An Investigation into Factors Influencing Strategic Human Resources Planning in Organizations: A Case Study of Kenya Electricity Generating Company (KenGen)

By

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JULY 2007

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An investigation into factors influencing
DECLARATION

I hereby declare that this Research proposal is my original work and has not been presented for a degree in any other University.

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This proposal has been submitted to the School of Business for examination with my approval as supervisor.

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Chairperson
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DEDICATION

Dedicated to my husband Kipkoros Kandie and my children Mercy, Brian and Victor
ACKNOWLEDGEMENT

I would like to express my deep appreciation to my supervisor, Mr Eliud Obere for his insightful guidance and assistance at every stage of writing this proposal.

I am sincerely grateful to my family for their encouragement, support and constant prayers.

I would like to thank Madam Soy, the Chief Manager HR and her Assistant Mr Maina for their support all through this project and enabling me carry out the study at the KenGen Company. To my colleagues who helped in data collection, thank you very much.

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To all those who contributed in one way or another, thank you very much and may God bless you abundantly.

Finally all the glory and honor goes to God for giving me good health and strength to carry on and complete this project.
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ABSTRACT

Organizations are increasingly looking at human resources as a unique asset that can provide sustained competitive advantage. The changes in the business environment with increasing globalization, changing demographics of the workforce, increased focus on profitability through growth; technological changes, intellectual capital and the never-ending changes that organizations are undergoing have led to increased importance of managing human resources. An overview of KenGen’s corporate objective 2005-2010 and initiatives while underscoring the importance of HRM issues, it highlights the enhancement of staff productivity, attracting and retaining skilled and motivated workforce and enhancing core competencies and skills. There is no clear plan on how to achieve the aforementioned human resource management functions. This may lead to the organization lacking key skills, knowledge and competencies to carry out organization business. There is, therefore, no clear implementation of a clear strategic human resource management planning in organizations such as KenGen. It is on this basis that this study sets out to explore the factors influencing the strategic human resource management planning at KenGen.

This was a descriptive survey. The target population was KenGen staff. Purposive sampling was used to select the respondents. Primary and secondary data were used for the study. The primary data were collected through a structured questionnaire and interview schedule. Data analysis tools in Microsoft Excel spreadsheet and the SPSS (Statistical Package for Social Sciences) software packages were used to analyze the data.

The key organizational findings that affect SHRP include: top management perception, lack of SHRP skills, short-term orientation of Strategic human resource plans and lack of resources. Inability of the human resource practices to change according to business needs was also identified. The external environmental factors that influence organizational planning include; lack of adherence to government recruitment policy, economic challenges, political influence, corruption, and rapid technological changes. The strategies employed by KenGen in SHRP include: presence of a proper training policy, fair recruitment practices, review of company’s resource planning and presence of fairly effective strategic human resources management function.

The study recommends that firms they should address both internal and external factors that influence SHRP for them to realize their strategic objectives. The study recommends that top managers in organizations should be encouraged to always consider SHRP as a key ingredient for the realization of their human resources goals.

(Statistical Package for Social Sciences) software packages were used to analyze the data.
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Organizations are increasingly looking at human resources as a unique asset that can provide sustained competitive advantage. The changes in the business environment with increasing globalization, changing demographics of the workforce, increased focus on profitability through growth, technological changes, intellectual capital and the never-ending changes that organizations are undergoing have led to increased importance of managing human resources (Wright, 1998).

Human resources management function specializes in matters concerned with management and development of people in organizations. It enables the organization to achieve its objectives by taking initiatives and providing guidance and support on all matters relating to its employees. The basic aim is to ensure that that management deals effectively with everything concerning the employment and development of people, and the relationships that exist between management and the workforce. Human Resource concerns within an organizational design and development, human resources planning, recruitment and selection, development and training, employee reward, employee relations, knowledge management, health and safety, welfare, HR administration, fulfillment of statutory requirements, equal opportunity issues and other matters concerned with the employment relationship (Amstrong, 2004).
There exists a noticeable financial return for the organizations whose human resource management (HRM) systems have achieved operational excellence and are aligned with business strategic goals. In this scenario, a human resource (HR) department that is administrative and lacks strategic integration fails to provide the competitive advantage needed for survival, thus losing its relevance Huselid and Becker (1997). In addition, Ulrich (1998) attests that one of the four roles of HR personnel is to become strategic business partner. Youndt and Snell (1996) find that firms employing HR practices according to the stated strategy are regarded to have better perceptual performance.

