THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Factors Affecting Human Resource Planning in the Public Sector: Case of CPF Financial Services Ltd in Nairobi, Kenya

Ericlee N. Muciimi
Ph.D. Student, Jomo Kenyatta University of Agriculture and Technology, Kenya
Evanson N. Mwangi
Ph.D. Student, Jomo Kenyatta University of Agriculture and Technology, Kenya

Abstract:
The specific objectives of the study were; to investigate the effect of information communication technology on HRP, to find out the effect of organizational changes on HRP, to determine the effect of labor turnover on HRP and to establish the effect of demographic changes on HRP. The study would be significant to the Retirement benefit schemes in maintaining the right size and quality of staff.
This research employed the use of descriptive techniques of data analysis. The data collected was edited, coded, tabulated and interpretation made. The findings of the study was analyzed using graphs, charts, tables and percentages as this made it easier to interpret the data. The findings were that:
Information technology does indeed alter the work processes, majority of the respondents pointed out that the use of computers has taken over most of the activities that were traditionally done manually. The advancing growth of technology has enhanced the speed of activities and made accessibility much easier. The growing rate of interconnectivity and networking has created a global village where employers and potential employees meet.
Analysis show that majority of the respondents 89% indicated that information communication technology affects human resource planning and only 11% stated that it did not affect therefore from this analysis it can be concluded that information technology affects human resource planning.
Service decentralization influences the work setting in the organization which brings about changes on future people requirements and taking steps to meet them. From the analysis 82% of the respondents indicate that organizational change affect human resource planning whereas 18% said that it had no effect. Therefore it can be concluded from the analysis that service decentralization affects human resource planning.
The unexpected exits of employees from the organization create a huge vacuum especially if their skills and talent are of a technical nature since the process of replacing such talent and imparting new skills takes time and may prove too costly to the organization. From the analysis 73% of the respondents agreed that labour turnover affects human resource planning while 27% disagreed. This gives an indication that labor turnover affect human resource planning.
The characteristics of human population keep on changing as time passes. The entry of new generation, exit of older generation and the legislation of new policies on gender and equitable employment opportunities has become a torn in the flesh for many employers. Analysis show that 73% of the respondents stated that generational changes affect human resource planning whereas 27% were of the contrary opinion.

Keywords: Information communication technology, labor turnover, organizational changes, demographic changes

1. Introduction

Human resource planning grew during the 1960s and early 1970s in a period of relative economic stability when unemployment was low and organizations were faced with supply shortages and the need to improve labour utilization Azimi and Shirazi (2014). It remained a significant practice in most large Human resource departments' right up until the economic downturn of 1980s when the failure to prove the economic value of human resource plans resulted in many efforts being eliminated Leng (2005).

A number of factors contributed to the rejection of workforce planning over this period Ulfertsm, Wirtz& Peterson (2009). The traditional approach had been highly mechanistic and concerned with 'head count' rather than 'head content', which prevented it from being flexible enough to meet the changing conditions Sinclair (2004). In addition, the fluctuating economy led some to regard planning as a futile activity Ayanda&Sani (2010). The mood at the time was captured by the following quotation "Those that say they make plans and that they work are liars. The term planning is imbecilic; everything can change tomorrow".

In the latter part of the 1990s human resource planning started to creep back onto the HR agenda as need to acquire and maintain qualified and experienced staff increased Curson, Dell, Wilson, Bosworth &Baldauf (2010). Today it represents a high priority for an increasing number of organizations as they realize that the need for planning is greater than ever utilization Azimi et al. (2014). There is an awareness of the importance of skill development in an environment that requires adaptability rather than stability. There is recognition that employee contribution must be maximized through better utilization and deployment. Finally, there is an understanding of the need to frame employee tasks in the context of business plans and to make them more challenging in the drive for continuous business improvement. Whilst unpredictability is rife, there are common pressures facing organizations. Curson et al. (2010) stated that to pronounce any environment permanently turbulent is as silly as to call it permanently stable. Environments are always changing in some dimensions and stable in others.

Nowadays organizations need to plan for their survival as they grapple to deal with intensified competition from home and abroad; labour markets factors, recruitment and retention, the speed of information acquisition and dissemination, the globalization of economic activities and the drive for quality at an acceptable price Leng (2005). In today's business world, there is no time for catch up if an organization makes mistakes because others will be there to grab the market share Sinclair (2004).

Organizations typically plan their future needs for supplies, equipment, building capacity, and financing. Organizations must also plan to ensure that their human resource needs are satisfied. Human Resource Planning is the process of systematically forecasting the future demand and supply for employees and the deployment of their skills within the strategic objectives of the organization Robbins & Judge (2013). Human resources planning identify current and future human resources needs for an organization to achieve its goals. It responds to the importance of business strategy and planning in order to ensure the availability and supply of people both in number and quality. It serves as a link between human resources management and the overall strategic plan of an organization.

HRP aims to ensure that the organization has the number of people with the right skills needed to meet forecast requirements. Farnham (2006) explained that HRP is important because it encourages employers develop clear and explicit links between their business and human resource plans and to integrate the two more effectively. It allows for better control over staffing costs and numbers employed, this enables employers to make more informed judgments about the skills and attitude mix in the organization.

At the beginning of 21st century there has been a shift in the way in which human resources are being viewed. The hard version of human resource management which assumes an administrative and control function on people who are going to fit the plan of the organization to the soft version of human resource management which emphasizes on people as assets who can be developed and through whose commitment and learning an organization may achieve competitive advantage Sinclair (2004).

HRP is based on the belief that people are an organizations most important strategic resource. It is therefore concerned with matching resources to the business needs in the long run although it sometimes addresses short term needs. HRP owed its existence to the importance of business strategy and planning in organizations, where a plan represents one of the outcomes of a process that seeks to find a solution to a defined problem. Business strategy and plans find their expression in measurable financial, marketing and production targets with an implicit or explicit demand for people. The HRP represents a response by the personnel function to ensure that the necessary supply of people is forthcoming to allow the targets to be met Guest et al. (2003).

