutional isomorphism is achieved when organizations make the effort to

match their actions with the expectations of their institutional environment. Organizational managers are expected to follow the set rules, norms, and beliefs that related to their institutional environment by mobilizing their resources e.g. human, political, social and economic resources to allow them to put their organization in a position to adapt and change to match the institutional environments (Najeeb, 2014).

Adithi (2017) in an article containing literature on the development of institutional theory noted the theory is the basis of majority of frameworks for various research fields. It generally gives people an understanding of what an institution is constituted of and what factors affect it. The findings of the research shows that the focus of this theory has changed from it being a generalized system of social belief to an appropriate means through which organizations attain legitimacy with the pressures. Zhao, et al (2017) in their study on how the interface between the institutional theory and strategic management can be broadened, found that the theory allows managers to have a better understanding on how their organization can be different enough from peer firms to remain competitive while being similar enough to the peers to remain recognizable. The authors argue that this is done by equipping the said managers with a complete understanding that organizations are complex multidimensional entities.

Additionally, the managers should be encouraged to identify and use the different types of strategic resources the organization has in order to conform but be different enough by addressing the comprehensive expectations by stakeholder and appropriately adjusting their positioning strategies so as to be successful in different environments. According to, Wood and Allen (2019) in their article on the institutional theory, business systems and employment relations posited that the theory allows researchers at a micro analysis level to highlight the

determinants of Human Resource Management for instance HR principles, practices, policies, departments, challenges and the quality of human capital. Highlighting this allows the researchers to better understand the actual nature and effectiveness of Human Resource Management systems in different organizations.

According to David et al, (2019) in their study about the institutional theory in organization studies note that the theory is founded upon the works of Max Weber on legitimacy and authority. The authors argue that work and research based on the institutional theory has evolved from being process focused on producing isomorphism to a now focusing on attaining institutional change. This has been exemplified by the research and studies on the emerging relevant new Government legislations, products, services, and occupations.

In the context of analyzing a labor market, the institutional theory can be used measure and explain its flexibility by focusing on explaining how different forces found in institutional logics allow institutions to operate in different states globally while ensuring they use a standard set of processes and practices. Gnocchi, et al (2015) argue that in any institutional system, the state plays the role of providing a distinctive structure that influences the shape and structure of all organizations under its jurisdiction. They also note that the states provides conflict resolution mechanisms for which gives institutions mechanisms or techniques of resolving conflicts between or within organizations.

According to, Johnson and Watt (2022) in their analysis of the process of restructuring in UK local government using the institutional theory concluded the theory call for institutions to respect the regulatory framework by following the set rules, procedures and policies. The theory allowed the researchers to get a basic account and understanding of the dynamics of workforce planning and management across organizations. The authors also noted that the

theory provides framework that allows individuals to understand how different actors or stakeholders frame or choose specific courses of action on the basis of perceived compatibility or harmony with organizational values.

We can conclude from the different studies that have used the institutional theory is that the end goal is to create an organization with a working structure that ends with attaining legitimacy for the institution. In this study, the theory can be applied in terms of the legislations and labor market and also how Non-Governmental Organizations set up work environment to attract the right people for potential hiring. In this case, the institution is the Non-Governmental Organization Human Resource ecosystem in Kenya and more specifically Mombasa County. It is an institution as there are norms, policies, laws, regulations and rules of governance that all play a part in shaping the actions and thinking of local Mombasa based NGOs and their HR managers during HR planning.

### **2.2.2 Resource-Based View (RBV) Theory**

The RBV theory posits that organizations' competitive advantage and sustained success are contingent upon their ability to efficiently and strategically utilize unique and valuable resources and capabilities (Barney, 1991). These resources can be tangible, such as technology and infrastructure, or intangible, such as organizational culture and knowledge. In the context of HR planning for NGOs, technology is a pivotal resource.

The Resource-Based View (RBV) theory is founded upon a series of fundamental assumptions and predictions that provide a framework for understanding its applications in various organizational contexts. Firstly, the RBV theory acknowledges the concept of resource heterogeneity, which posits that organizations inherently possess unique and diverse sets of resources characterized by differences in type and functionality (Barney, 1991;

Wernerfelt, 1984). This uniqueness in resource composition forms the basis for organizational differentiation.

Secondly, the theory emphasizes resource immobility, asserting that these resources are not easily transferable between organizations, thus serving as a source of competitive advantage (Barney, 1991; Peteraf, 1993). This immobility is often due to context-specific factors, including historical ties, organizational culture, and specialized knowledge.

Thirdly, central to the RBV theory is the concept of value (Barney, 1991; Dierickx & Cool, 1989). Resources must not only be unique and immobile but must also contribute substantial value to the organization. They should enable the organization to capitalize on opportunities or effectively address threats in its external environment, enhancing its competitive position. Furthermore, the theory underscores the significance of rareness (Amit & Schoemaker, 1993; Barney, 1991). Resources should either possess inherent rarity or, at a minimum, be less readily available among competing organizations. This rarity contributes to the resource's capacity to generate a competitive edge.

The RBV theory rests upon these critical assumptions and predictions, collectively providing a robust framework for understanding how organizations leverage their unique and valuable resources to achieve and sustain competitive advantages in a dynamic business environment. Within the context of Human Resource (HR) planning for Non-Governmental Organizations (NGOs), technology serves as a pivotal resource, aligning seamlessly with the Resource-Based View (RBV) framework. Recent applications of the RBV theory in the NGO sector have illuminated the profound impact of technology on HR planning.

One area where technology has proven highly effective is in the realm of recruitment and talent management. Huselid (1995) highlights that NGOs equipped with advanced HR

technologies can efficiently source, assess, and manage talent. Technology facilitates the identification of suitable candidates, streamlines recruitment processes, and greatly contributes to talent development and retention, as emphasized by (Boudreau and Ramstad 2005).

Moreover, technology resources have substantially enhanced communication and collaboration among geographically dispersed teams and volunteers within NGOs, as noted by (Mascarenhas 2006). Tools such as video conferencing, project management software, and cloud-based platforms have revolutionized the way NGOs engage with their workforce, facilitating effective communication and collaboration.

Another significant benefit of technology in HR planning for NGOs is its role in data-driven decision-making. Davenport and Harris (2007) emphasize that technology enables NGOs to collect, analyze, and leverage HR data strategically. Predictive analytics and Human Resource Information Systems (HRIS) provide valuable insights into workforce trends, enabling organizations to allocate their resources effectively and make informed decisions.

Furthermore, technology supports capacity-building initiatives within NGOs. Strohmeier and Piazza (2015) assert that NGOs can utilize technology to offer online training, e-learning modules, and knowledge-sharing platforms. This approach fosters the continuous development of human capital, aligning with the RBV's emphasis on dynamic capabilities.

However, in the integration of technology into HR planning for NGOs, certain strategies and approaches have faced challenges while others have proven effective. Customization and flexibility have emerged as effective strategies, tailoring technology solutions to meet the unique needs and context of each NGO, as noted by Van de Ven and Drazin (1985). This

approach acknowledges that generic solutions may not align with the specific goals and resource constraints of NGOs.

Strategic alignment has also been a successful strategy, ensuring that technology investments align with the broader organizational strategy, as emphasized by Gottschalk (2002). This ensures that technology adoption is not an end in itself but rather a means to achieve specific HR and organizational objectives.

Additionally, data security and privacy concerns have been addressed effectively by successful NGOs, as highlighted by Risher and Allman (2018). Prioritizing data security and robust data protection measures are essential for maintaining employee trust.

On the other hand, challenges have arisen, including resistance to change among employees and volunteers when adopting new technologies (Kotter, 1996). Overcoming this resistance has required effective change management strategies.

Resource constraints have also posed challenges, with NGOs often operating with limited budgets and struggling to afford advanced HR technologies, as noted by Wright and McMahan (1992). Balancing technology investments with other organizational needs has proven to be a complex endeavor.

Moreover, the integration of disparate HR technology systems has presented difficulties, as ensuring seamless data flow between systems is critical for effective HR planning (Davenport, 1998).

In conclusion, technology plays a transformative role in HR planning for NGOs, aligning with the RBV framework's principles. Recent applications of the RBV theory have shed light on effective strategies and challenges in integrating technology into HR planning, ultimately contributing to the ongoing evolution of this essential aspect of NGO management. NGOs

that strategically embrace technology as a valuable resource are better positioned to achieve their HR planning goals, enhance workforce capabilities, and further their missions effectively.

Effective strategies in integrating technology into HR planning for NGOs encompass several key principles supported by recent citations. Firstly, customization and flexibility have emerged as a successful approach, involving the tailoring of technology solutions to meet the unique needs and contexts of each NGO (Van de Ven & Drazin, 1985). This strategy acknowledges that generic solutions may not align with the specific goals and resource constraints of NGOs.

Secondly, strategic alignment is crucial for success. Gottschalk (2002) underscores the importance of ensuring that technology investments align with the broader organizational strategy. Technology adoption should not be an end in itself but rather a means to achieve specific HR and organizational objectives. Prioritizing data security and privacy concerns has proven effective in successful NGOs. Risher and Allman (2018), highlights that NGOs have succeeded when they place a strong emphasis on data security and robust data protection measures. This approach is essential for maintaining employee trust and safeguarding sensitive information. These strategies collectively contribute to the successful integration of technology into HR planning for NGOs, fostering efficiency and effectiveness in their operations.

Challenges and failures encountered in the integration of technology into HR planning for NGOs are noteworthy and supported by recent citations. Firstly, resistance to change, as identified by Kotter (1996), remains a prevalent challenge. Employees and volunteers often



resist the adoption of new technologies, emphasizing the need for effective change management strategies to facilitate their acceptance and integration.

Secondly, resource constraints, a common hurdle for NGOs operating with limited budgets, pose a significant challenge (Wright & McMahan, 1992). Affording advanced HR technologies while balancing other organizational needs necessitates a delicate and complex decision-making process.

Lastly, integration issues, as highlighted by Davenport (1998), present formidable obstacles. Integrating disparate HR technology systems can be challenging, requiring meticulous planning and execution. Ensuring seamless data flow between systems is vital for effective HR planning. These challenges and failures underscore the complexity and multifaceted nature of incorporating technology into HR planning within the NGO sector.

The Resource-Based View (RBV) theory has undergone significant revisions and adaptations to accommodate the evolving role of technology in HR planning, as supported by recent citations. One notable adaptation involves an increased emphasis on dynamic capabilities, as proposed by Teece (2007). This perspective underscores an organization's capacity to adapt and reconfigure its technology resources to meet changing HR and organizational needs, highlighting the agility required in the digital age.

Furthermore, scholars have explored the concept of resource complementarity, as outlined by Hansen et al. (2011). This adaptation delves into how various technology resources can complement each other to enhance HR planning outcomes. For instance, the integration of HRIS and data analytics tools can provide a more comprehensive and insightful view of the workforce, optimizing HR strategies.

Additionally, recent applications of the RBV theory underscore the importance of environmental scanning, as emphasized by Alvesson and Kärreman (2011). This adaptation encourages NGOs to continually scan the external environment for emerging technologies that can be leveraged for HR planning, aligning their practices with the dynamic nature of technology in the contemporary landscape. These revisions and adaptations signify the RBV theory's responsiveness to the evolving technological landscape, offering valuable insights for NGOs striving to optimize their HR planning strategies.

In the ever-evolving landscape of NGOs, technology plays a transformative role in HR planning. The RBV theory provides a robust framework to understand how technology, as a resource, influences HR planning strategies. Recent applications of the theory have illuminated effective strategies and challenges, contributing to its ongoing evolution. NGOs that embrace technology as a strategic resource are better positioned to achieve their HR planning goals, enhance workforce capabilities, and ultimately further their missions.

### **2.2.3 Contingency Theory**

Human resource management (HRM) is a dynamic field, constantly evolving to meet the changing needs of organizations. Non-governmental organizations (NGOs), in particular, encounter distinctive challenges when it comes to human resource planning. To ensure the sustainability and effectiveness of NGOs, it is crucial to comprehend the factors influencing HR planning within this sector. Contingency Theory emerges as a pivotal framework that has significantly contributed to our understanding of these factors. It provides a structured lens through which we can analyze the intricate interplay between organizational contingencies and labor market conditions.