Human Resources planning determines the human resources required by the organization to achieve its strategic goals (Amstrong, 2004). As defined in by Bulla and Scott (1994) it is the “process of ensuring that the human resources requirements of an organization are identified and plans are made for satisfying those requirements”. Conceptually, human resources planning should be an integral part of business planning. The strategic planning process should define projected changes in the scale and types of activities carried out by the organization. It should identify the core competencies of the organization need to achieve its goals and therefore its skills requirements. However, there are often limitations to the extent to which such plans are made, and indeed the clarity of the plans, and these may restrict the feasibility of the developing integrated human resources plans that flow from them (Amstrong, 2004).

For along time, organizations development pundits have maintained that improvement of business performance is directly tied to good human resources planning and closely linking these plans to strategic objectives. Most organizations strive to improve some
subtly and some with aggressive strategic plans designed to take the organization to the next level. The process to improve in specific areas is ever present within most organizations, although not always recognized as affecting the overall business performance. Effective HRP has become even more important in the highly competitive global business environment in the 21st century. Organizations are evolving into complex but nontraditional structures in order to be competitive and attract and retain the key individuals upon which success depends. Yet there does not seem to be a rush for increased interest in HRP. It is often misunderstood and relegated to a task-driven, bureaucratic role therefore rendering unable to be the strategic partner in business, as it ought to be. It is on this background that this study sets out to explore the factors influencing strategic human resource planning at KenGen.

1.1.1 Background of KenGen Company

The power industry in Kenya dates back to 1922 when East African Power and Lighting Limited, was incorporated to generate and distribute power. The company changed its name to The Kenya Power and Lighting Company Limited (KPLC) through special resolutions in 1983. In 1954 Kenya Power Company Limited (KPC) was incorporated as a private company and later converted to a public company in 1955. KPC was to raise funds from the international markets to construct a transmission line from Tororo to Nairobi to facilitate power import from Uganda and to develop power-generating facilities including geothermal resources.

The reforms of the Kenya’s power sub-sector, commenced in 1996, with the purpose of creating a legal and regulatory framework to enhance efficient use of resources dedicated
to the supply of electricity to the economy and also to encourage private sector investment to the industry. In this respect, the Government engaged the services of consulting Electricity de France (EDF) whose terms of reference was the separation of the generation function from transmission and distribution on respective management organization structures, bulk supply and retail tariffs.

KenGen has generation assets located in various parts of the Country with an installed capacity of 948.93 MW, which is equivalent to 89% of the Country’s installed capacity of 1066 MW. KPLC buys electricity from KenGen and Independent Power Producers (I.P.P’s) under respective power purchase agreements. To meet the growing demand, KenGen and other power producers undertake capacity expansion investments, the latest of which came on stream in the year 2005.

KenGen an organization with a workforce of over 1500 employees has been undergoing capacity expansion in terms of its installations (Sondu Miriu Hydro-project and the Olkaria Geothermal project) which demand for increased human capital requirements (KenGen News, July 2006). In addition, the attention given to the company due the listing on at the NSE has brought about new demands resulting from the opening up of the company to the public. Information on strategic human Resource planning in the company is lacking, yet organizations are increasingly looking at human resources as a unique asset that can provide sustained competitive advantage (Wright, 1998). Furthermore, as the human resources requirement increases the company has to employ more to meet the work demands. The lack of an efficient strategic plan hinders organizations in reaching the greatest level of organization effectiveness (Dobson, 2002).
In addition, a human resource (HR) department that is highly administrative and lacks strategic integration fails to provide the competitive advantage needed for survival, thus losing its relevance (Huselid and Becker, 1997).

The department of Manpower planning and Establishment has attempted to incorporate Career Development and Succession Planning (career path) for the employees. This is a way of preparing staff to take over duties and responsibilities. It also ensures that the staffs have the necessary information required for the job by doing a skills audit. They have adopted transfers, promotion and training as some of the tools to address this.

Skills Audit is done to find out the skills, qualifications and levels of experience available in the company. The recommendations are used to devise learning and training programs.

Other areas they are concerned with is the review of the Organization Structure. Review of the organization structure is necessitated by changes in responsibilities. This is done in conjunction with the Divisional Heads of various divisions. Verification and Processing of Staff Movements is also domicile in this department. This is done by confirming vacancies, check the skill audits and giving relevant recommendations.