According to Storey (2014) HRP is viewed as the process of ensuring that human resource requirements of an organisation are identified and plans are made for satisfying those requirements. This view suggests several specific, interrelating activities that together constitute HRP which include personnel inventory, human resource process, action plan, control and evaluation. Human Resource Planning is also the personnel process that attempt to provide adequate HR to achieve future organizational objectives. It includes forecasting future needs for employees of various types, comparing these needs with the present workforce and determining the numbers and types of employees to be recruited or retrenched. Human resource planning is the system of matching the supply of people, internally (existing employees) and externally (those to be hired and searched for) within a given time frame. Human resource planning has two objectives; the optimum utilization of presently employed human resources and availing future HR needs in terms of the right skills and quantity.

1.1. Profile of CPF Financial Services Ltd as Regulated by Retirement Benefits Authority

The Authority has since inception utilized compliance- based supervisory model to oversee the pension industry. This resulted in an inordinate amount of time being spent on pension schemes and provident funds which are largely in compliance with the requirements under the legislation and the regulations. To improve the regulatory process and make more effective use of resources, the Authority sought to develop a risk-based approach to its pension scheme monitoring and review practices.

In developing this new supervisory approach, RBA received technical assistance from the World Bank as well as input from a consultant funded by the Government of Kenya and the World Bank. The Authority launched its risk-based supervision model on June 17, 2010 at The Crowne Plaza Hotel-Nairobi. Local Authorities Pension Trust is a Retirement Benefits Scheme offering retirement benefits services to clients in the County Governments, Water Companies and Associated Organizations.

The scheme, popularly known as the DB Scheme, has 85 years' experience in offering Retirement Benefits Services to over 200 sponsors across the entire country. It provides its members with a pension savings plan packed with benefits that can be accessed both in employment and in Retirement. CPF Financial Services Ltd place great value in providing unique solutions to their clients and this is the reason why they have invested time and resources to develop an approach that delivers to its clients' distinctive needs. Currently, the scheme is administered by CPF Financial Services where CPF stands for County Pension Fund.

In Line with their Vision to be the leading Provider of comprehensive retirement benefits and financial services in Eastern Africa, CPF Financial Services Ltd has set up branch offices across the country. This, not only enables them to reach their clients at their respective counties, but also enables them to provide real-time service thereby improving their service delivery to meet their members' needs.

CPF Financial Services Ltd places great value in providing unique solutions to their clients be it in Retirement Benefits. This is why, through their Corporate Administrator, they have developed a unique shared approach to encourage full participation from their clients. It is from this engagement that they are able to understand their clients' issues and consequently map out comprehensive solutions that can be implemented on behalf of our clients.

In order to proactively secure and support their Vision, CPF Financial Services Ltd has, through its Corporate Administrator, put in place a Risk Management Framework. The organization makes a concerted effort through the risk framework to identify, analyze and control/mitigate risks thus minimizing exposure levels for the organization. The risk management framework is built on our philosophy of securing the future of our members and supports the Board of Trustees in their efforts to safeguard members' contributions and ensure sustainability of the organizations for posterity implemented on behalf of our clients.

1.2. Statement of the Problem

There has been continued reforms agenda driven by successive governments upon ascending to power on the need for retirement schemes to maintain a leaner and efficient workforce. However despite the said government efforts the existence of a bloated workforce, spiraling labour cost, retrenchments, resignations and a number of voluntary retirements is being experienced which has led to loss of institutional memory and quality through unprecedented exit of staff Colley & Price (2010). As a result this may be an indication that either HRP is not being applied or if applied is not achieving the desired objective, therefore should this trend continue, the government may not be able to implement its mandate and obligations Iqbal, Arif & Abbas (2011).

Human Resource Planning is underpinned by Government's priorities to provide tangible improvements in services to citizens and to build strong and sustainable economy Jacobson (2010). A systematic approach to human resource planning is needed to ensure that the public service is made up of the right people, in the right place, at the right time to deliver high quality services in partnership with public Colley & Price (2010).

Like in many other parts of the world and Kenya, the Directorate of Retirement Schemes is no exception to looming challenges in attracting and retaining skilled and valuable employees to meet changing development in service delivery needs. This has necessitated the need for effective planning of the organization's most valuable asset.

It is against this background, that a need arises to analyze the effect of human resource planning in organizations in Kenya.

1.3. Objectives of the Study

1.3.1. General Objective

The main objective of the study was to examine factors affecting human resource planning in the public sector in Kenya.

1.3.2. The Specific Objectives of the Study Were

- To investigate the effect of information technology on HRP in the public sector in Kenya
- To find out the effect of service decentralization on HRP in the public sector in Kenya
- To determine the effect of labour turnover on HRP in the public sector in Kenya
- To establish the effect of generational changes on HRP in the public sector in Kenya

2. Theoretical Review

2.1. Resource Dependence Theory

Resource dependence theory was propagated by Pfeffer and Salancik in 1978. Resource dependence theory is the study of how the external resources of organizations affect the behavior of the organization. The procurement of external resources is an important tenet of both the strategic and tactical management of any company. Nevertheless, a theory of the consequences of this importance was not formalized until the 1970s, with the publication of The External Control of Organizations: A Resource Dependence Perspective (Pfeffer and Salancik 1978). Resource dependence theory has implications

regarding the optimal divisional structure of organizations, recruitment of board members and employees, production strategies, contract structure, external organizational links, and many other aspects of organizational strategy.

Organizations depend on multidimensional resources: labor, capital, raw material, etc. Organizations may not be able to come out with countervailing initiatives for all these multiple resources. Hence organization should move through the principle of criticality and principle of scarcity. Critical resources are those the organization must have to function. For example, a burger outlet can't function without bread. An organization may adopt various countervailing strategies—it may associate with more suppliers, or integrate vertically or horizontally.

Resource dependence concerns more than the external organizations that provide, distribute, finance, and compete with a firm. Although executive decisions have more individual weight than non-executive decisions, in aggregate the latter have greater organizational impact. Managers throughout the organization understand their success is tied to customer demand. Managers' careers thrive when customer demand expands. Thus customers are the ultimate resource on which companies depend. Although this seems obvious in terms of revenue, it is actually organizational incentives that make management see customers as a resource.