At its core, Contingency Theory posits that there is no universal or one-size-fits-all approach to organizational management and planning. Instead, the effectiveness of an organization's HR strategies is contingent upon various factors, including environmental considerations, organizational structure, and the specific objectives and goals of the organization (Lawrence & Lorsch, 1967). In the context of NGOs, Contingency Theory implies that the factors influencing HR planning can vary substantially from one organization to another, owing to their distinct missions, sizes, and environmental contexts.

A fundamental prediction of Contingency Theory is that organizations should tailor their HR planning strategies to align with their unique contingencies. For instance, NGOs operating in resource-constrained environments may need to prioritize cost-effective HR planning, whereas those situated in more stable and affluent regions may place a greater emphasis on talent development and retention (Donaldson, 2001). This prediction underscores the paramount importance of adapting HR practices to suit the specific circumstances of the organization.

In the context of NGOs, labor market factors wield significant influence over HR planning. The ability to attract and retain skilled individuals is of paramount importance in achieving organizational goals. Contingency Theory serves as a valuable framework through which we can examine how labor market conditions interact with organizational contingencies to shape HR strategies.

Contingency Theory has been notably successful in assisting NGOs in adapting their HR planning to labor market conditions. For example, NGOs operating in regions characterized by intense competition for talent have embraced innovative recruitment and retention strategies, including the provision of meaningful work experiences and opportunities for skill

development (Pfeffer & Baron, 1988). These strategies align seamlessly with Contingency Theory's prediction that HR practices must be tailored to harmonize with the organization's unique context.

However, it is essential to acknowledge that Contingency Theory, like any theoretical framework, has its limitations. One significant shortcoming lies in the complexity of determining the precise contingencies that influence HR planning in NGOs. Organizations often confront multiple contingencies simultaneously, making it challenging to isolate the specific factors that drive HR decisions (Lawrence & Lorsch, 1967). Additionally, Contingency Theory does not provide a clear roadmap for prioritizing competing contingencies, leaving organizations to make subjective judgments.

Over the years, scholars have recognized these limitations and have worked to refine and expand Contingency Theory to address them. These efforts have led to the development of contingency models that offer more specific and practical guidance for HR planning in different organizational contexts (Fiedler, 1964). In the case of NGOs, these adaptations have resulted in the creation of frameworks that take into account various factors, including mission alignment, resource availability, and external partnerships, when designing HR strategies.

Contingency Theory has played a pivotal role in advancing our understanding of the factors influencing HR planning in non-governmental organizations. It has provided valuable insights into how organizations can tailor their HR strategies to align with their unique contingencies and labor market conditions. While Contingency Theory has been effective in guiding HR planning within NGOs, it has also faced challenges related to isolating and prioritizing contingencies. Nevertheless, ongoing revisions and developments in the theory

are enhancing its applicability across diverse organizational contexts. Recognizing the role of Contingency Theory in HR planning is essential for NGOs as they endeavor to optimize their workforce and fulfill their missions within an ever-changing operational landscape.

## **2.3 Empirical Review**

### **Introduction**

In Friedman's work from 2019, the assertion is made that human resource planning assumes a pivotal role as the bedrock upon which all human resource management activities are constructed. It can be construed as the linchpin process within the domain of human resource management. When contextualized within the sphere of non-governmental organizations (NGOs), the practice of human resource planning becomes subject to the multifaceted influence of numerous factors that significantly impact its execution and outcomes. In the subsequent discussion, we will delve deeper into these influencing factors, examining their nature and implications for human resource planning within NGOs.

#### **2.3.1 Technological Changes**

Both for-profit and nonprofit organizations have recognized the pivotal role played by Human Resources (HR) in their success, prompting a heightened emphasis on the development of this field. Extensive research has illuminated the profound impact of technology adoption within these organizations on HR practices and processes. Human resource planning and management technology, broadly defined as the application of technology to attract, recruit, retain, and manage a proficient workforce while supporting various HR functions, serves as a comprehensive term encapsulating the software and hardware employed by HR professionals across diverse firms to automate HR operations

within organizations (Alsaadat, 2019). The applications of HR technology encompass a wide array of domains, including grant management, travel and expense management, talent acquisition and management, employee payroll and compensation, performance management, workforce analytics, and benefits administration (Syombua, 2018).

Kiran's (2015) research on the transformation of Human Resources through Technology has concluded that the integration of technology into various human resource management processes has led to improved ease and efficiency for HR professionals in collecting, organizing, and presenting information in a user-friendly format. Additionally, it facilitates enhanced communication between HR professionals and employees, simplifying engagement in HR planning. As a consequence of the widespread adoption of HR technology and online applications, the practice of HR planning and management has evolved significantly in many organizations, including Non-Governmental Organizations (NGOs). NGOs have increasingly embraced sophisticated HR technology, such as Human Capital Management tools, which allows them to treat employees as valuable assets, akin to financial resources and capital.

Johnson et al. (2016), in their study on the evolution of the field of human resource information systems, emphasize the impact of technology on recruitment, a critical HR function. They underscore that technology empowers recruiters to enhance their organizational efficiency and effectiveness. Furthermore, technology aids in strategic planning and onboarding of new hires by HR practitioners. Particularly for NGOs, which often operate in diverse geographical areas, technology proves advantageous by providing authorized personnel with remote access to company information and training programs.

This eliminates the need for trainers to conduct in-person onboarding sessions for every new hire.

Yuvaraj and Suganthiya (2021) have conducted research on the incorporation of technology in Human Resource Management and found that it has yielded both positive and negative outcomes. On the positive side, it has significantly improved efficiency, granting companies a competitive advantage. However, the negative impact arises from the considerable maintenance costs and the reduction in face-to-face interactions, potentially affecting workplace relationships. Niaz (2020) also highlights the automation of certain HR processes as a result of technology adoption, allowing HR professionals to allocate more time to the development and retention of the organization's human resources. She emphasizes that innovation is a crucial pillar of business success, and a company's adoption of HR technology demonstrates its embrace of technological advancements.

Makembo and Oluoch's (2018) research into the effects of Human Resource Information System (HRIS) usage on HR roles, specifically in the telecommunications sector in Kenya, noted that over the last decade, Kenyan companies have made concerted efforts to keep pace with global trends in HR technology adoption. The health sector in Kenya stands out as a leader in the use of HRIS in sub-Saharan Africa, significantly improving the efficiency of its payroll system and reducing the duplication of work and employees. However, while Kenyan companies have embraced HRIS, they have not entirely abandoned manual techniques. The utilization of HR technology is constrained by financial, human, and resource limitations, challenging organizations' ability to fully benefit, particularly in terms of enhancing employee performance.

### **2.3.2 Work Environment**

Creating a pleasant and conducive work environment for employees is a critical consideration for Human Resource (HR) managers engaged in Human Resource Management (HRM). NGO employees typically seek to be part of a team and company culture that is dedicated to achieving a common goal, the mission of the NGO, where they are valued by both colleagues and management. However, various environmental uncertainties can affect NGOs, including unforeseen circumstances that are beyond their control (Krishnan et al., 2016).

For instance, the COVID-19 pandemic disrupted NGO operations, compelling them to adapt their processes to comply with social distancing norms, especially given their interactions with vulnerable populations (Widing and Ahmed, 2021). Furthermore, NGOs often operate in challenging environments, such as drought-stricken areas or conflict-ridden regions, which can hinder employee recruitment and retention, as well as the fulfillment of their duties (Krishnan et al., 2016). Despite the unpredictable nature of these challenges, NGOs must be prepared to address them through the utilization of HR programs and HR planning policies. Moreover, the operations of NGOs are significantly influenced by changes in the political, social, and economic landscape. To effectively navigate these environmental uncertainties, HR managers play a crucial role in devising HR policies, including streamlined recruitment, selection, and comprehensive training and development programs. These HR managers employ various balancing mechanisms, incorporating them into HRM programs and planning processes. These mechanisms encompass succession planning, promotion channels, layoffs, flextime, job sharing, and retirement strategies, all of which aim to mitigate the impact of uncertainties (Tsuma and Kanda, 2017).



Wane (2016), in her study on employee retention within International Non-Governmental Organizations (NGOs) in Kenya, observed that employees in NGOs often experience concerns regarding job security due to the contractual nature of their employment. Consequently, many NGOs have made significant investments in career development programs to enhance employee retention rates. These programs not only provide employees with opportunities for personal and professional growth but also ensure that NGOs have a qualified workforce capable of fulfilling the organization's mission. The study revealed that career development and counseling are integral components of HR policies in the majority of NGOs. However, a survey conducted to assess employee stability in the NGO sector in Chavakali highlighted that many employees in the sector tend to have relatively short tenures. The primary reasons identified for this phenomenon include the need for attractive pay and benefits packages, a leadership structure that values attentiveness and compassion, and the desire for motivational rewards (Njoroge & Nzulwa, 2019).

Furthermore, Msengeti and Obwogi (2015), in their study on the effects of pay and the work environment on employee retention within the hotel industry in Mombasa County, noted that Kenyan employees, particularly those in Mombasa, are motivated not only by financial incentives but also by other techniques. The authors concluded that employers should not only provide fair compensation but also prioritize the mental and physical well-being of their employees. Additionally, Musinya (2021), in a research study exploring the relationship between NGO employee retention and the workplace environment, observed three key factors that positively influenced employee retention rates in International Non-Governmental Organizations in Nairobi: training, career development, and work-life

balance. The findings emphasized the importance for INGOs to embrace these critical work environment practices that have the potential to enhance employee retention.

These research findings collectively underscore the intricate relationship between the work environment, including factors like organizational culture, and human resource planning within non-governmental organizations. They reveal the multifaceted nature of HR challenges in NGOs and the importance of addressing these challenges through comprehensive HR policies and practices.

### **2.3.3 Government Legislation**

Gachie (2016), in a study analyzing local Kenyan NGOs, examined the relationship between HR policies and employee satisfaction. The study concluded that Kenyan NGOs must adhere to specific HR policies to operate efficiently within the country. These policies encompass various components, including employee safety procedures, neutrality, code of conduct, division of roles, job descriptions, expected employee behavior, sexual harassment awareness, and confidentiality agreements. Many Kenyan NGOs require employees to sign forms indicating their understanding and agreement to abide by these HR policies, particularly the code of conduct. Moreover, for NGOs to operate legally in Kenya, they must formulate a constitution outlining managerial roles and responsibilities, facilitating HR departments' efforts to source suitable candidates for job vacancies.

The Kenya Human Rights Commission emphasizes the importance of compliance with various laws governing employment within Kenya. These laws include The Employment Act, which protects workers' rights and opposes child labor; the Labor Relations Act, which governs trade unions; the Occupational Safety and Health Act, ensuring employee safety; and the Workers Injury Benefit Act, governing compensation for employee injuries. HR

professionals in Kenya are obligated to adhere to these laws throughout the employee lifecycle, from recruitment to development and retention (Kenya Human Rights Commission).

The evolution of NGO governance in Kenya has seen the government establish the NGO Coordination Board, which regulates NGOs in Kenya, including their HR practices and policies. Prior to the 1990s, NGO operations were primarily governed by agreements with the Kenyan government or individual legislations (David, 2017). However, the formation of the NGO Coordination Board introduced a comprehensive framework for NGOs to follow, including HR practices and policies.

According to Njoroge and Nzulwa (2019), NGOs' operations within Kenya are subject to government regulation, with The Societies Act, Cap 108, governing service-providing entities. NGOs must undergo complete registration with the NGO coordination laws and abide by relevant government legislations to operate lawfully within the country.

In Kenya, employees' rights are protected by various laws passed by the government. The Breastfeeding Mothers Clauses Bill of 2019, for example, safeguards the rights of working mothers. Employers are required to provide written documents outlining the organization's Code of Conduct and other HR policies to employees before employment, ensuring their contractual entitlements are clear. Termination policies are also regulated to prevent unfair terminations, contributing to employee job security (Silvana, 2019).

Randstad (2020) highlights the evolving landscape of legislative action in response to emerging issues in employer-employee relationships, such as remote working, pay parity, data protection, workplace discrimination, and worker classification. HR professionals and organizations are required to adhere to and implement relevant regulations and legislations

to avoid potential repercussions, including damage to reputation and financial consequences. Understanding the jurisdiction governing their operations is crucial for HR professionals to apply the relevant laws effectively.