1.2 Statement of the Problem

An overview of KenGen’s Corporate objective 2005-2010 and initiatives while underscoring the importance of HRM issues, it highlights the enhancement of staff productivity, attracting and retaining skilled and motivated workforce and enhancing core
competencies and skills (KenGen, 2005). A review of the manpower planning reveals a
deficit in a clear strategic plan on how to achieve the afore mentioned human resource
management function. There is the desire and attempt to develop a database of the
employees skills but has not been translated into a proper plan that mergers the
organizations strategic business objectives. This may lead to the organization lacking
key skills, knowledge and competencies to carry out organization business. There is,
therefore, no clear implementation of a strategic human resource management planning in
KenGen. It is on this basis that this study sets out to explore the factors influencing the
strategic human resource planning at KenGen.

1.3 Objectives of the Study
The main objective of this research was to examine the factors influencing human
resources planning in KenGen. The specific objectives were:

1. To establish the factors that influence strategic Human Resource planning.
2. To establish how the Top management perception of the importance of human
resources planning.
3. To find out the strategies employed by the company in human resource planning.
4. Establish how the organization's current practice/culture impacts on human
resource planning.

1.4 Research Questions
The research intended to answer five main questions

1. What are the factors influencing strategic human resources planning?
2. How do these factors impact on Kengen as an organization?

3. Are there policy frameworks on Strategic Human Resources planning?

4. What strategies does the company employ in human resource planning?

5. Does the organization’s culture impact on human resource planning?

1.5 Significance of the Study

HRP is a relative modern concept, as opposed to the traditional practice or MP planning. Its more proactive and all-encompassing pertaining HR strategy and better positioned to enhance an organizations competitive advantage. An understanding of this concept is thus imperative if the function of acquisition, retention and development of staff is to be projected and done the right way.

This study will highlight is clearer detail the practice of HRP in KenGen vis-à-vis the weaknesses inherent thereof, thus giving a chance for improvement of this activity thereabout. It will bring to light areas where the organization has succeed or failed in the administration, even formulation of the strategy, and therefore point out ways of improving and stressing its necessity.

The recommendations thereof shall assist the management of the organization and other corporate bodies in re-evaluating its stand and position as regards HR Planning. This will go a long way in alleviating problems linked to human capital utilization, skills inventory and retention of talent.
It is envisaged that this study will generate debates and stimulate more research in the area of strategic human resource management planning.

1.6 Assumptions of the Study

The study was guided by a number of assumptions, which included:

1. The respondents will cooperate and provide the required information
2. There is involvement of line managers in planning.
3. There is a functional HR in the organization.

1.7 Scope and Limitations

The study was limited to exploring the factors that influence strategic human resource management planning in KenGen. The study was interested in all the 8 departments in the organization since they are directly involved in the HR functions of the organization.

The limiting factors of this study included:

1. Generalizations. This study was carried on KenGen of which the findings may not necessarily reflect the real situation in all organizations in the whole of Kenya
2. Due to the veil of confidentiality surrounding the corporate sector, most respondent may be reluctant to participate.
3. Due to busy schedule of most top managers they may not have time to participate in the study.
1.8 Operational Definition of Terms

**Human resources management** - management function that specializes in matters concerned with management and development of people in organizations.

**Human Resources planning** - The process of ensuring that the human resources requirements of an organization are identified and plans are made for satisfying those requirements.

**Strategic planning** - is an overall approach that looks at the big picture while designing a way through plans, methods, and details to reach a holistic organization.

**Internal Environment** - Conditions within an organization that influence formulation of a strategy.

**External Environment** - Conditions from outside the organization that influence formulation of a strategy.

**Human Resource Culture** - The HR philosophy integrates the various beliefs and the value systems that determine the way the organisation manages its employees.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter reviews the literature related to the problem of the study. The chapter specifically, documents the definition of strategic human resource management training, formulation of Strategic Human Resource Management, The Need for Strategic Planning, Management perception and HR planning, Human resources planning strategies in organization, organization’s culture and Human resources planning and the conceptual frameworks. The chapter further identifies the gaps to be bridged by the study.

2.2 Definition of Human Resource Planning
According to Dobson (2001) Strategic planning is an overall approach that looks at the big picture while designing a way through plans, methods, and details to reach a holistic organization. Strategic human resource planning, however, has been defined in various studies in various ways.

Stauner (1971) defined it as a strategy for acquisition, utilization, improvement and preservation of enterprise strategic human resources. It relates to establishing job specification or the quantitative and qualitative requirements of jobs determining the number of people and the expertise. Most of the studies nevertheless subscribe to the same idea that ‘Strategic HRP is the process by which management determines how it should move from its current human position to its desired human resources position’ and
it is a process of determining strategic human resources requirements and the means for meeting those requirements in order to carry out the integral plan of the organization'

2.3 Previous Studies on Strategic Human Resource Management

2.3.1 Factors influencing Human Resource Strategy

Mello (2001) refers to key external environment and internal variables that influence strategy formulation. Competition, government regulations, technology, market trends and economic conditions are key external environment variables and culture, structure, politics, employee skills and past strategy are key internal variables.