Resource dependence theory effects on nonprofit sector have been studied and debated in recent times. Scholars have argued that Resource dependence theory is one of the main reasons nonprofit organizations have become more commercialized in recent times. With less government grants and resources being used for social services, contract competition between private and nonprofit sector has increased and led to nonprofit organizations using marketization techniques used mainly in the private sector to compete for resources to maintain their organizations livelihood. Scholars have argued that the marketization of the nonprofit sector will lead to a decrease of quality in services provided by nonprofit organizations.[1]

Recently, resource dependence theory has been under scrutiny in several review and meta-analytic studies: Hillman et al. (2009); Davis and Cobb (2010); Drees&Heugens (2013); Sharif &Yeoh (2014). Which all indicate and discuss the importance of this theory in explaining the actions of organizations, by forming interlocks, alliances, joint ventures, and mergers and acquisitions, in striving to overcome dependencies and improve an organizational autonomy and legitimacy. While resource dependence theory is one of many theories of organizational studies that characterize organizational behavior, it is not a theory that explains an organization's performance per se. But still in many ways, resource dependence theory predictions are similar to those of transaction cost economics, but it also shares some aspects with institutional theory [Nienhuser, 2008].This theory is linked to variable information technology.

2.2. Contingency Theory

This theory was propagated by Woodward in 1958.This is an organizational theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. A contingent leader effectively applies his own style of leadership to the right situation. The contingency approach to leadership was influenced by two earlier research programs endeavoring to pinpoint effective leadership behaviour. During the 1950s, researchers at Ohio State University administered extensive questionnaires measuring a range of possible leader behaviours in various organizational contexts. Although multiple sets of leadership behaviours were originally identified based on these questionnaires, two types of behaviours proved to be especially typical of effective leaders: (1)consideration leader behaviours that include building good rapport and interpersonal relationships and showing support and concern for subordinates and (2) initiating structure leader behaviours that provided structure (e.g., role assignment, planning, scheduling) to ensure task completion and goal attainment.

About the same time, investigators from the University of Michigan's Survey Research Center conducted interviews and distributed questionnaires in organizations and collected measures of group productivity to assess effective leadership behaviours. The leadership behaviour categories that emerged from the University of Chicago were similar to the consideration and initiating structure behaviours identified by the Ohio State studies. The University of Michigan investigators, however, termed these leadership behavioursrelation-oriented behaviour and task-oriented behaviour. This line of research was later extended by Robert Blake and Jane Mouton in 1964 to suggest that effective leaders score high on both these behaviours.

Historically, contingency theory has sought to formulate broad generalizations about the formal structures that are typically associated with or best fit the use of different technologies. The perspective originated with the work of Joan Woodward (1958), who argued that technologies directly determine differences in such organizational attributes as span of control, centralization of authority, and the formalization of rules and procedures.

The basis of contingency theory in management is that there is no one best way to handle any task or process. Whether organizing an entire company or planning a production work flow, the best solution is influenced more by internal and external constraints than by a predetermined method or management style.

Contingency theory maintains there is no universal way to set up a business or company successfully. The design of the corporate structure and culture must be in line with its various environments: economic, social and physical. The subsystems of a business also influence successful organizational planning. For example, an information technology business will have different upper-management structure because of the need for a collaborative, cooperative work force that may not thrive under traditional, hierarchical structures.

When applied to decision-making, the effectiveness of the decision in question depends on a balance of how important the decision is, how complete the decision makers and the subordinates' information is on the subject, and the likelihood of acceptance of the decision by subordinates. This theory therefore is linked to the variable generational changes.

3. Review of Empirical Literature

De Wit & Meyer (2005) points out that despite the important, sometimes critical role of demography, researchers often leave demographic variables loosely specified and unmeasured, creating a 'black box' filled with vague, untested theories. Somewhat belatedly, in the last few years there have been calls for more employee 'voice' in HRM research. In addition to Bowen and Ostroff (2004), the most persistent calls have come from Guest (2002). If employees are to be given a voice in HRM research, then it is arguable that employee demographics should also be considered, rather than it being implicitly assumed employees are a homogenous group with similar attributes and beliefs. This study concentrated on developed world hence its application in the Kenyan public sector is limited.

Baines (2007) notes that organizational change has become an increasingly pervasive phenomenon in both business and human service organizations due to forces such as globalization and political shifts to neo liberalism. The operational environment for businesses has become very dynamic implying that unless the organizations align their strategies to these changing environment, their competitiveness is bound to be lost. In order to be competitive and adjust in line with the changing operating environment, it is important that organizations manage their employees well. This study noted the importance of human resource management in change management. However, it considered the private sector whose findings may not apply for government related institutions.

According to Watkins (2003) it takes more than six months before a new employee begins to provide as much value to the organization as the company is spending to train the employee. Turnover represents a significant cost to the organization as new employees have to be trained which is an expensive affair to the organization. In addition, as the new employees are trained, delivery on organizational objectives may be compromised hence the need to reduce on employee turnover. This study was undertaken more than 10 years ago and hence its findings may be limited.

3.1. Information Technology

Just as the traditional car mechanic has been replaced by an electronically-savvy car technicians, a recent Rand Study argued "technological advances are expected to continue to increase demand for a highly skilled workforce, to support higher productivity growth, and to change the organization of business and the nature of employment relationships; more rapid transfer of knowledge and technologies, and mobile populations is partly the result of inexpensive, rapid communications and information transmission enabled by the Information Technology revolution. These technological advances will create new jobs and cross-disciplinary skill requirements that will challenge current job design." The rapid pace of technology changes will slow organizational processes for re-skilling the workforce, rapid procurement of needed resources and flexibilities in moving staff to short-term assignments in and out of the organization to leverage new technologies and collaborations Mckinsey (2012).

Everyone knows that technology changed the nature of almost everything we do, it has changed what business do and how they do it. According to the European Commission, the importance of ITs lies less in the technology itself than in its ability to create greater access to information and communication in underserved populations, many countries around the world have established organizations for the promotion of ITs, because it is feared that unless less technologically advanced areas have a chance to catch up, the increasing technological advances in developed nations will only serve to exacerbate the already-existing economic gap between technological "have" and "have not" areas Rouse (2013).

In the past few decades, information and communication technologies have provided society with a vast array of new communication capabilities. For example, people can communicate in real-time with others in different countries using technologies such as instant messaging, voice over IP (VoIP), and video-conferencing Inyang (2011). Social networking websites like Face book allow users from all over the world to remain in contact and communicate on a regular basis Ulfertsm, Wirtz& Peterson (2009).