In Uganda, NGOs benefit from a comprehensive document outlining labor laws and legislations applicable to the sector, providing guidance for employees and organizations to navigate labor-related issues (Chapter Four, 2017).

However, Musinya (2021) emphasizes the need for the NGO coordination board to develop improved policies and regulations that encourage NGOs to adopt practices aimed at hiring and retaining employees for extended periods. Thornthwaite and O'Neill (2021) argue that a pluralistic approach to NGO management, involving multiple bodies, can lead to confusion and ineffective regulation due to overlapping and duplication. These insights underscore the complexity and multifaceted nature of government regulations' influence on HR planning practices in Mombasa County and the importance of developing clear and effective policies in this context.

#### **2.3.4 Labor Market**

The labor market encompasses individuals with varying skills and abilities, constituting a pool of potential talent for organizations (Kluge et al., 2019). However, demographic changes, such as shifts in population, can affect an NGO's ability to attract and retain qualified employees. Population growth or decline directly influences the supply of potential hires for NGOs and may strain the educational system, impacting the quality of candidates available. The availability of labor, their skills, skill levels, and labor participation rates all influence the human resource planning process (Terziev, 2019).

Finland (2019) conducted an analysis of the labor market in Kenya using big data and found that the Kenyan education system, particularly universities, equips students with skills that align with current labor market demands. However, Magawi et al. (2021) emphasized that despite the education system imparting skills, there can be a mismatch between curriculum and market demands. Theoretical nature of lessons often results in a lack of practical experience. Brown and Obosi (2021) noted that Kenyan employers, across various sectors, increasingly value digital skills, agility, and interpersonal skills in addition to academic qualifications, recognizing the shift towards virtual workspaces.

Cheruiyot (2020) identified an increase in the availability of skilled individuals in the Kenyan labor market, but the supply outstrips demand, leading to a high percentage of unemployed skilled youth. These insights underscore the complex interplay between labor market dynamics and human resource planning in NGOs, necessitating strategies for effectively aligning available skills with organizational needs.

Schmidt (2016) highlighted the significance of human capital for NGOs and their efforts to attract skilled individuals through attractive remuneration and benefits packages. Hacker et al. (2017) noted Kenyans' positive view of volunteering, particularly in Mombasa, driven by a cultural emphasis on community assistance. Einolf and Yung (2018) highlighted that many NGOs operate on a grant-to-grant basis, necessitating flexible employment practices. A labor market comprising individuals with higher education and skills is more likely to provide skilled volunteers. Mikołajczak (2021) observed a trend toward flexible employment practices among NGOs, reducing the reliance on full-time employees. Heder et al. (2018) stressed the need for effective workforce management techniques due to significant labor market changes.

Abrokwah et al. (2018) conducted a study on recruitment and selection practices in NGOs in Ghana, concluding that these organizations recruit with the goal of enhancing organizational performance. Recruitment and selection processes are geared toward identifying individuals with the skills and qualities needed for growth. Additionally, human capital and employee commitment levels (affective, normative, and continuous) play intrinsic roles in driving NGO performance.

Ferreira et al. (2017) explored the challenges of employee retention faced by NGOs. These organizations primarily employ individuals on a project basis, making it challenging to provide stable employment opportunities. The transient nature of staff roles also complicates the planning of employee training and development. Furthermore, working conditions in NGOs may be unattractive, requiring the organizations to employ extreme measures to mitigate occupational hazards.

These findings demonstrate the multifaceted relationship between labor market dynamics and human resource planning in NGOs, emphasizing the need for adaptive strategies to align talent with organizational needs in this context.

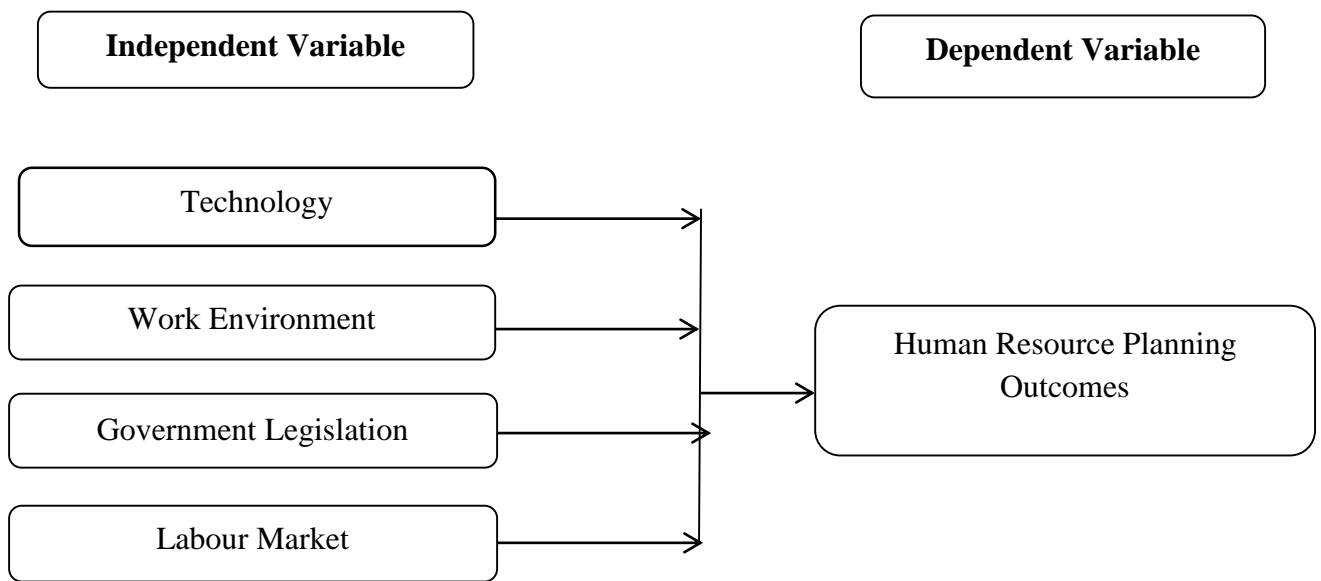
## **2.4 Conceptual Framework**

A conceptual framework serves as a written or visual representation of the key concepts, constructs, or variables and their proposed relationships. It provides a structured and coherent framework for a study, drawing from existing literature and personal experiences, presented in a logical and sequential manner. The conceptual framework helps to elucidate the study's concepts and their interrelationships, offering a context for interpreting study findings and facilitating theory development applicable to practice.

In this study, the conceptual framework (Figure 1) illustrates the researcher's conceptualization of the relationships among the variables examined. The study investigates the factors influencing human resource planning (dependent variable) within NGOs located in Mombasa County, with four independent variables: the impact of technology utilization, the effect of the work environment, the influence of labor legislation, and the role of the labor market.

**Figure 2.1:**

***Conceptual Framework***



**Source: Researcher, 2022**

**Technology**

Technology plays a crucial role in human resource planning within non-governmental organizations (NGOs). It enables them to optimize their HR processes, increase efficiency, and make well-informed decisions regarding their workforce. By leveraging technology,

NGOs can expand their reach during the recruitment and talent acquisition phase. Online job portals, social media platforms, and applicant tracking systems (ATS) enable NGOs to effectively advertise job openings, receive applications, and efficiently screen and shortlist candidates. Furthermore, technology facilitates data management and analytics, allowing NGOs to store and analyze HR-related data. This includes employee records, performance tracking, and training and development initiatives. By leveraging these insights, NGOs can identify trends, forecast future workforce needs, and make strategic decisions to effectively manage their talent pool.

### **Work environment**

The work environment plays a crucial role in human resource planning for non-governmental organizations (NGOs). It encompasses various factors that impact employee engagement, satisfaction, and productivity. NGOs need to create a supportive and inclusive work environment that fosters collaboration, innovation, and a sense of purpose. This involves providing opportunities for professional growth and development, promoting work-life balance, ensuring fair and transparent policies, and cultivating a culture of diversity and inclusion. By prioritizing the work environment, NGOs can attract and retain top talent, enhance organizational effectiveness, and effectively align HR strategies with the mission and goals of the organization.

### **Government legislations**

Government legislations play a critical role in shaping human resource planning for non-governmental organizations (NGOs). NGOs must navigate and comply with various legal frameworks, including labor laws, employment regulations, and non-discrimination laws, among others. These regulations govern areas such as recruitment practices, employment



contracts, working hours, minimum wage, benefits, health and safety standards, and protection against discrimination and harassment. NGOs need to stay abreast of these laws, ensure compliance, and develop HR policies and procedures that align with legal requirements. By adhering to Government legislations, NGOs can create a fair and equitable work environment, protect the rights of employees, and mitigate legal risks, ultimately contributing to the organization's reputation, sustainability, and mission-driven impact.

### **Labour market**

The labor market exerts a significant influence on human resource planning in non-governmental organizations (NGOs). Understanding the dynamics of the labor market is crucial for NGOs to attract, recruit, and retain qualified and diverse talent. NGOs need to analyze market trends, such as supply and demand for specific skills, prevailing wages, and emerging job roles, to effectively plan their workforce needs. Additionally, NGOs must consider external factors, such as competition from other organizations, changes in demographics, and evolving employment laws, which can impact their ability to attract and retain talent. By staying attuned to the labor market, NGOs can develop strategic recruitment strategies, offer competitive compensation packages, and implement talent retention initiatives to meet their organizational objectives and navigate the evolving landscape of the labor market.

### **Human Resource Planning**

Human resource planning in non-governmental organizations (NGOs) involves strategic and systematic processes to effectively manage the organization's human capital. It encompasses activities such as recruitment, talent acquisition, training and development,

performance management, and employee engagement. NGOs must align their human resource planning with the organization's mission, goals, and values, ensuring they have the right people with the right skills in the right positions. This includes forecasting future workforce needs, identifying skill gaps, implementing strategies to attract and retain top talent, and fostering a positive work environment that promotes employee well-being and productivity. Effective human resource planning in NGOs contributes to organizational effectiveness, enhances the impact of the organization's work, and enables the achievement of their social and humanitarian objectives.

**Table 2.1:*****Operational Framework***

<b>Variable</b>	<b>Type of Variable</b>	<b>Measuring Indicator</b>
Technology	Independent	<ul style="list-style-type: none"> <li>- Knowledge</li> <li>- Systems</li> <li>- Literacy</li> <li>- Performance</li> <li>- Competitive Advantage</li> </ul>
Working Environment	Independent	<ul style="list-style-type: none"> <li>- Hygiene</li> <li>- Motivation</li> <li>- Communication</li> <li>- Leadership Skills</li> <li>- Employee Skill Development</li> </ul>
Government legislations	Independent	<ul style="list-style-type: none"> <li>- Organizational Policies</li> <li>- Government Laws</li> <li>- Employee Welfare</li> <li>- Culture</li> <li>- Organizational Structure</li> </ul>
Labour Market	Independent	<ul style="list-style-type: none"> <li>- Skills</li> <li>- Location</li> <li>- Supply and Demand</li> <li>- Customer Satisfaction</li> <li>- Time</li> </ul>
Human Resource Planning	Dependent	<ul style="list-style-type: none"> <li>- Performance</li> <li>- Strategic Management</li> <li>- Remuneration</li> <li>- Placement</li> <li>- Utilization of Resources</li> </ul>

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter furnishes an extensive insight into the research methodology utilized for this study. It encompasses several critical components, including the research design, target population, sampling procedure, research instruments, data collection methodology, the assessment of research instrument reliability and validity, as well as the data analysis tools to be applied. Each of these constituent elements will be meticulously expounded upon, with the intent of affording a thorough comprehension of the methodology underpinning this research endeavor.

#### **3.2 Research Design**

The research design serves as the overall strategy employed by researchers to ensure the integration of various study elements in a coherent and logical manner, making it understandable to the audience (Wright et al., 2016). It effectively addresses the research problem and provides a blueprint for data collection, measurement, and analysis. Additionally, it specifies the data sources, data collection and analysis techniques, sampling tools and strategies, as well as the ethical considerations and constraints encountered in the study (Saunders et al., 2015).