Sparrow and Pettigrew (1987) identify the external factors like technology changes, political, social and economical climate as factors that influence the HR strategy formulation in organizations. This study further suggests the internal factors include the structure, culture, internal politics, business direction and business outcomes interact with the external environment in the process of HRM.

A number of organizational factors influence the SHRM process. A few general factors are identified to be barriers to effective SHRM. Devanna et al. (1981) put forth a number of reasons why strategic orientation may lack in the HR function. A major one is that the top management does not perceive it important to include the HR department in the decision making process. Mike Losey in an interview (Huselid and Becker, 1999) notes that CEOs must realize that additional competencies are required for HR professionals HRM now entails more than basic proficiencies like administration, transactions,
compliance and keeping complaints to a minimum but is now the bottom line stuff. It is a profession that not everyone can perform and HR departments must develop competencies in dealing with strategic issues, business awareness and the ability to quantify its own the contributions/ significance.

2.3.2 The Need for Strategic Planning

Human resource planning is a key HR process that makes the basis for the existence of HR department in an organization. Planning is generally regarded as a process of determining organizational objectives and selecting a future course of action to accomplish them. Its primary purpose is to offset future uncertainties by reducing the risk surrounding organizational operations (Bedeian, 1996). Just as planning is to management, HR planning is to the HR function while the HR/department is charged with the duty to execute matters related to personnel function, of an organization, HRP is the process that oversees the determination and forecasting of the human resource requirements of personnel. Strategic planning is needed at the point when priorities begin to compete with one another. It is necessary to have specific goals for any activity to measure ministry effectiveness in addition to thinking strategically for long-term success. With broad plans on the upper levels of the ministry and specific plans at program levels quality control will improve the focus and process. “The strategy is the glue that holds it all together, strategy gives clarity in direction and is helpful for organizations to operate effectively” (Zietlow 2001).
Migliore, (1994) affirms that, when the strategic plan is incorporated into the organization it involves dividing and assigning the responsibilities of each task with specified resources and completion target dates. The advantages of planning help organizations adapt to changing environments and specifies to whom the responsibilities belong. It gives a sense of direction for assessing the market position, and establishing objectives, priorities, and strategies to accomplish the goals with motivation. In addition, Phillips (1999) indicates that the function of a statement of purpose is to define the role of the organization. It creates a common direction, and provides the foundation for job and program descriptions, with standards for measurement. Armstrong (1999) indicates that HRP determines the human resources required by the organization of ensuring that the requirements of an organization are identified and plans made for satisfying those requirements. The process concerns matching resources with business needs in the larger farm.

From the foregoing, the planning could be viewed to be a systematic continuing process of determining an organization’s manpower requirement in regard to number and qualifications. The process aims to enhance the attainment of organizations corporate goals, through the acquisition and deployment of the right personnel among the organizations structures. HRP would be used in the interpretation of organizational plans in terms of people requirements. It would thus in effect influence organizations business strategy by drawing attention to ways in which people could be developed and deployed more effectively to further achievement of business goals. HRP further, allows the organization to focus on any problems that might have to be resolved in order to endure
that the people required will be available and will be capable of making the necessary contribution towards attainment of organization goals.

2.3.3 Management Perception of HRP

Research evidence shows that the top management that does not perceive it important to include the HR department in the decision making process (Huselid and Becker, 1999) Lack of basic economic literacy among HR professionals, in which research has suggested that knowledge of business, delivery of HR practices and management of change are significant competencies of HR professionals. Also, they should have a high degree of personal credibility and should master HR practices (Ulrich, Brockbank, Yeung and Lake, 1995).

Today, human resource managers do not have the luxury of operating and performing in a stable, predictable environment as political, social and economic changes are affecting all organizations and their human resource management activities. In particular, the dominant environmental uncertainties combined with recent trends/changes in the socio-economic climate are having considerable effects on the place and role of human resource planning (HRP).