Modern information and communication technologies have created a "global village," in which people can communicate with others across the world as if they were living next door. For this reason, IT is often studied in the context of how modern information technologies affect society. One of the implications is that technology has had huge impact on how people work and on the skills and training today's workers need as more and more traditional factory jobs are going high-tech Dessler (2007).

Management and union leaders may oppose such changes because they threaten their power and workers may have difficulty conforming to new modes of work organizations because old work norms have become ingrained Dimba (2010). Also, decades of animosity between management and labour may prevent the cooperation necessary to reform work. Because they lack an institutional memory, newly built plants are more likely to adopt customization than other plants De Waal &Frijns (2011). It has been proven that one of the supporting pillars which can contribute to the fulfilment of the personal policy is the usage of IT technologies in HR. Information and Communication Technologies (ICT) a catchall term for techniques associated with mobile communication, internet, new media and PCs allow companies to improve their internal processes, core

competencies, organizational structures as well as relevant markets on a global scale. ICT is spreading throughout every sector of the economy and has implications for almost every enterprise Sinclair (2004).

According to Armstrong (2006), the center of gravity in employment is moving from manual and clerical workers to knowledge workers. Human resource managers recently listed "critical thinking/problem solving, and information technology application as the two applied skills most likely to increase in importance over the next years". The human resource management function in organizations has gained increasing strategic emphasis, and the importance of its alignment of HRM and business strategies. In fact, effective HRM is vital in order to be able to meet the market demands with well-qualified employees at all times. Snell et al. (2012) observe that human resource management systems can meet the challenge of simultaneously becoming more strategic, flexible, cost-efficient, and customer-oriented by leveraging information technology.

Many experts forecast that the PC will become the central tool for all HR professionals. Virtual HR is emerging due to the growing sophistication of IT and increased external structural options. IT is beginning to enable organizations to deliver state-of-the-art HR services, and reduced costs have enabled companies, regardless of the firm size-to purchase HR technologies. One of the impacts of IT is that it enables the creation of an IT- based workplace, which should be a manager's top priority-namely, strategic competence management Santos et al. (2009).

In the present context of increasing globalization, employing organizations and their environments have become increasingly complex. Managers in these organizations face growing difficulties in coping with workforces that may be spread across a variety of countries, cultures and political systems. Given such trends, IT has considerable potential as a tool that managers can utilize, both generally and in human resourcing functions in particular to increase the capabilities of the organization. Substantial benefits of communication and information technologies can seamlessly migrate to HR applications Rothwell (2010). Those managing the human resource functions have not ignored such advice and, as a result a widespread use of human resource information systems (HRIS) is taking place.

An HRIS is a systematic procedure for collecting, storing, maintaining, retrieving and validating the data needed by an organization for its human resources, personnel activities. HRISs can also provide the management with a decision-making tool rather than merely a robust database. Turek offers numerous examples of how technology has reduced the response time and enhanced the quality of HR service in the workplace, a research paper by a Cincinnati, Ohio-based HRIS consulting firm, Insight Consulting Partners (ICP), notes that enterprise applications tend to push organizations toward more centralized and integrated HR and IT infrastructures Mishra (2009).

 HRIS can support long-term planning with information for labor force planning as well as supply and demand forecasts, staffing with information on equal employment, separations and applicant qualifications, and information on training. Business investment in computers has grown very rapidly over the last 25 years. In 1973, business computer purchases accounted for .005 percent of GDP, and in 1996, they accounted for 3.1 percent of GDP. Computers now comprise about one-fifth of businesses' new capital investment. This investment in technology has meant that one-half of American workers are likely to use a computer in their work, compared with one-fourth in 1987 Ulfertsm et al. (2009).

On average, technology has increased the demand for workers who have good math, communication, and teamwork skills. However, the impact of technology has not been uniform; it varies by occupation and industry and among firms within the same industry. Technology increases the skill demands of many manufacturing jobs, but may deskill some clerical work. Industries vary in their investment in information technology. Evidence shows that industries that invest the most in technology have the highest demand for skilled workers, and pay a higher wage premium to workers than other industries. Manufacturing industries that invest the most in technology have a higher demand for non-production workers (managers, secretaries, and janitors) relative to production workers (line workers) (Mishra &Akman (2010).

The impact of technology varies considerably among firms within the same industry because firms differ widely in their organizational responses to technology. Technology is not simply an input into the production function. It changes the production function by affecting work organization and expanding the types of possible outputs. In the long run, a firm's type of product, its work organization, and its level of investment in technology are complementary. Although firms choose a myriad of organizational responses to technology, it is heuristically useful to think of two types of strategies, customization and more traditional work practices Inyang (2011).

With customization, firms produce products in which quality of the production is emphasized, they invest heavily in information technology and employ a cluster of work organization practices that both expand workers' decision making power and flexibility and compensate workers for their performance. Firms that follow the customization strategy require the most skills from their workers and also experience the largest productivity gains from adopting computers. Firms that choose more traditional work organization produce products that are less customized and they invest less in technology. Such firms do not fully transform their work organization in response to technology; rather, their method of work organization is closer to mass production Lee (2012).

Firms that follow the second strategy do not demand as many skills from their workers as firms that follow customization and do not experience as large a boost in productivity from adopting new technology. They may adopt some new workplace organization practices, but do not fully transform their workplace. The choice of strategies varies widely among firms within the same industry. The future impact of technology on the labor force will depend on whether more firms adopt the customization strategy in response to new technologies. Competitive pressures may push more firms to change their

workplace organizations. However, many firms will find it difficult to transform themselves because of the resistance of workers, lower- to mid-level managers, and/or labor union leaders Absar&Mahmood (2011).

3.2. Service Decentralization

This is the process of redistributing or dispersing functions, powers, people or things away from a central location or authority. This has been applied in many developed countries in an effort to improve service delivery to the locals and population. In the USA for instance many functions like heath, water and sewerage services, mail delivery and education have been decentralized and are run the different states. For instance, the economic ups and down has had a dramatic effect on domestic markets as the world economic influence continues on organizations. This phenomenon could be seen during the last financial crisis. The effect were recognized in the USA first, then Europe, Japan and finally the rest of the world. As a consequence, several automobile manufacturers announced cutbacks and reduced employment. The basic tension that underlies many discussions of organizational change is that it would not be necessary if people had done their jobs right in the first place. Planned change is usually triggered by the failure of people to create continuously adaptive organizations Dessler (2010). Thus, organizational change routinely occurs in the context of failure of some sort. A typical storyline is. First there were losses, then there was a plan of change, and then there was an implementation, which led to unexpected results Gilley (2006).