This study will adopt a quantitative research design, specifically a descriptive research design. The primary objective of using a descriptive research design is to understand and report the current state of affairs within the study context (Mugenda & Mugenda, 2003). According to Lambert and Lambert (2012), descriptive research aims to describe the

object of study in its natural state at present. In this study, the main objective is to identify and analyze the factors influencing human resource planning in non-governmental organizations (NGOs), focusing specifically on those operating in Mombasa County, Kenya.

### **3.3 Target Population**

The target population in the study referred to a group of individuals or institutions sharing common characteristics that were of interest to the researcher (Cooper & Schindler, 2006). In the context of this study, the target population consisted of non-governmental organizations located in Mombasa County. These Non-Governmental Organizations were the focus of investigation to understand the factors that influenced human resource planning within their specific context.

This was a case of a full census since it involved all categories of Non-Governmental Organizations, including Community-based, National, and International (Private and Public). The focus was on the 125 Non-Governmental Organizations found in Mombasa, which, according to NGOs Directory (2021) sector report, made up 3% of the active Non-Governmental Organizations in Kenya, totaling 4194 NGOs. The study specifically targeted the human resource managers, employee representatives, community representatives, Board Managers, and the legal representatives of the Non-Governmental Organizations, particularly those with experience in dealing with human resource planning in the Non-Governmental Organizations setting.

**Table 3.1:****Target Population**

S/No	NGOs	Categories						
			No of Organizations	HR Managers	Employee Representatives	Community Representatives	Board Managers	Legal Advisers
1.	Community Based	Humanitarian NGOs	<b>58</b>	51	1	1	1	1
		Church Based	<b>13</b>	12	1	-	-	-
		Service Delivery NGOs	<b>9</b>	8	1	1	-	-
2	International	Human Rights	<b>16</b>	13	2	-	3	1
		Global Health	<b>3</b>	2	-	1	-	-
		Research & Policy	<b>9</b>	6	1	1	1	-
3	National	Advocacy	<b>13</b>	5	2	-	1	1
		Development	<b>3</b>	2	-	1	1	-
		Environment	<b>1</b>	1	1	1	-	-
<b>TOTALS</b>			<b>125</b>	<b>100</b>	<b>9</b>	<b>6</b>	<b>7</b>	<b>3</b>
<b>RESPONDED</b>			<b>(92)</b>	<b>74</b>	<b>7</b>	<b>4</b>	<b>5</b>	<b>2</b>

Source: Compiled by the researcher (2022)

**3.4 Sampling Size and Sampling Procedure**

Sampling refers to the process of selecting a subset of cases from the entire population under study (Bhardwaj, 2019). It involves the selection of specific elements that will be representative of the larger population, enabling the researcher to make inferences about

the entire population. In this study, the simple random sampling technique will be employed to select a sample from the target population discussed earlier.

Simple random sampling involves randomly selecting a subset of individuals or elements from the entire population in such a way that each individual or element has an equal chance of being chosen. This method is ideal when the population is relatively small and homogeneous because it ensures that your sample is representative of the population as a whole.

In this study, the homogenous study population consists of HR professionals in the NGO sector in Mombasa County who have been involved in HR planning in the sector.

By employing the simple random sampling technique, the researcher will ensure the inclusion of HR professionals from different NGOs in Mombasa County, taking into account their unique characteristics and contribution to the research objective. This sampling approach enhances the representation and generalizability of the findings to the target population.

This sampling approach not only enhances the feasibility of data collection but also allows for a more focused and efficient study. It ensures that the selected sample is representative of the larger population in Mombasa County, increasing the likelihood of obtaining valuable insights and meaningful findings. For this study, the sample frame for this research will be acquired from the NGO Coordination Board.

### **3.5 Data Collection Instruments**

In this research, closed-ended questionnaires were employed as research instruments. The researcher had opted for self-administered questionnaires for selected respondents to

gather data for the study. As suggested by Taherdoost (2016), a questionnaire served as a valuable tool, allowing researchers to collect data and measure specific perspectives or variables effectively. The questionnaire had been thoughtfully designed to align with the research objectives and the variables under investigation. It's worth noting that during the pilot study, the option of using closed-ended questionnaires instead of interviews was introduced. This adjustment was made because some respondents expressed concerns about potential identification during the piloting process, and the use of questionnaires offered a more anonymous approach.

### **3.5.1 Reliability of Instruments**

The reliability of a research instrument pertained to the consistency and stability of measurement results when the instrument was used repeatedly. Noble and Smith (2015) had described reliability as a characteristic of measurement that yielded consistent outcomes across different instances of measurement. To ensure the reliability of the study, the researcher had analyzed the data collected from the questionnaires and compared it with already identified themes for the study. In enhancing the reliability, the researcher had designed and used research instruments that contained simple, unambiguous, logical, and comprehensive questions.

To ensure reliability in this study, the research instrument had been pilot-tested on a small sample of participants. This pilot test had assessed the clarity and comprehensibility of the questionnaire items, as well as the participants' understanding of the response scale. Based on the feedback received, necessary adjustments and refinements had been made to improve the reliability of the instrument.



The pilot study had involved the testing of the questionnaire on a randomly selected group of twelve Kilifi NGOs, which had accounted for approximately 10% (10% \* 125) of the total sample size. According to Mugenda and Mugenda (2003), successful piloting accounted for approximately 1% to 10% of the total sample size considered in the study. To assess the reliability of the pre-reliability test, the researchers had employed the Cronbach Alpha coefficient. According to Zinbarg et al. (2016), by examining a sample of data and utilizing Cronbach Alpha, an unbiased estimation of data generalization could be obtained.

### **3.5.2 Validity of Instruments**

The validity of the research instrument was crucial in ensuring accurate and meaningful conclusions in this study. As noted by Heale and Twycross (2015), instrument validity referred to the extent to which a research instrument accurately measured the intended object or construct. In this study, the validity of the collected data was ensured through a rigorous process that involved consultation with professionals in the HR field as well as supervisors in the NGOs who acted as conflict experts. They carefully reviewed the research documentation, assessed the relevance of the research questions, and compared them against the research objectives, thus enhancing the validity of the instrument.

By employing a comprehensive approach that addressed validity and reliability, this study enhanced the accuracy and consistency of the collected data. This, in turn, supported the generation of robust and dependable findings, leading to more meaningful conclusions regarding the factors that influenced human resource planning in NGOs.

### **3.6 Data Collection Methods**

To ensure a smooth and ethical data collection process, the researcher will follow necessary protocols and obtain the required permissions. An introductory letter will be obtained from Kenya Methodist University, and a research permit will be acquired from The National Commission for Science, Technology & Innovation (NACOSTI). These documents will grant the researcher the authority to conduct research on NGOs in Mombasa County. Questionnaires will be distributed to the respondents using a method that is convenient and accessible to them.

Overall, the questionnaire will serve as a reliable and efficient means of gathering the necessary data to address the research questions and achieve the objectives of the study. By utilizing a Likert scale and closed-ended questions, the questionnaire will provide a standardized framework for participants to express their opinions and perceptions regarding the factors influencing human resource planning in NGOs. This approach ensures consistency and allows for systematic data analysis, enabling the researcher to derive reliable conclusions and insights from the collected data.

According to, Davis (2020) there must be protocol in ensuring consent is given to the researcher for collection of data. The researcher will ensure that she will seek informed consent and obtain it from the respondent to the questionnaires by the researcher. This consent must be obtained voluntarily and without pressure of any kind. The researcher must ensure that they have explained clearly the objectives of the study to the respondents. Once informed consent has been obtained, it is crucial for the researcher to ensure that the respondents fully comprehend the purpose of the study, the type of information they will be required to provide, and how their participation can contribute to the research. Clear

communication will be established to address any questions or concerns the respondents may have.

Questionnaires were preferred since they are affordable questionnaires, easy to quantify and analyze, ensure confidentiality and keep track on those who may not return the questionnaire on time and need to be reminded. Additionally, the researcher will ensure the confidentiality of the data provided by the respondents. The anonymity of the respondents will be guaranteed by the researcher since the questionnaires will not ask for personal information. The integrity of the research process of this study will be maintained as the researcher will avoid fraud and plagiarism. The researcher will ensure that they do not out rightly copying existing studies, and they will correctly cite any information used as per the American Psychological Association (APA) referencing technique (Arifin, 2018).

According to, Smith (2022) goggle forms can be used to facilitate data collection. Hence, the researcher will send the questionnaires by use of goggle forms to the respondents through their email addresses. A schedule will be agreed upon with the respondents, taking into consideration the deadline for completing the research. This schedule will provide a timeframe within which the respondents can complete the questionnaires and submit them back to the researcher.

By utilizing email as the mode of questionnaire distribution, it ensures convenience and flexibility for the respondents, allowing them to respond at their own pace within the given timeframe. The researcher will provide clear instructions on how to complete the questionnaires accurately, and will be available to address any further queries or clarifications throughout the data collection process.

This approach aims to facilitate efficient data collection while respecting the time constraints and commitments of the respondents. It allows for flexibility and convenience in completing the questionnaires, while ensuring that the research objectives are met within the specified timeframe.

### **3.7 Methods of Data Analysis**

Data analysis, as described by Mugenda and Mugenda (2003), involved the evaluation, categorization, and tabulation of evidence to transform the collected data into relevant information through interpretation. In this study, a quantitative data analysis method was employed to analyze data collected through administered questionnaires. Both descriptive and inferential statistics were utilized to analyze the collected data, with the Statistical Package for Social Sciences software (SPSS version 24) being the tool of choice for data analysis, as specified by Selvam (2017).

The researcher meticulously reviewed the completed questionnaires to ensure their completeness, consistency, and absence of false or inconsistent data. This meticulous process aimed to maintain the quality and integrity of the collected data. Subsequently, the collected data underwent editing to rectify errors and omissions, ensuring its accuracy, completeness, and clarity. Afterward, the data was tabulated and coded, followed by a quantitative analysis that involved measures of central tendency and frequencies.

In the descriptive section of this research, frequency distributions and percentages were employed to draw relevant conclusions. The data was summarized and presented through frequency distribution tables and figures. Furthermore, correlation analysis was undertaken to ascertain the relationships between variables. Moreover, during the analysis,

various factors were considered, including the normality of the dependent variable, the existence of multicollinearity, and other inherent assumptions of the regression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y = HR Planning Outcomes (Dependent Variable)

$\beta_1, \beta_2, \beta_3, \beta_4$  = Regression Coefficients

$\beta_0$  = Constant Variable

$X_1$  = Technology

$X_2$  = Work Environment

$X_3$  = Government Legislation

$X_4$  = Labor Market

$\varepsilon$  = Error Term

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter focuses on presenting the results and discussions derived from the data collected from non-governmental organizations (NGOs) in Mombasa County, Kenya. The primary objective of the study was to identify the factors that influence human resource planning in NGOs within Mombasa County. The study was guided by four objectives as follows; to determine the influence of technology on HR planning in Non-Governmental Organizations, to determine the influence of work environment on Human Resource planning in NGOs in Mombasa County, to assess the influence of Government legislations on HR planning among NGOs and to establish the influence of labor market in HR planning among NGOs in Mombasa County.

#### **4.2 Response Rate**

Out of the targeted population of 125 respondents, a total of 92 responses were received, resulting in a response rate of 73.6%. This response rate is considered good for analysis and reporting, as stated by Mugenda and Mugenda (2012). They suggest that a response rate of 50% is adequate, 60% is generally good, and above 70% is excellent. Therefore, the response rate obtained in this study is deemed satisfactory, providing a solid basis for analysis and generalization of the findings.

#### **Evaluation of Data Collection Instrument Reliability**

To assess the internal consistency of the data collected through the research questionnaires, the reliability of the instrument was evaluated using Cronbach's Alpha. In

research studies, a Cronbach's Alpha value greater than 0.7 is considered satisfactory for reliability assessment (Mugenda and Mugenda, 2012). The results of this evaluation are presented in Table 4.1.

**Table 4.1:**

***Cronbach's Alpha for Reliability Assessments***

<b>Variables</b>	<b>Number of items</b>	<b>Cronbach's Alpha</b>
Technology	5	0.905
Work environment	5	0.742
Government Legislation	5	0.881
Labor market	5	0.822
HR planning outcomes	5	0.938

Based on the data displayed in Table 4.1, the Cronbach's alpha coefficients for the variables—technology, work environment, government legislations, labor market, and HR planning—exceeded the threshold of 0.7. This suggests that the measured constructs exhibited satisfactory reliability for the subsequent stages of analysis. It can be concluded that all the Cronbach's alpha values being greater than 0.7 further supports the reliability of the variables.