According to Muriu (2012), Performance of decentralized services by county governments can be measured by indicators of allocative efficiency, accountability and reduction of corruption, and equity in service delivery. Allocative efficiency is the extent to which the services delivered match the preferences of the citizens. It is assessed by the extent to which citizen needs expressed in proposals are reflected in the decisions and final services provided. Accountability is the practice where service delivery agents make public, and are responsible for their actions. In this case it is the extent to which officials of the county government give account to the citizens on the resources at their disposal and how they have been used in service delivery. Reduction of corruption is the extent to which abuse and misuse of public resources for private gain has been controlled and minimized. Equity has to do with geographical and demographic targeting of services especially to the neediest groups in the society. This includes targeting the poor and marginalized who have previously been ignored Muriu (2012).

No one would dispute that every organization has experienced change and adjustments. Yet despite organization's familiarity with change, success in implementation is relatively rare. It is estimated that 70% of decentralized service delivery initiatives fail completely Bear &Nohria (2000). Among those deemed successful, 75% of them fail to achieve their intended result and end up wasting more money that was invested into the project Nikolaou et al. (2007). Despite these low success rates, organizations still continue with the decentralized service in an attempt to adapt and respond to the changing economic conditions, technological innovations, customer and client expectations and a shifting workforce. It was estimated that 56% of organizations are undergoing three or more complex changes at one time or another Barell et al. (2007).

Service delivery in many African countries is confronted with many challenges, which constrain their delivery capacities. They include the human resource factor, relating to shortages of the manpower in terms of numbers and key competencies, lack of appropriate mindsets, and socio-psychological dispositions. There is also the perennial problem of the shortage of financial and material logistics that are necessary to support effective service delivery. On the other hand, the gradual erosion of the ethics and accountability in public offices has continued to bedevil county governments in delivering public services to the people effectively. Public sector reforms meant to address these challenges have achieved minimal result Lienert (2003).

In Kenya with the new constitution the central government is slowly devolving and decentralizing services to reach every person. Decentralization of operations in Kenya came as a result of devolving the functions formerly performed at central level to county level after promulgation of Kenya constitution 2010. This means counties have the role of actual delivery of services to the Kenyan people Muriu (2012). Services whose delivery has been decentralized as indicated earlier include but are not limited to education, health, water, sanitation, public transport and infrastructure, roads maintenance, firefighting, housing and social welfare

Change management in organizations are now shifted from being the responsibility of an internal or external change agent dedicated to its implementation and management to increasingly being identified as a core competency for most organizational leaders Doyle (2002). The human resource function in increasingly seen as one of the key functions in the development and implementation of strategic responses to increasing competitive pressure as both public and private organizations are forced to adapt to domestic and international competition, technological advancements, slower growth and declining markets Konrad&Hartman (2002).

Cold logic may sometimes have to override these considerations. If it does, then it must be deliberate and consequences must be appreciated and allowed for when planning the implementation of the new organization. It may have to be accepted that logical regrouping of activities cannot be introduced in the short run because no one with the experience is available to manage the new activities, or because capable individuals are so firmly entrenched in one area that to uproot them would cause serious damage to their morale and would reduce overall effectiveness of the new organization Armstrong (2009).

3.3. Labour Turnover

Labour turnover is the rate at which an employer loses employees. It refers to how long employees tend to stay. Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. Companies also often track turnover internally across departments and divisions or other demographic groups such as turnover of women versus turnover of men Riley (2012).

In the United States, the average total non-farm seasonally adjusted monthly turnover rate was 3.3% for the period from December 2000 to November 2008. However rates vary widely when compared over different periods of time or different job sectors. For example, during the period 2001-2006, the annual turnover rate for all industry sectors averaged 39.6% before seasonal adjustments, during the same period the Leisure and Hospitality sector experienced an average annual rate of 74.6% Mobley (2001). Turnover can be classified as "internal" or "external". Internal turnover involves employees leaving their current positions and taking new positions within the same organization. Internal turnover might be moderated and controlled by typical HR mechanisms, such as an internal recruitment policy or formal succession planning.

The report published in "Organization Science" also indicates that the effect of turnover on the organization's overall performance and productivity will be "pronounced" when operational processes are fairly standard and routine. This might be explained with the theory that fresh ideas from people new to the organization can add value more quickly to a company that has complex, non-standard processes; whereas an organization in which the procedure must be learned and repeated will suffer a greater loss in efficiency until the new employee is fully trained and becomes a cohesive member of the team. Like many other managerial topics, there is a lack in research pertaining to turnover and HRM in developing countries despite calls to expand the international HR perspective Baruch &Budhwar (2006). This lack of knowledge limits contexts relating to HRM theory Wright, et al. (2005). Consequently, HR practitioners in the developing countries, face an absence of focused strategies for combating high turnover rates and improving organizational performance Khatri et al. (2006).

3.4. Generational Changes

Generational differences are the differences between generations as defined majorly as the Baby Boom Generation, Generation X, and the Millennial Generation, are widely discussed in the popular press as well as in a few scholarly publications.

Business entrepreneurs are concerned with generational changes as this affects their productivity and sustainability of their businesses. The changes in population affect the working population in the current and future times. For example, a decrease in the rate of births in a place translates to fewer workers available to work in the industries in that location and an increase in the life expectancy means that more people will be able to be employed and draw more pensions Guest and King (2004).

Socialists have speculated that the various generations of students enrolled in today's higher education institutions as well as the different generations of employees in the corporate workplace require a different approach to education and training. Such information is integral to the employer and the human resource department as they plan on recruitment, training and development of staff. This will enable them to analyze to plan the type and how to do the training courses since employees from different generations learn differently and even understand materials in a different manner.

Instructional designers and those who create training and learning materials for the workforce should take generational differences into account when developing instructional materials and timelines created and that generational differences represent a meaningful variable for research designed to examine the differential efficacy of various applications of instructional technology.

Organizations have been confronting many of the generational changes occurring in the workforce. The workforce is also rapidly aging, though this demographic shift is only beginning to be addressed by many organizations as a strategic and competitive challenge. As the baby boom generation transitions into retirement, organizations must plan for the replacement of this large and knowledgeable cohort of workers Calo et al. (2007).

Research outside the discipline of human resource management frequently considers employee demographics and any from what generations they come from and their impact to the firm and its activities, accepting that they can explain significant differences in attitudes and beliefs Gilley (2006). However, in the specific area of human resource management research a high proportion of researchers ignore employees altogether, let alone consider demographics or generational changes. This lack of attention afforded to employee demographics in human resource management research has created what some now refer to as a 'black box' Armstrong (2009).

While work forces have always had a degree of diversity in terms of age and skill, this diversity has grown over the last two to three decades. The number of women in the work force has increased significantly, as have the proportion of different ethnic groups Burnes 2004). Anti-discrimination legislation and the emergence of a dynamic, competitive global marketplace have played a major role in this change. Given a diverse work force, it is reasonable to assume that differences in views and attitudes could exist, which hence, justifies examining demographics. A further reason for considering demographics is that some HRM policies and practices target specific groups within a work force. For example, 'Equal Employment Opportunity' (EEO) initiatives in New Zealand target, in particular, women and. So, again, it is not unreasonable

to assume that groups targeted for preferential treatment may have different attitudes (about particular policies) to the views held by other, non-targeted, groups.

 At the turn of the 19th century, the world's population was roughly one billion people; a century later, it had increased by half a billion people. Such growth seems paltry when compared with the present rate of growth. By 1999, the planet housed six billion people Klauke (2000). Demographers predicted that by 2013, yet another billion people will have joined us. In other words, adding another billion people now takes only fourteen years. Remember, the world's population grew a half billion during the entire 19th century! It doesn't require advanced mathematics to see that the world's population growth is exponential and that we will all be affected Lieber (2008).

4. Discussion

From the analysis 80% of the respondents agreed that information technology affects human resource planning while 20% did not agree. Most of the respondents stated that they normally use information technology in planning related functions since many of functions and activities in the work place is either done or facilitated by the use ICT related equipment such as computers, Faxes photocopiers and scanners.

On the extent of effect of service decentralization on human resource planning analysis reveal that 67% of the respondents agreed that organizational change affects human resource planning. This was emphasized by their believe that it affects their work when new setting and structures are introduced, this they believe may render their work obsolete, only 33% did not believe so.

According to the analysis on whether labor turnover affects human resource planning 80% of the respondents agreed while 20% were of the contrary opinion. Most of them believed that unplanned exit of the workers affect management of skills and talent as the organization loses most of the workers in their core function coupled with the failure by the organization to conduct exit interviews to ascertain the reason why employees leave.

From the analysis 73% of the respondents were of the opinion that generational changes affect human resource planning while 27% did not believe that it does. Based on the findings majority of the respondents felt that officers retiring before the mandatory retirement age poses a challenge to human resource planners.

5. Conclusion

From the study and analysis of the responses the researcher noted that Information technology, service decentralization, labour turnover and generational changes affect human resourcing planning in an organization. This was indicated by majority of the respondents who participated in the study.

Today we are seeing the impact of IT in every sector of human activity. Everything we do as an economy is underpinned by Information Technologies. These technologies have transformed how the nation is governed, how businesses operate, and how people interact. IT also affects the type and quality of information used in the demand and supply forecasting. New technology brings new skills requirements, so companies always need to be aware of proficiencies and training needs when planning human resources.

New products and services also may require recruiting highly skilled employees or training existing employees to meet the needs of the organization. According to the findings majority of the respondents agree that the advancing technology is taking work to a higher level and that the quality of information generated by IT related tools is always precise and reliable. This will provide accurate data for human resource planners.

Changes take place within the organization from time to time in an aim to better service delivery, changes such devolution, mergers, diversification into new products and closing down business in some areas. In such cases human resource planners are forced to re organize their plans and projections to meet the changes occasioned by external and internal environment. According to majority of the respondents any change in the organizational structure affect any plan for the future human resources.

Labour turnover is a burning issue for any organizations. For the steady productivity of any organization it is essential that they maintain its skilled workforce. But most of the time it is very difficult to control the turnover rate within organizations. Productivity of an organization depends on skills or expertise of its workforce. A skilled worker is an asset for any organization and if the worker leaves the organization the effects will be very high. It was noted from the majority of the respondents stated that labour turnover interferes with talent and skills management as workers with talent leave the organization and   this poses a challenge to human resource planning.

As the population of young generation grows at an increasingly fast rate the demand for employment also increases day by day. This trend supersedes the number of older generation in employment. As older generation leaves their careers, employers can expect fewer qualified candidates to fill open positions. Organizations will be scrambling to move many of their current employees up into the jobs that boomers will retire from, thus creating openings in the lower levels of many organizations.

Majority of the respondents were of the opinion that they would wish to retire early before they reach their retirement age and this may pose big challenge to human resource planners as they would not be in a position to determine which posts will become vacant in the near future.

6. References

i. Absar, M. &Mahmood, M. (2011). New HRM practices in the public and private sector industrial enterprises of Bangladesh: A comparative assessment. International Review of Business Research Papers, 7(2), 118-136.

ii. Ali, M., Ahmad, Z. &Iqbal, J. (2012). Human resource planning: A key to internal and external fit. African Journal of Business Management, 27(6), 7938-7941.

iii. Anderson, C. M. (2001). The use of computer technology by academics to communicate internationally: Computer-mediated communication and the invisible college. (Univ Microfilms International).Dissertation Abstracts International Section A: Humanities and Social Sciences, 59 (7)

iv. Anyim, F., Mba, S. &Ekwoaba, J. (2012).The imperative of integrating corporate business plan with manpower planning. International Journal of Business and Management, 7(8), 56-62

v. Armstrong, M. (2006).A Handbook of Human Resource Management Practice. 10th ed.

vi. Ayanda, O. &Sani, A. (2010). Strategic human resource management and organisational effectiveness in the public sector: Some evidence from Niger state. Euro Journals, 9, 142-156.

vii. Best, O. & James, W. (2001).Fundamentals of social research methods: an African perspective. (3rd ed), Lansdown: Juta Education.

viii. Biles, George E & Holmberg, Stevan R. (2001) Strategic Human Resource Planning.

ix. Bovey, W. H., &Hede, A. (2001).Resistance to Organizational Change: The Role of Cognitive and Affective Processes. Leadership and Organization Development Journal. 22 (8), 372-384.