**Respondents' Demographics**

The objective of the study was to examine various demographic attributes of the respondents, including gender, position held, age bracket, and the establishment date of their respective organizations. The findings pertaining to the respondents' characteristics were presented in Table 4.2.

**Table 4.2:*****Respondents Characteristics***

<b>Demographic variables</b>	<b>Variables</b>	<b>Frequency (n)</b>	<b>Percentage (%)</b>
Gender of the Respondent	Male	42	46
	Female	50	54
Age bracket	Under 30 Years	04	04
	30-39 Years	49	53
	40-50 Years	37	40
	51-60 Years	02	03
Position held	HR Managers	77	84
	CEO's	03	03
	Others	12	13
Organization established date	1924-1934	01	01
	1935-1945	01	01
	1946-1956	00	00
	1957-1967	00	00
	1968-1978	03	03
	1979-1989	04	04
	1990-2000	30	33
	2001-2012	37	40
	2013-2023	16	19
<b>Total</b>		<b>92</b>	<b>100</b>

The findings presented in Table 4.2 reveal that the majority of the respondents (54%) were female, while males accounted for 46% of the total participants. This distribution of gender suggests that there were more women employed in the non-governmental organizations (NGOs) sector compared to men in Kenya. It further suggests that the NGO sector has a stronger representation of women. Additionally, the results indicate that a significant majority of the respondents (84%) held positions as HR managers.

This means that the HR manager's workforce, employee representatives, community representatives, auditors, management board representatives and legal representatives in this sector who poses the much needed experience and exposure to stir the sector are



enough to take these organizations to the highest level. The results further indicate that most of the non-governmental organizations were formed between the year 1990-2000 (n=30, 33%), 2001-2012 (n=37, 40%) and 2013-2023 (n=16, 19%).

These findings suggest that the period between 1990 and 2023 witnessed economic stability, facilitating the establishment of non-governmental organizations in Mombasa County, Kenya. Additionally, the study discovered that a majority of the respondents (n=49, 53%) fell within the age range of 30 to 39 years old.

### **4.3 Extent of factors influencing human resource planning outcomes.**

Descriptive analysis was conducted to assess the state of technology, work environment legislations and regulations, labor market, and human resource planning in non-governmental organizations (NGOs) in Mombasa County, Kenya. The establishment of these factors was evaluated through tables, providing a comprehensive overview of their status within the NGOs.

#### **4.3.1 Technology**

To examine the influence of technological advancements, on the process of human resource planning within non-governmental organizations operating in Mombasa County, respondents were asked to provide their input on five different aspects of technology within their respective organizations. The analyzed results of the respondents' data regarding the extent of technology in non-governmental organizations in Mombasa County, Kenya are presented in Table 4.3.

**Table 4.3:*****Technology***

<b>Technology</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
The knowledge of integration of Human Resource Information System (HRIS) within HR planning has positively impacted the organization's stability.	92	4.7500	.43644
Human Resource planning through well outlined duties and responsibilities has enabled a great increase in level of literacy among the employees	92	4.7031	.46049
The use of HRIS in human resource planning clearly outlines the expected performance of the employees of an organization	92	4.6719	.47324
Performance of the employees has been on an upward trend through introduction of Technology under marked by Human resource planning	92	4.7187	.41246
An organization achieves a higher competitive advantage by the introduction and use of technology	92	4.7031	.46049

Based on the majority of the respondents' agreement, it can be inferred that there is a significant influence of technology on HR planning in NGOs located in Mombasa County, Kenya. These findings align with a separate study conducted by Kiran (2015) on the transformation of Human Resource through Technology. Kiran's study concluded that incorporating technology into various human resource management processes has facilitated easier and more efficient data collection, collation, and presentation, thereby enhancing the overall effectiveness of HR professionals.

The aspect of technology that received the highest mean (M=4.7500, SD=0.43644) in terms of its impact on HR planning is "The knowledge of Human Resource Information System in HR Planning has enhanced stability of the organization." On the other hand, the lowest mean (M=4.6719, SD=0.47324) was observed for another aspect of technology. This indicates that the management of these non-governmental organizations placed a

greater emphasis on the knowledge of Human Resource Information System in HR Planning, recognizing its significant contribution to enhancing organizational stability.

Based on these results shown in table 4.3, the study reveals that there is a strong extent of influence of technology (M=4.70936, SD=0.448624) on HR planning in NGOs in Mombasa County in Kenya.

#### **4.3.2 Work Environment**

To examine the influence of the work environment, on human resource planning within non-governmental organizations (NGOs) that operate in Mombasa County, the researcher sought feedback from respondents representing these organizations. Participants were invited to share their perspectives on three specific attributes associated with the work environment. The analyzed data collected from the respondents is presented in Table 4.4, providing insights into the extent of the work environment's influence on HR planning within NGOs in Mombasa County, Kenya.

**Table 4.4:**

#### ***Work Environment***

<b>Work Environment</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
Through Human resource planning, motivation of employees has affected the productivity and working relations positively	92	4.7903	.43644
The level at which the management through human resource planning factors the importance of work life balance for the employees is	92	4.7569	.40551
How would you rate the communication process of your organization	92	4.5156	.50371

Based on the majority agreement among respondents, it can be concluded that there is a significant influence of the work environment on HR planning in NGOs located in Mombasa County, Kenya. These findings align with a separate study conducted by Wane

(2016) in a different setting. Wane's research on employee retention in International Non-Governmental Organizations in Kenya highlighted that employees in NGOs often exhibit concerns about job security due to the contractual nature of their work. This suggests that the work environment plays a crucial role in shaping HR planning strategies and employee perceptions within NGOs. Hence most of these Non-Governmental Organizations have invested in career development programs for their employees to increase the rates of employee retention. These programs not only enhance the skills of employees, but they also ensure that NGOs have a qualified workforce capable of fulfilling the organization's mission. The study also revealed that career development and counseling are integral components of HR policies in the majority of NGOs.

Regarding the frequency of organizational training and workshops, the study found that a significant number of respondents (n=35, 38%) reported their organizations planning such events bi-annually, while (n=33, 36%) reported quarterly planning, and (n=18, 20%) indicated that there is a systematic plan in place for training and workshops. These results demonstrate that NGOs are actively implementing structured training and development programs for their employees. Further, the study found out that the rate of the communication process of non-governmental organization in Mombasa County with majority (n=62, 67%) indicating effective, (n=16, 17%) indicating prompt while the rest indicated poor, slow or average.

Among the various aspects of the work environment, "Through Human resource planning, motivation of employees has affected the productivity and working relations positively" received the highest mean (M=4.7903, SD=0.43644), indicating a strong agreement among respondents. On the other hand, the lowest mean (M=4.5156, SD=0.50371) was

observed for the aspect of the communication process. These findings clearly demonstrate that in these non-governmental organizations, Human resource planning and the motivation of employees have had a positive impact on productivity and working relations.

Going by these results in Table 4.4, the study revealed that there was strong extent of work environment with the highest mean of (M=4.6876, SD= 0.448553) on HR planning in NGOs in Mombasa County in Kenya.

### **4.3.3 Government Legislation**

This research study aimed to investigate the influence of government legislations, both at the national and local levels, on the human resource planning practices of non-governmental organizations (NGOs) operating in Mombasa County. Respondents were solicited to offer their insights on five distinct aspects associated with these government legislations. The analyzed data, reflecting the extent of influence exerted by government legislations on HR planning in NGOs situated in Mombasa County, Kenya, is presented in Table 4.5.

**Table 4.5:**

***Government Legislation***

<b>Government Legislation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
In HRP the culture of registration of a Non-governmental organization should be done through the NGO Coordination board	92	4.8125	.58757
Job security is one aspect to ensure welfare of employees in an organization by virtue of having organizational policies	92	4.3594	.65143
What relationship does the organizational structure have with clarification of division of roles and other HR functions that are captured in the organization policy	92	3.8281	1.21570
An outlined constitution on managerial roles in the organization policy makes it easier for the HR department to undertake HR planning process	92	4.3333	.60276
HR professionals through HR planning process should comply with all the Government laws	92	3.3750	1.51710

Based on the study results presented in Table 4.5, it is evident that a majority of the respondents agreed on the existence and impact of government legislature on HR planning in NGOs located in Mombasa County, Kenya.

These results are supported by the results of Randstad (2020) who in their article on the effect of legislative action on talent management posited that as the world evolves and new issues start to arise in regard to employer employee relationships, countries are now passing new legislations and regulations to mitigate them. Such issues include; remote working, pay parity, data protection, workplace discrimination, and worker classification. The author further states that HR professionals and organizations in general have to ensure they follow and implement all relevant regulations and legislations to prevent consequences such as reputation damage and financial consequences..

Among the various aspects of government legislature, the aspect of "In HRP, the culture of registration of a Non-governmental organization should be done through the NGO Coordination board" obtained the highest mean ( $M=4.8125$ ,  $SD=0.58757$ ), indicating its utmost importance in HR planning within NGOs in Mombasa County, Kenya. The study findings also indicated a strong extent of HR planning in NGOs in Mombasa County, Kenya, with a high mean ( $M=4.14166$ ,  $SD=0.914912$ ) demonstrating the significance and emphasis placed on HR planning within these organizations.

#### **4.3.4 Labor Market**

The study aimed to investigate how the dynamics of the labor market, encompassing factors such as labor supply and demand, wage structures, and employment trends, influence human resource planning in non-governmental organizations (NGOs) situated in Mombasa County. Additionally, the research further focused on assessing the influence of the labor market on HR planning in NGOs located in Mombasa County, Kenya. To gather relevant information, respondents were requested to provide their insights on three specific aspects of the labor market within their respective organizations. The analyzed data, presenting the extent to which the labor market influences HR planning in NGOs in Mombasa County, Kenya, is presented in Table 4.6

**Table 4.6:**

***Labour Market***

<b>Labor Market</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Customer satisfaction is an end goal of an organization in relation to recruitment and selection of individuals	92	3.3281	.96040
Retaining of employees is a challenge especially on placement and location of the organization in relation to human resource planning	92	4.6094	.49175
Time frame for training and development of employees is a challenge especially when it is narrowed down to the specific roles given	92	4.3125	.53080

Based on the findings presented in Table 4.6, it is evident that a majority of the respondents agreed on the existence and impact of the labor market on HR planning in NGOs located in Mombasa County, Kenya. These results align with a recent labor market assessment conducted by Brown and Obosi (2021) in Kenya. Brown and Obosi noted that employers across various sectors are increasingly recognizing the shift towards working in the virtual space as the new norm. These findings further support the notion that the labor market has a significant influence on HR planning in NGOs in Mombasa County, Kenya. This means that they now realize the importance and need for potential hires to have digital skills, demonstrated agility and interpersonal skills in addition to possessing the relevant academic credentials.

Moreover, the study found that “Retaining of employees is a challenge especially on placement and location of the organization in relation to human resource planning” as an attribute of labor market received the highest mean ( $M=4.6094$ ,  $SD=0.49175$ ) compared to other attributes implying that management has discovered that retaining of employees



is a challenge especially on placement and location of the organization in relation to human resource planning.

#### **4.3.5 Human Resource Planning**

In order to assess the extent of HR planning in NGOs in Mombasa County in Kenya, respondents were asked to respond on four factors of NGOs in Mombasa County in Kenya they represent. Table 4.7 presents these results of analysis of data from the respondents regarding the extent of HR planning in NGOs in Mombasa County in Kenya.

**Table 4.7:**

***HR Planning Outcomes***

<b>HR Planning Outcomes</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Human resource planning is a key factor in strategic management	92	4.5781	.49776
Optimum utilization of resources is ensured by the practice of human resource planning	92	3.9062	.83035
Distractions and unplanned emergencies greatly affect the performance of NGOs and can only be handled by having the HR planning aspect in place	92	3.8737	.54736
HRP is a determinant in placement of resources in the organization	92	3.7031	1.41061

From these results in table 4.7 it is evident that NGOs planning their human resource systems enjoys the outcome of effective HR planning, this was so because the aspect of Human resource planning is a key factor in strategic management scored the highest mean (M= 4.5781, SD = 0. 49776). From these results, the researcher therefore concludes that there is strong influence of HR planning (M= 4.015275, SD =0. 82152) in NGOs in Mombasa County in Kenya.