x. Boxall, P. & Purcell, J. (2011), Strategy and Human Resource Management (3rd Ed.), Basingstoke, Hampshire: Palgrave Macmillan

xi. Bramham, J, (2001). Practical Manpower Planning, Institute of Personnel Management, UK.

xii. Bryman, A. (2004). Social Research Methods (2nd Edition). Oxford, Oxford University Press.

xiii. Brynjolfsson, E., Hu, Y. J. &. Smith., M., D. (2001). Consumer Surplus in the Digital Economy: Estimating the Value of Increased Product Variety at Online Booksellers. Management Science 49 (11).

xiv. Budhwar, P. & Yaw, A. D. (2001).Human Resource Management in Developing

xv. Bulla, D. N. Scott, P.M. (2001).Manpower requirements forecasting.

xvi. Burack, R. Elmer H. (2001). Linking Corporate Business and Human Resource Planning.

xvii. Burnes, B. (2004). Managing Change: A Strategic Approach to Organizational Dynamics, (4th ed). Organizational Studies.

xviii. Burns., N, & Grove S. (2001) Research methods: qualitative research.

xix. Buyens, D., &Devos, A. (2001).Perceptions of the Value of the HR Function. Human Resource Management Journal, 11 (3), 70-89.

xx. Byars L.L. & Rue L.W. (2001).Human Resource Management. Irwin McGraw-Hill, New York.

xxi. Byars, L. L. & Rue, L. W. (2004) Human Resource Management, 7th edition.

xxii. Calo, J., T. (2007). Transitional Approach to Retirement: Public Personnel Management.

xxiii. Cappelli, P. (2001). A market-driven approach to retaining talent, Harvard Business Review.

xxiv. Caudron, S. (2001).Responds to diversity. Personnel Journal, 69(11), 71-77.

xxv. Child, J. (2000) Strategic Choice Approach

xxvi. Choi, M., &Ruaua, W. (2011).Individual Readiness for Organizational Change and its Implication for Human Resource and Organization Development. Human Resource Development Review, 10 (1), 46-73.

xxvii. Colley, L. & Price, R. (2010). Where have all the workers gone? Exploring public sector workforce planning. Australian Journal of Public Administration, 69(2), 202-213. Countries.

xxviii. Cox, B, G (2013). Research methods: Target population.

xxix. Curson, J. Dell, M., Wilson, R., Bosworth, D. &Baldauf, B. (2010). Who does workforce planning well? Workforce review team rapid review summary. International Journal of Health Care Quality Assurance, 23(1), 110-119.

xxx. David, P. A. (1990). General Purpose Technologies and Surges in Productivity: Historical Reactions on the Future of the ICT Revolution.

xxxi. De Waal, A. &Frijns, M. (2011). Longitudinal research into factors of high performance: The follow-up case of Nabil Bank. Measuring Business Excellence, 15(1), 4-19.

xxxii. De Wit, B. & Meyer, R. (2005) Strategy Synthesis: Resolving Strategy Paradoxes to Create Competitive Advantage, (2nded), London: Thomson Learning.

xxxiii. Deb, T. (2006).Strategic Approach to Human Resource Management. Delhi: Atlantic

xxxiv. Dessler, G. (2010), Human resources management (11thed).

xxxv. Dimba, B. A. (2010). Strategic human resource management practices: effect on performance. African Journal of Economic and Management Studies, 1(2), 128-137.

xxxvi. Dom, N. Kasim, N. &Shamsuddin, A. (2012).Framework of human resource planning (HRP) influencing factors for local workforce supply in Malaysian construction industry. Journal of Technology Management in China, 7(2), 177-197.

xxxvii. Doyle, M. (2002). From Change Novice to Change Expert: Issues of Learning, Development and Support.

xxxviii. Drucker, P., F. (2001).Coming of the new organization, New York: Harper and Row.

xxxix. Dunphy, D. &Stace, D. (2001). The strategic Management of Corporate Change', Human Relations.
   xl. Dunphy, D., &Stace, D. (2000). Under New Management: Australian Organizations.
   xli. Edmonstone, J. (2000). Managing Change: An Emerging Consensus', Health Manpower Management, 21(1).
   xlii. Farnham, D. (2006), Examiner's Report, May, CIPD Co. U.K.
   xliii. Follet, M.P. (2001) Creative experience.
   xliv. Freyens, B. (2010). Managing skill shortages in the Australian public sector: Issues and perspectives. Asia Pacific Journal of Human Resources, 48(3), 262-286.
   xlv. Gaudet, F. J. (2000). Labour Turnover: American Management Association.
   xlvi. Gibbs, N. (2001). Demographics.
   xlvii. Gilley, A. (2006.). The Manager as Change Leader. The Industry Isn't Changing. It Has Changed.
   xlviii. Gould, R. (2000). Gaining a Competitive Edge Through Human Resource Strategies.
   xlix. Griggs, L., B. (2000). Valuing diversity.
    l. Guest, D., E & King, Z. (2004). Power, Innovation and Problem Solving: Journal of Management Studies, 41 (3), pp 401-23.
    li. Guimaraes, T. & Armstrong, C. (2001). Empirically Testing the Impact of Change Management Effectiveness on Company Performance', European Journal of Innovation Management, 1(2), 74–84.
    lii. Hitt, L. M. &Brynjolfsson, E. (2000). Different Measures of Information Technology Value.MIS Quarterly 20 (2).
    liii. Huselid, Mark A. (2000). The Impact of Human Resource Management Practices on
    liv. Imison, C. Buchan, J. & Xavier, S. (2009). NHS Workforce Planning. Limitations and Possibilities. London: The King's Fund.
    lv. Inyang, B. J. (2011). Creating value through people: best human resource (HR) practices in Nigeria. International Business and Management, 2(1), 141-150.
    lvi. Iqbal, Z., Arif, I. & Abbas, F. (2011). HRM practices in public and private universities of Pakistan: A comparative study. International Education Studies, 4, 215-221.
    lvii. Jacobson, W. (2010). Preparing for tomorrow: a case study of workforce planning in North Carolina municipal governments. Public Personnel Management, 39(4), 1-21.
    lviii. Johnston, W. B., & Packer, A. E. (2001). Workforce 2000: Work and workers for the 21st century. Indianapolis: Hudson Institute.
    lix. Khatri, N., Chong, T. F., &Budhwar, P. (2005). Explaining Employee Turnover in an Asian Context. Human Resource Management Journal, 11(1), 54-74.
    lx. Khatri, N., Pawan S Budhwar. (2006). A Study of Strategic HR Issues in an Asian Context, Personnel Review.31(2), 166-188.,
    lxi. Konrad, A., & Hartman F. (2002). Formalized Human Resource Management Structures: Coordinating Equal Opportunity or Concealing Organizational Practices, Academy of Management Journal, 38, 787–820.
    lxii. Kothari, C.R. (2004) Research methodology: Sampling.
    lxiii. Khan, S. (2000). Building organizational learning capability. Indian Journal of Industrial relations. 35(2)
    lxiv. Kruger, L.&Helfen, M. (2002). Employee Involvement, Attitudes and Reactions to Technology Changes."
    lxv. Lawler, E. E. & Christopher G. W. (2006). Winning Support for Organizational Change: Designing Employee Reward Systems that Keep on Working. Ivey Business Journal Online.
    lxvi. Lee, T. W., &Mowday, R. T. (2000). Voluntarily Leaving an Organization: An Empirical Investigation of Steers and Mowday's Model of turnover. Academy of Management Journal,
    lxvii. Leng, T. (2005).Human Resource Planning and Human Resource Development in Construction (Master's thesis).University Technology of Malaysia, Kuala Lumpur.
    lxviii. Lieber, L. (2008). Employment Relations: Changing Demographics will Require Changing.
    lxix. Lienert, I., (2003). "Civil Service Reform in Africa: Mixed Results after 10 years"
    lxx. Luecke, R. (2003). Managing Change and Transition: Harvard Business School Press.
    lxxi. Martins, J.H., (2001). Data Analysis: Processing and Basic Analysis.
    lxxii. Mckinsey (2013). The Next Wave in HR technology.
    lxxiii. Michael, A. (2006). Human Resource Management Practice: Cambridge University Press. Miller, Ernest C. (April 1989) "Strategic Planning pays off", Personnel Journal 67.
    lxxiv. Mishra, A. &Akman, I. (2010), Information Technology in Human Resource Management: An Empirical Assessment.
    lxxv. Mobley, W., H. (2000). Employee Turnover: Individual and Organizational Analysis.
    lxxvi. Moody, R., W. (2000), Going, Going, Gone, Internal Auditor 57 (3), 36-41.
    lxxvii. Morrow, P. C. , James C. McElroy, M.W., Laczniak, K. S., & Fenton, B. (1999). USING Absenteeism and Performance to Predict Employee Turnover: Early Detection Through Company Records.
    lxxviii. Mowday, R. T., Porter, L. W., & Steers, R. M. (2001). Employee Organizational linkages: The Psychology of Commitment, Absenteeism, and Turnover.
    lxxix. Mueller, Charles W. & James L. Price (2000), Consequences of Turnover: A Work Unit Analysis,
    lxxx. Mugenda, A.&Mugenda, O. (2003). Research methods.

lxxxi.   Muriu, R.M., (2012). Decentralization, citizen participation and local public service delivery: A study on the nature and influence of Citizen Participation on decentralized service Delivery in Kenya

lxxxii. Murray, A. & Kent G. (2006).The Enterprise of the Future." Schneider, Dan. "It's a Leader's Duty to Manage Change." Business Record (Des Moines). 20 February.

lxxxiii. Nelson, L. (2003). A Case Study in Organizational Change: Implications for Theory', The Learning Organization, 10(1), 18–30.

lxxxiv. Okumus, F. &Hemmington, N. (2000). Barriers and Resistance to Change in Hotel Firms: An Investigation at Unit Level, International Journal of Contemporary Hospitality Management, 10(7), 283–288.

lxxxv.   Pettman, O. (1975). labour Turnover and Retention

lxxxvi. Pfeffer, J. (2001). Competitive Advantage through People. Boston: Harvard Business School. Sydney: McGrawHill.Publishing.

lxxxvii. Piderit, S., K. (2000). Rethinking Resistance and Recognizing Ambivalence: A Multidimensional View of Attitudes toward an Organizational Change. The Academy Of Management Review, 25 (4), 783-794.

lxxxviii. Piore, M. J. (1998). Impact of Technology on Organization.

lxxxix. Porras J. I. & Robertson P J (1992) Organizational Development: Theory, practice and

xc.   Robbins, S., P. &Judge, T. A. (2013).Organizational Behavior.

xci.   Rothwell, W. J (2010).Effective Succession Planning, Ensuring Leadership Continuity and Building Talent from Within.4th edition, American Management Association, New York.

xcii.   Rouse, P., M. (2013). Integrating Talent Management and Core HR systems.

xciii.   Santos, A. Zhang, A. Gonzalez, M. &Byde, A. (2009).Workforce Planning and Scheduling for the HP IT Services Business. Paper presented at the Multidisciplinary International conference on Scheduling: Theory and Application. August 2009, Dublin, Ireland?

xciv.   Shrivastava, S. & Shaw, J. B. (2004). Liberating HR through Technology. Human Resource.

xcv.   Sinclair, A. (2004). Workforce planning: A literature review. Institute for Employment Studies (1-20). UK

xcvi.   Snell, S. A., Stueber, D. &Lepak, D. P. (2012). Virtual HR Departments: Human resource management in virtual organizations, 81-101, CT: Information Age

xcvii.   Storey, J. (2014).New Perspectives on Human Resource Management (Routledge   Revivals).Routledge.

xcviii. Subramaniam, C., Shamsudin, F. M. & Ibrahim, H. (2011).Linking human resource practices and organisational performance: Evidence from small and medium organizations in Malaysia.JurnalPengurusan, Vol. 32, 27-37.

xcix.   Sullivan, J. (2002). Managing Human Resources: International Journal of Human Resource Management

c.   Sullivan, J. (2006). Workforce Planning

ci.   Sullivan., J. (2002), Before You Try It, Understand Why Workforce Planning Fails.

cii.   Turnover, Productivity, and Corporate Financial Performance,

ciii.   Ulfertsm, G., Wirtz, P. & Peterson, E. (2009).Strategic human resource planning in academia.American Journal of Business Education, 2(7), 1-9.

civ.   Watkins, M. (2003), Right from the start: success strategies for new leaders.