#### 4.4 Factors influencing human resource planning in non-governmental organizations

The objective of this study was to identify the factors that have an influence on human resource planning within non-governmental organizations (NGOs) in Mombasa County, Kenya. Table 4.8 displays the bivariate correlation results between HR planning factors (Technology, Work Environment, Government Legislature, and Labor Market) and human resource planning in NGOs in Mombasa County, Kenya

**Table 4.8:**

##### *Bivariate Correlation*

		<b>Human Resource Planning Outcomes</b>
<b>Technology</b>	Pearson Correlation	.646**
	Sig. (2-tailed)	.000
	N	92
<b>Work Environment</b>	Pearson Correlation	.511**
	Sig. (2-tailed)	.000
	N	92
<b>Government Legislation</b>	Pearson Correlation	.647**
	Sig. (2-tailed)	.000
	N	92
<b>Labor Market</b>	Pearson Correlation	.704**
	Sig. (2-tailed)	.000
	N	92
<b>HR Planning</b>	Pearson Correlation	1
	Sig. (2-tailed)	
	N	92

**The following were the research questions for this research study:**

**Research Question 1: To what extent does the utilization of technology influence the process of human resource planning within non-governmental organizations operating in Mombasa County?**

The results presented in Table 4.8 demonstrate a strong positive correlation coefficient of 0.646 between technology and HR planning in NGOs located in Mombasa County, Kenya, which is statistically significant ( $p < 0.05$ ). This indicates that there is a significant positive relationship between the use of technology and HR planning in these NGOs. These findings are consistent with the conclusions drawn by Kiran (2015) in their study on the transformation of Human Resource through Technology. Kiran's study highlighted that the incorporation of technology in various human resources management processes has facilitated HR professionals in efficiently collecting, organizing, and presenting information in a comprehensible format.

**Research Question 2: In what ways does the work environment, including factors such as organizational culture and physical workspace, affect the human resource planning in non-governmental organizations operating in Mombasa County?**

Additionally, the results reveal that work environment exhibits a strong positive correlation coefficient of 0.511, which is statistically significant ( $p < 0.05$ ), with HR planning in NGOs in Mombasa County, Kenya. This indicates that there is a significant positive relationship between the work environment and HR planning in these NGOs. This finding aligns with the research conducted by Musinya (2021), who investigated the relationship between employee retention and the workplace environment in International Non-Governmental Organizations in Nairobi. Musinya's study identified training, career

development, and work-life balance as the main factors that positively influenced employee retention rates in these organizations. These findings highlight the importance of implementing critical work environment practices that have the potential to positively impact employee retention rates in NGOs.

**Research Question 3: How do the influence of government legislations, both at the national and local levels, shape the human resource planning practices of operating in Mombasa County?**

Furthermore, the results demonstrate that Government Legislations exhibits a strong positive correlation coefficient of 0.647, which is statistically significant ( $p < 0.05$ ), with HR planning in NGOs located in Mombasa County, Kenya. This indicates that there is a significant positive relationship between the Legislation & Regulatory Framework and HR planning in these NGOs. This implies that Legislation & Regulatory Framework has a strong positive correlation coefficient on HR planning in NGO's in Mombasa County, Kenya. This findings is in agreement with the findings of Randstad (2020) in their article on the effect of legislative action on talent management posited that as the world evolves and new issues start to arise in regard to employer employee relationships, countries are now passing new legislations and regulations to mitigate them. Such issues include; remote working, pay parity, data protection, workplace discrimination, and worker classification. The author further states that HR professionals and organizations in general have to ensure they follow and implement all relevant regulations and legislations to prevent consequences such as reputation damage and financial consequences.

**Research question 4: How do the dynamics of the labor market, including factors like labor supply and demand, wage structures, and employment trends, impact the human resource planning in non-governmental organizations situated in Mombasa County?**

Finally, the results presented in Table 4.8 indicate that the labor market demonstrates a strong positive correlation coefficient of 0.704 with HR planning in Mombasa County, Kenya, which is statistically significant ( $p < 0.05$ ). This implies that there is a significant positive relationship between the labor market and HR planning in the context of Mombasa County, Kenya. This shows that labor market has a strong positive correlation coefficient on HR planning in Mombasa County, Kenya. This result is in agreement with the findings of Schmidt (2016) who in her study on the nature of Non-Governmental Organization volunteers' and employees' motivation noted that human capital is a vital resource for NGOs since they have no other major resource. Hence, they make an effort to source individuals who are skilled and the do so by having attractive remuneration and benefits packages. Further, while analyzing the perception of volunteerism in three countries Hacker, et al (2017) noted that Kenyans particularly in Mombasa have a positive view of volunteering since they are brought up with the sense of helping people in their communities.

**4.5 Influence of factors on HR planning in NGO's in Mombasa County, Kenya**

This research aimed to examine the influence of various independent variables, namely Technology, Work Environment, Legislation & Regulatory Framework, and Labor Market, on the dependent variable of HR Planning. To analyze and explain the causal relationships between these variables, a multiple linear regression analysis was conducted.

The multiple linear regression model included both the dependent variable (HR Planning) and the independent variables.

The model can be represented by the following equation:

**Equation 4.1: A Multiple Linear Regression Model One**

The multiple linear regression model for the study was as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y = HR Planning (Dependent Variable)

$\beta_1, \beta_2, \beta_3, \beta_4$  = Regression Coefficients

$\beta_0$  = Constant Variable

$X_1$  = Technology

$X_2$  = Work Environment

$X_3$  = Government Legislation

$X_4$  = Labor Market

$\varepsilon$  = Error Term

**Table 4.9:**

***Multiple Linear Regression Results***

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.780 <sup>a</sup>	.609	.591	.68623

The R-squared method is employed to evaluate the goodness of fit of a model. The coefficient of determination, denoted as R-squared, is a statistical measure utilized to gauge the accuracy of a regression line in representing actual data in regression analysis. It quantifies the proportion of variance in a dependent variable; in this case, human

resource planning that can be attributed to independent variables. According to the model summary statistics, the coefficient of determination, or R-squared, is 0.609.

The results presented in Table 4.9 indicate a significant and strong relationship ( $R=0.780$ ,  $p=0.000$ ) between the strategic alignment of Technology, Work Environment, Government Legislation and Labor Market and HR planning in Mombasa County, Kenya. This suggests that when these factors of HR Planning (Technology, Work Environment, Government Legislation and Labor Market) are effectively implemented by NGOs in Mombasa County, Kenya, they contribute to a substantial improvement of 78.0% in HR Planning outcomes.

**Table 4 .10**

*Anova Results*

<b>Validity model</b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	63.826	4	15.957	33.884	.000 <sup>b</sup>
	Residual	40.969	87	.471		
	Total	104.795	91			

In this research, the significance of the regression model was evaluated through ANOVA analysis. Statistical significance was determined if the p-value was less than or equal to the critical value (P-critical) of 0.05.

The results presented in Table 4.10 the validity of the model is supported by the statistical analysis, with a significant F-value of 33.884 ( $p=0.000$ ). This indicates that the model is valid and can be utilized for predictive purposes. At a 95% confidence level, the results demonstrate that Technology has a significant positive effect ( $B=0.745$ ,  $p=0.000$ ), Work Environment has a significant positive effect ( $B=0.375$ ,  $p=0.012$ ), Legislation &

Regulatory Framework has a significant positive effect (B=0.741, p=0.013), and Labor Market has a significant positive effect (B=1.242, p=0.000) on HR Planning in Mombasa County, Kenya.

**Table 4.11:**

***Regression Coefficient***

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized	Coefficients		
	B	Std. Error	Beta			
(Constant)	.589	.316			1.861	.066
Technology	.745	.161	.558		4.620	.000
Work Environment	.375	.146	.319		2.564	.012
Government Legislation	.741	.294	.575		2.523	.013
Labor Market	1.242	.218	1.113		5.706	.000

$$Y = 0.589 + 0.745X_1 + 0.375X_2 + 0.741X_3 + 1.242X_4 + \varepsilon$$

This means that for every unit increase in the independent variable of Technology, HR Planning improves by 74.5% (B=0.745). Similarly, for every unit increase in Work Environment, HR Planning improves by 37.5% (B=0.375). In the case of Government Legislation, HR Planning improves by 74.1% (B=0.741) for every unit increase. Lastly, for every unit increase in the Labor Market variable, HR Planning improves by 124.2% (B=1.242). These findings suggest that these factors have a substantial positive impact on HR Planning in Mombasa County, Kenya. Otherwise all independent variables (Technology, Work Environment, Government legislation and Labor Market) remaining constant HR Planning remains at constant (58.9%, B=0.589).



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.1 Introduction**

This section provides a summary of the study on factors that influence human resource planning in non-governmental organizations (NGOs) in Mombasa County, Kenya. It also presents the conclusions and recommendations derived from the study, as well as suggestions for future research areas.

#### **5.2 Summary of Findings**

##### **Technology**

The first objective aimed to investigate the extent to which the utilization of technology influences the human resource planning process within non-governmental organizations (NGOs) operating in Mombasa County. By assessing the role of technology in HR planning, this objective sought to uncover the ways in which technological advancements as well as the strategies and practices employed by NGOs in managing their human resources effectively. The majority of respondents in non-governmental organizations in Mombasa County, Kenya agreed that technology has an influence on HR planning. Specifically, the aspect of technology that received the highest mean ( $M=4.7500$ ,  $SD=0.43644$ ) was the knowledge of Human Resource Information System in HR Planning, which has been identified as enhancing the stability of the organizations. Going by these results shown in table 4.4, on the overall, the study reveals that there is a strong extent of influence of technology ( $M=4.70936$ ,  $SD=0.448624$ ) on HR planning in NGOs in Mombasa County in Kenya.

## **Work Environment**

The second objective focused on understanding how the work environment, encompassing factors like organizational culture and physical workspace, affects human resource planning in NGOs situated in Mombasa County. By examining the influence of the work environment, this objective aimed to shed light on how the conditions and culture within NGOs shape HR planning practices, ultimately contributing to a more holistic view of the factors at play in this context. The respondents agreed that there was an extent of work environment on HR Planning of NGOs in Mombasa County in Kenya. It was found that “Through Human resource planning, motivation of employees has affected the productivity and working relations positively” as an attribute of work environment had the highest mean ( $M=4.7903$ ,  $SD=0.43644$ ) compared to other work environment attributes used in this study. Going by these results, the researcher deduced that there was a strong positive extent of work environment ( $M=4.6876$ ,  $SD=0.448553$ ) on HR Planning of NGOs in Mombasa County in Kenya.

The study revealed a statistically significant positive relationship ( $r = 0.511$ ,  $p < 0.05$ ) between work environment and HR planning among NGOs in Mombasa County, Kenya. Work environment was assessed based on parameters such as hygiene, motivation, communication, leadership skills, and employee skill development. The findings indicate that a well-managed work environment has a significant impact on HR planning in NGOs. It suggests that by effectively managing the work environment, organizations can better achieve their HR planning objectives.

### **Government Legislation**

The third objective delved into the influence of government legislations and regulations, both at the national and local levels, on the human resource planning practices of NGOs in Mombasa County. It sought to explore how legal frameworks influence the HR planning strategies adopted by these organizations, emphasizing the importance of compliance with government regulations in shaping HR practices. The majority of the respondents in Mombasa County, Kenya agreed that there was a significant essence of having government legislation processes on HR planning in NGOs. Among the various aspects of Legislation, the aspect of "In HR planning, the culture of registration of a Non-governmental organization should be done through the NGO Coordination Board" obtained the highest mean ( $M=4.8125$ ,  $SD=0.58757$ ). This indicates that it is the most crucial aspect influencing HR planning among NGOs in Mombasa County, Kenya. These findings highlight the importance of adhering to the proper registration process through the NGO Coordination Board in order to effectively plan and manage HR in NGOs.

The study revealed a significant positive relationship ( $r=0.647$ ,  $p<0.05$ ) between Government legislation and HR Planning among NGOs in Mombasa County, Kenya. This suggests that government legislation have a favorable influence on HR Planning in NGOs within the county. These findings emphasize the importance of complying with legal and regulatory requirements in order to effectively plan and manage human resources in NGOs. It indicates that a strong adherence to government legislation framework can contribute to the successful implementation of HR Planning strategies in NGOs operating in Mombasa County, Kenya

### **Labor Market**

The fourth objective sought to investigate how the dynamics of the labor market, including factors like labor supply and demand, wage structures, and employment trends, influence human resource planning in NGOs located in Mombasa County. By examining the influence of the labor market, this objective aimed to elucidate the ways in which external labor market conditions shape the recruitment, retention, and overall HR planning strategies within the NGO sector in this region. The study discovered that a majority of the respondents acknowledged the influence of the labor market on HR Planning among NGOs in Mombasa County, Kenya. Additionally, the findings revealed that the retention of employees posed a challenge, particularly concerning the placement and location of the organizations in relation to human resource planning. This suggests that the labor market dynamics and the strategic placement of NGOs have an impact on HR Planning, specifically in terms of attracting and retaining qualified employees. Addressing these challenges related to employee retention and organizational placement can contribute to more effective HR Planning in NGOs operating in Mombasa County, Kenya as an attribute of labor market received the highest mean ( $M=4.6094$ ,  $SD=0.49175$ ) compared to other attributes implying that management has discovered that retaining of employees is a challenge especially on placement and location of the organization in relation to human resource planning.

The study revealed a positive relationship ( $r=0.704$ ,  $p<0.05$ ) between the labor market and HR Planning among NGOs in Mombasa County, Kenya. This indicates that, overall, the labor market has a positive impact on HR Planning in these organizations. The regression coefficients of the HR Planning factors further supported this finding, as all the variables (Technology, Work Environment, Legislation and Regulatory Framework, and Labor

Market) showed statistically significant contributions to the model at a significance level of 0.05 ( $P < 0.05$ ). This suggests that each of these factors plays a significant role in influencing HR Planning among NGOs in Mombasa County, Kenya

### **5.3 New knowledge to the existing literature**

This study significantly advances our understanding of HR planning factors and their influence on HR planning practices within non-governmental organizations (NGOs) operating in Mombasa County, Kenya. It does so by offering a unique perspective grounded in various theoretical frameworks. The research underscores the pivotal role of HR planning in enabling NGOs to strategically manage their human resources effectively, ensuring alignment with stakeholder expectations. Consequently, this investigation contributes to multiple established theories, including the Institutional Theory, Resource-Based View Theory and Contingency Theory. It provides empirical evidence shedding light on how employees achieve personal fulfillment and assesses the benefits they derive from engaging in HR planning activities within NGOs.

Furthermore, this study extends the existing literature by quantifying the impact of HR planning on NGOs in Mombasa County, Kenya, revealing both the magnitude and significance of this relationship. In addition to offering these valuable insights, this research presents a novel perspective by exploring the moderating influence of forecasting on the association between HR planning factors and HR planning within NGOs in Mombasa County. This innovative dimension addresses an aspect of HR planning dynamics within NGOs that has not been previously explored in the literature, providing NGOs with additional knowledge to enhance their HR planning practices.

## **5.4 Conclusion of the Study**

The study pursued four primary objectives, and subsequent data analysis led to the following conclusion: Technology, Work Environment, Government Legislation, and Labor Market exert a substantial influence on HR Planning within NGO's operating in Mombasa County, Kenya.

### **Technology**

The study revealed that within the realm of technology, "The knowledge of Human Resource Information System in HR Planning has significantly contributed to organizational stability" emerged as the aspect with the highest mean ( $M=4.7500$ ,  $SD=0.43644$ ). This indicates that the management of non-governmental organizations placed significant emphasis on understanding and utilizing the Human Resource Information System in their HR Planning efforts, leading to enhanced organizational stability.

Effective human resource planning is vital for NGOs to attract, develop, and retain a talented workforce that can drive their missions forward. In recent years, technology has emerged as a transformative force in shaping HR practices within NGOs, revolutionizing recruitment and talent acquisition, data management and analytics, employee engagement and communication, and overall organizational effectiveness.

Technology has revolutionized human resource planning in NGOs, transforming recruitment and talent acquisition, data management and analytics, employee engagement and communication, and overall organizational effectiveness. By leveraging technology effectively and addressing associated challenges, NGOs can optimize their HR practices, attract top talent, and drive meaningful change in the pursuit of their missions.

## **Work Environment**

According to this study, the respondents concurred that the work environment has an impact on HR Planning in NGOs operating in Mombasa County, Kenya. Among the various attributes of the work environment considered in this study, "Through Human resource planning, motivation of employees has positively influenced productivity and working relations" emerged as the attribute with the highest mean ( $M=4.7903$ ,  $SD=0.43644$ ). This indicates that the positive effect of employee motivation, facilitated by effective HR Planning, was regarded as the most significant aspect within the work environment in relation to HR Planning among NGOs in Mombasa County, Kenya. A positive work environment fosters employee satisfaction, engagement, and productivity, leading to better recruitment, retention, and development of talent. NGOs need to create a work environment that aligns with their organizational values, promotes inclusivity, encourages teamwork, and supports employee well-being. By prioritizing a conducive work environment, NGOs can enhance their human resource planning efforts and build a strong and committed workforce capable of effectively achieving their mission and making a meaningful impact in the communities they serve.

## **Legislation and Regulatory Framework**

Within this variable, the study identified that the aspect of "In HR Planning, the registration of a Non-Governmental Organization should be carried out through the NGO Coordination Board" obtained the highest mean ( $M=4.8125$ ,  $SD=0.58757$ ) among the other aspects. This indicates that it is the most crucial aspect in HR Planning among NGOs in Mombasa County, Kenya. Furthermore, there was a positive and significant relationship

observed between legislation and regulatory framework and HR Planning of NGOs in Mombasa County, Kenya ( $r=0.647$ ,  $p<0.05$ ).

In conclusion, legislation and regulatory frameworks play a critical role in human resource planning within non-governmental organizations (NGOs). Compliance with labor laws, employment regulations, and other legal requirements is essential for NGOs to ensure fair and ethical treatment of employees, maintain legal compliance, and uphold their organizational integrity. Understanding and adhering to relevant legislation and regulatory frameworks help NGOs develop robust HR policies and practices that protect the rights of employees, promote diversity and inclusion, and ensure a safe and healthy work environment. By proactively addressing legal obligations, NGOs can effectively plan their human resources, mitigate risks, and establish a foundation of trust and transparency with their workforce and stakeholders.

### **Labor Market**

For the labor market variable, the study found that the aspect “Retaining of employees is a challenge especially on placement and location of the organization in relation to human resource planning” as an attribute of labor market received the highest mean ( $M=4.6094$ ,  $SD=0.49175$ ) compared to other attributes implying that management has discovered that retaining of employees is a challenge especially on placement and location of the organization in relation to human resource planning.

In conclusion, the labor market significantly influences human resource planning in non-governmental organizations (NGOs). Understanding the dynamics of the labor market enables NGOs to effectively attract, recruit, and retain talented individuals who align with their organizational mission and values. NGOs must analyze labor market trends, such as



skills shortages, competition, and compensation benchmarks, to develop strategic HR plans that address their workforce needs. By adapting their recruitment strategies, offering competitive compensation packages, and providing opportunities for professional growth and development, NGOs can position themselves as attractive employers within the labor market. A thorough understanding of the labor market ensures that NGOs can secure the necessary talent to drive their initiatives, fulfill their missions, and make a lasting impact on the communities they serve.

## **5.5 Recommendations**

### **Technology**

The study underscores the significant role of technology in HR planning within NGOs operating in Mombasa County, Kenya. Specifically, the knowledge of Human Resource Information System (HRIS) emerged as a critical factor contributing to organizational stability. It is evident that NGOs recognize the importance of HRIS in enhancing HR planning efforts, which ultimately leads to improved organizational stability. To further enhance HR planning in NGOs, it is recommended that organizations invest in HRIS training for their staff and continually update their technological infrastructure to stay aligned with best practices.

### **Work Environment**

Employee motivation, influenced by effective HR planning, was identified as a major contributor to productivity and positive working relations within NGOs in Mombasa County. This highlights the crucial role of HR planning in shaping a positive work environment. To build a strong and committed workforce, NGOs should prioritize creating a work environment that promotes employee motivation, satisfaction, and engagement.

This can be achieved by aligning the work environment with organizational values, fostering inclusivity, encouraging teamwork, and supporting employee well-being.

### **Government Legislation**

The study emphasizes the importance of NGO registration through the NGO Coordination Board in HR planning among NGOs in Mombasa County. Additionally, a positive and significant relationship was observed between legislation and regulatory frameworks and HR planning. NGOs should continue to prioritize compliance with labor laws, employment regulations, and legal requirements. This not only ensures ethical treatment of employees but also upholds organizational integrity. NGOs should stay informed about relevant legislation and regulatory updates and proactively incorporate them into their HR policies and practices.

### **Labor Market**

Retaining employees, particularly concerning placement and location in relation to human resource planning, emerged as a significant challenge within the labor market variable. This finding highlights the need for NGOs to address retention challenges, particularly related to the placement and location of their organizations. Strategies such as offering competitive compensation packages, providing opportunities for professional growth, and considering flexible work arrangements can help NGOs overcome these challenges and enhance their ability to retain talent.

In conclusion, this study adds valuable insights to the existing literature on HR planning within NGOs in Mombasa County, Kenya. To further improve HR planning practices, NGOs are encouraged to invest in HRIS training, create a positive work environment, prioritize compliance with Government legislation and regulatory frameworks, and

develop retention strategies tailored to the unique challenges posed by their placement and location. Additionally, further research in this area could explore the long-term effects of these factors on HR planning outcomes and investigate additional variables that may influence HR planning in NGOs.

### **5.6 Suggestions for Future Research**

To advance our understanding of the relationship between HR planning factors and HR planning among NGOs in Mombasa County, Kenya, future research endeavors should take into account the following recommendations. Firstly, it is advisable to broaden the scope beyond Mombasa County and encompass NGOs in neighboring regions such as Kwale, Kilifi, Tana River, and Taita-Taveta within the Coastal region. This expansion would yield a more comprehensive comprehension of HR planning practices in diverse contexts.

Moreover, forthcoming studies can explore sectors beyond NGOs, including government organizations or private enterprises, to undertake comparative analyses of HR planning approaches, thereby identifying potential divergences or similarities. Such comparative investigations would contribute to a more comprehensive understanding of HR planning practices across various sectors.

Furthermore, researchers may conduct in-depth examinations of specific HR planning factors identified in this study, such as technology, work environment, legislation and regulatory framework, and labor market. Isolating and scrutinizing each factor individually, and exploring their nuanced impacts on HR planning within NGOs, would provide invaluable insights for both academic and practical purposes.

Lastly, acknowledging the dynamic nature of HR planning and the continuously evolving organizational landscape, longitudinal studies can be initiated to assess the enduring effects of HR planning factors on NGOs' performance, sustainability, and adaptability to changing environments. Such longitudinal inquiries would contribute to a more holistic understanding of the relationship between HR planning and organizational outcomes over time.

By addressing these recommendations for future research, scholars can enrich the existing knowledge base and offer practical implications for enhancing HR planning practices among NGOs not only in Mombasa County but also in broader contexts.

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## APPENDICIES

### Appendix I: Questionnaire

**General Instructions:** This questionnaire aims to gather data on the influence of human resource planning in NGOs in Mombasa County. The questionnaire comprises six sections, and I kindly request you to respond to each statement. Sections A to F pertain to questions related to the research objective

#### SECTION A: General Questions

1. What is your gender?

Male [ ]

Female [ ]

2. What category is your NGO?

a) Community Based NGO

Humanitarian [ ]

Church based [ ]

Service Delivery [ ]

b) International NGO

Human Rights [ ]

Global Health [ ]

Research & Policy [ ]

c) National NGO

Advocacy [ ]

Development [ ]

Environment [ ]

3. Who is responsible for human resource planning in your organization?

- Human Resource Manger [ ]
- Personnel Manager [ ]
- Human Resource Officer [ ]
- Human Resource Assistant [ ]

4. What position do you hold in the organization?

- Human Resource Manager [ ]
- Employee [ ]
- Legal Advisor [ ]
- Community Representative [ ]
- Board Representative [ ]

5. When was your organization established?

- 1924 – 1934 [ ]
- 1935 -1945 [ ]
- 1946- 1956 [ ]
- 1957 – 1967 [ ]
- 1968 – 1978 [ ]
- 1979-1989 [ ]
- 1990-2000 [ ]
- 2001-2012 [ ]
- 2012-2023 [ ]

6. What are the most common forms of compensation in your organization?

- Base compensation [ ]
- Performance Base [ ]
- Long term incentives [ ]
- Employee benefits & Perks [ ]



**SECTION B: Technology**

**Please tick the appropriate box that corresponds to your answer.**

7. The knowledge of Human Resource Information System in HR Planning has enhanced stability of the organization.

Strongly Disagree [ ]

Disagree [ ]

Uncertain [ ]

Agree [ ]

Strongly Agree [ ]

8. Human Resource planning through well outlined duties and responsibilities has enabled a great increase in level of literacy among the employees.

Strongly Disagree [ ]

Disagree [ ]

Uncertain [ ]

Agree [ ]

Strongly Agree [ ]

9. The use of HRIS in human resource planning clearly outlines the expected performance of the employees of an organization.

Strongly Disagree [ ]

Disagree [ ]

Neutral [ ]

Agree [ ]

Strongly Agree [ ]

10. Performance of the employees has been on an upward trend through introduction of Technology under marked by Human resource planning.

- Strongly Disagree [ ]
- Disagree [ ]
- Uncertain [ ]
- Agree [ ]
- Strongly Agree [ ]

11. An organization achieves a higher competitive advantage by the introduction and use of technology.

- Strongly Disagree [ ]
- Disagree [ ]
- Uncertain [ ]
- Agree [ ]
- Strongly Agree [ ]

**SECTION C: Work Environment**

12. What is your current age bracket?

- Below 30 yrs [ ]
- 30- 39 yrs [ ]
- 40- 50 yrs [ ]
- 51-60 yrs [ ]

13. How often does your organization plan for trainings and workshops?

- Annually [ ]
- Bi-annually [ ]
- Quarterly [ ]
- Rarely [ ]

14. Through Human resource planning, motivation of employees has affected the productivity and working relations positively.

<b>MOTIVATION OF EMPLOYEES</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>
Through Human Resource planning, employees' roles and responsibilities are clearly defined and aligned with their skills and strengths.					
Human Resource planning in our organization ensures that employees receive training and development opportunities that enhance their motivation and skills.					
Employees feel that Human Resource planning supports their career growth and personal development, leading to increased job satisfaction and motivation.					
Human Resource planning has positively influenced the overall productivity of employees by optimizing workforce allocation and resource management.					
Through Human Resource planning, our organization has improved working relations among employees, fostering a collaborative and harmonious work environment.					

15. The level at which the management through human resource planning factors the importance of work life balance for the employees is?

- High [ ]
- Average [ ]
- Below Average [ ]
- Low [ ]

16. Using the rate 1-5 whereby, 1- Poor, 2- Slow 3- Average, 4- Effective 5- Prompt. How would you rate the communication process of your organization?

<b>COMMUNICATION PROCESS</b>	1	2	3	4	5
Rate the clarity of the messages you receive in your workplace communication					
How would you assess the feedback mechanisms in your organization's communication channels?					
Rate the effectiveness of nonverbal communication in conveying messages in your interactions					
How would you evaluate the influence of technology tools (e.g., email, video conferencing) on communication efficiency in your workplace?					
Rate your organization's ability to overcome communication barriers effectively.					

### **SECTION D: Government Legislation**

17. In HRP the culture of registration of a Non-governmental organization should be done through the NGO Coordination board.

<b>GOVERNMENT LEGISLATION</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>
In our organization, we believe that the culture of registering an NGO should involve the NGO Coordination board.					
The involvement of the NGO Coordination board in the registration process aligns with our organization's HRP objectives.					
We are uncertain about the benefits of involving the NGO Coordination board in the NGO registration process within our HRP framework.					
The involvement of the NGO Coordination board in NGO registration enhances transparency and compliance with our HRP goals.					
We strongly believe that incorporating the NGO Coordination board into our HRP practices for NGO registration is the right approach.					

18. Job security is one aspect to ensure welfare of employees in an organization by virtue of having organizational policies.

<b>JOB SECURITY</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>
Job security is a critical aspect of employee welfare, and our organizational policies reflect this concern.					
I am confident that our organization's policies effectively address job security and contribute to employee well-being.					
I am uncertain about how well our organization's policies ensure job security for employees' welfare					
Our organizational policies on job security have a positive impact on employees' overall welfare and job satisfaction.					
I strongly believe that job security measures within our organization are a crucial part of ensuring the welfare of our employees.					

19. What relationship does the organizational structure have with clarification of division of roles and other HR functions that are captured in the organization policy?

<b>ORGANIZATION STRUCTURE</b>	<b>Strong</b>	<b>Minimal</b>	<b>None</b>	<b>Average</b>	<b>Very Strong</b>
How strong is the relationship between our organizational structure and the clarity of division of roles outlined in our HR functions and policies?					
To what extent does our organizational structure enhance the effectiveness of HR functions such as recruitment, training, and performance management as outlined in our organization policy?					
Do you believe that the organizational structure plays a significant role in aligning employees with our organization's policies regarding HR functions?					
To what degree does our organizational structure contribute to the successful implementation of our HR policies and procedures, including benefits and compensation?					
In your opinion, how well does our organizational structure support the overall integration of HR functions and policies, fostering a cohesive and efficient work environment?					

20. An outlined constitution on managerial roles in the organization policy makes it easier for the HR department to undertake HR planning process.

<b>CONSTITUTION</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>
To what extent does having an outlined constitution on managerial roles in our organization's policy facilitate the HR department's HR planning process?					
Do you believe that a well-defined constitution for managerial roles in our organization policy simplifies HR planning tasks and responsibilities?					
How confident are you that the presence of a clear constitution on managerial roles aligns with the objectives of our HR planning process?					
In your experience, does the existence of this outlined constitution significantly contribute to the effectiveness and efficiency of HR planning within our organization?					
Overall, how much does the outlined constitution on managerial roles in our organization policy enhance the HR department's ability to conduct HR planning activities successfully?					

21. HR professionals through HR planning process should comply with all the Government laws.

<b>GOVERNMENT LAWS ON HR PLANNING PROCESS</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>
To what extent do you believe that HR professionals should strongly agree with complying with all government laws during the HR planning process?					
Do you think it is essential for HR professionals to align HR planning activities with government laws and regulations?					
How confident are you that HR professionals in your organization consistently adhere to government laws and regulations in their HR planning processes?					

In your opinion, does strict compliance with government laws by HR professionals enhance the effectiveness and legitimacy of HR planning efforts?					
Overall, how important is it for HR professionals to demonstrate a strong commitment to complying with all government laws during the HR planning process?					

**SECTION E: Labour Market**

22. What is your level of education?

Diploma [ ]

Undergraduate [ ]

Masters [ ]

PhD [ ]

Others (please specify) .....

23. Level of Managerial Skills acquired

Technical [ ]

Conceptual [ ]

Human/Interpersonal [ ]

24. Customer satisfaction is an end goal of an organization in relation to recruitment and selection of individuals.

True [ ]

False [ ]

25. Retaining of employees is a challenge especially on placement and location of the organization in relation to human resource planning.

<b>EMPLOYEE RETAINMENT</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>
To what extent do you agree that retaining employees is a significant challenge due to the organization's placement and location within the context of human resource planning?					
Do you believe that the geographical location of the organization plays a role in the difficulty of retaining employees as part of HR planning efforts?					
How certain are you that the placement and location of our organization pose challenges for HR planning when it comes to employee retention?					
In your experience, does the organization's placement and location significantly impact HR planning strategies aimed at retaining employees?					
Overall, how challenging do you perceive the retention of employees to be due to the placement and location of our organization in the context of human resource planning?					

26. Time frame for training and development of employees is a challenge especially when it is narrowed down to the specific roles given.

True

False

### **SECTION F: Human Resource Planning**

27. Human resource planning is a key factor in strategic management.

<b>HUMAN RESOURCE PLANNING</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>
To what extent do you agree that human resource planning is strongly linked to strategic management within our organization?					



Do you believe that human resource planning plays a pivotal role in shaping and executing the strategic goals of our organization?					
How certain are you that the integration of human resource planning into our strategic management processes is beneficial for our organization's success?					
In your experience, has human resource planning proven to be a significant factor in achieving our organization's strategic objectives?					
Overall, how crucial do you perceive human resource planning to be as a key factor in our strategic management efforts?					

28. Optimum utilization of resources is ensured by the practice of human resource planning.

<b>OPTIMUM UTILIZATION OF RESOURCES</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>
To what extent do you agree that human resource planning strongly contributes to the optimum utilization of resources within our organization?					
Do you believe that the implementation of human resource planning processes significantly enhances the efficient use of organizational resources?					
How confident are you that the practice of human resource planning effectively aligns workforce and resource allocation with organizational needs?					
In your experience, has human resource planning been a key factor in ensuring the optimum utilization of resources in our organization?					
Overall, how crucial do you consider human resource planning to be in achieving the efficient and effective utilization of resources in our organization?					

29. Distractions and unplanned emergencies greatly affect the performance of NGOs and can only be handled by having the HR planning aspect in place.

- True
- False

30. Developing a remuneration policy during human resource planning is a way of motivating staff to be better and more productive?

<b>REMUNERATION POLICY</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>
To what extent do you agree that developing a remuneration policy during human resource planning strongly motivates staff to perform better and be more productive?					
Do you believe that the establishment of a well-structured remuneration policy is an effective means of incentivizing staff to increase their productivity?					
How certain are you that the incorporation of a remuneration policy into human resource planning positively impacts employee motivation and productivity?					
In your experience, has the development of a remuneration policy during human resource planning resulted in improved staff motivation and productivity in our organization?					
Overall, how crucial do you consider the role of a remuneration policy in motivating staff to perform better and be more productive within our organization's human resource planning process?					

31. HRP is a determinant in placement of resources in the organization.

<b>PLACEMENT</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>
To what extent do you agree that HRP plays a significant role in determining the placement of resources within our organization?					
Do you believe that HRP is a critical factor in effectively allocating resources to meet organizational needs?					
How certain are you that HRP processes are instrumental in guiding resource placement decisions to align with organizational goals?					
In your experience, has HRP been a key determinant in ensuring efficient resource placement in our organization?					
Overall, how essential do you consider HRP to be in determining the effective placement of resources within our organization?					

Appendix II: KeMU Introduction Letter



**KENYA METHODIST UNIVERSITY  
MOMBASA CAMPUS**

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Email: [services.mombasa@kemu.ac.ke](mailto:services.mombasa@kemu.ac.ke)

September 14, 2022

Commission Secretary  
National Commission for Science, Technology and Innovations,  
P.O. Box 30623-00100  
**NAIROBI**

Dear Sir/Madam

**RE: EVALYNE WANJIRU NDIANG'UJ- (REG. NO: BUS-3-4505-1/2021)**

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the School of Business and Economics, Department of Business Administration undertaking a Master's Degree in Business Administration. She is conducting research on; **Factors Influencing Human Resource Planning In Non-Governmental Organization In Mombasa County.**

We confirm that her research proposal has been presented and approved by the university. In this regard, we are requesting your office to issue a research license to enable her collect data.

Any assistance accorded to her will be appreciated.

Thank you

  
  
Dr. Kiriga Mwangi, PhD  
For Coordinator Postgraduate Studies  
[Paul.Kiriga@kemu.ac.ke](mailto:Paul.Kiriga@kemu.ac.ke)

**Appendix III: NACOSTI RESEARCH PERMIT**



REPUBLIC OF KENYA



**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No **670024**

Date of Issue: **23/September/ 2022**

**RESEARCH LICENSE**



**This is to Certify that Ms. EVALYNE WANJIRU NDIANG'UI of Kenya Methodist University, has been licensed to conduct research in Mombasa on the topic : FACTORS INFLUENCING HUMAN RESOURCE PLANNING IN NON-GOVERNMENTAL ORGANIZATIONS IN MOMBASA COUNTY for the period ending : 23/September/2023.**

License No: **NACOSTI/P/22/20583**

**670024**

Applicant Identification Number

Director General  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION**

Verification QR Code



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