In the past decade or so, human resource management researchers and professionals have tended to place greater emphasis on employee attitudes and on the development of personnel strategies to search for the enhancement of positive employee feelings and commitment. On the whole, these strategies have lacked sufficient concentration on the
need to control the flow of personnel within and across organizational boundaries. As a result, human resource planning (HRP) has taken a backward step in priority-placing within the overall human resource management system. In the current, highly uncertain socio-economic climate, the HRP function is emerging as a focal human resource activity as it is increasingly becoming an essential (and very prominent) boundary spanning function. As such, that function endorses the crucial role of dealing with the necessary changes in the

2.3.4 Human resources planning strategies in organization

Fundamentally, HRP consists of a range of tasks designed to ensure that the appropriate number of the right people are in the right place at the right time. According to Gratton, Hope-Hailey, Stiles and Truss (1999) implementing various HRM systems based on the HR strategy involves the vertical, horizontal and temporal linkages. Various HRM systems like recruitment and selection, performance management, compensation, training and development, career management, etc. need to be aligned with the HR strategy. This is the vertical linkage. Policies and practices of various HRM systems are set or modified according to the strategy implementation needs. Based on the concept of horizontal linkage, HRM systems also need to be aligned to each other.

Wright and McMahan (1992) and Truss and Gratton (1994) consider outcomes and relevance of various HRM systems in achieving strategic objectives as an integral part of SHRM. The extent of alignment of HRM systems with business strategy and the contribution of HRM systems in achieving strategic objectives need to be evaluated in

In essence, it involves assessing current levels and utilization of staff and skills, relating the internal elements to the market demand for the organization’s products, and providing alternatives to match human resources with anticipated demand. The planning for human resources is fundamentally a dynamic process that endeavors to monitor and manage the flow of people into, through, and out of the organization in order to achieve an equilibrium. This process has to take into consideration the total corporate plan and the many environmental issues that affect the employment of people. In broad terms, the major factors that can influence HRP requirements can be divided into two major sets of parameters: first the external forces, such as market forces, technological change, changing nature of the workforce and the emerging patterns of work arrangements, and second, the internal parameters, such as the age structure of the workforce, productivity, and labour mobility.

2.4 Organization’s culture and Human resources planning

The cultural factors include the HR philosophy and the internal branding of HR. The HR Philosophy integrates the various beliefs and the value systems that determine the way the organization manages its employees. In view of these beliefs and values, certain policies or practices may be unacceptable to the organization in the implementation of
HRM systems. The second factor here is the internal branding of the HR department. The internal branding of the HR department is determined by perceptions regarding its effectiveness in the organization, its role in enhancing employee performance, and its capability in supporting various organizational and employee-related initiatives. Tsui (1984) suggests that the effective functioning of the HR department depends on its reputation among the users of its services. Demonstrating the successes of the department can enhance its reputation. Golden and Ramanujam (1985), in their empirical study, find that demonstration of HRM expertise through HRM successes considerably enhances HRM function’s credibility amongst top management.

The more contemporary approaches to HRP need to consider current (and anticipated/future) changes in the make-up and aspirations of the workforce. Long-term macro-level forecasts seem to suggest that people in the future will have a greater desire for self-development and discovery. These aspirations will trigger requirements for changes in existing corporate structures and management systems. As a result, human resource professionals and their organizations may capitalize on the advantage of potential employees who may be more creative and self-motivated, but they also will face the problem of developing an environment that will attract and hold such individuals.

2.5 Conceptual Framework

This study adopted a conceptual framework to guide in exploring the factors influencing strategic human resource management planning in Kengen Company. The conceptual framework will take into account the independent variable as those concepts, which influence the decision (independent variable). The dependant variables that were used for
this study include (The demographic background of planners, Participation of line managers, organization culture, Top management support, socio-political factors, and environmental factors,). These variables have a direct impact on the organization's strategic human resource planning (dependant variable).

These concepts are represented diagrammatically as shown in the figure 1:

**Figure 1. Factors influencing strategic human resource management planning**

![Diagram showing factors influencing strategic human resource planning](source: Researcher, 2007)
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This section discusses the research design, target population, sample and sampling procedure, research instruments, validity and reliability of the instruments, data collection and data analysis procedure.

3.1 Research design

This study adopted a descriptive approach. According to Schinler and Coopers (2004) descriptive studies are more formalized and typically structured with clearly stated hypotheses or investigative questions. It serves a variety of research objective such as descriptions of phenomenon or characteristics associated with a subject population, estimates of proportions of a population that have these characteristics and discovery of associations among different variables. The method was chosen because it is the believe of the researcher that human resources planning being the dependent variable was being influenced by variables (independent) such as level of environmental factors, Top management support, the socio-political factors, Culture of the organization, and organizational factors.

3.2 Target Population

The target population may be defined s the all the member of a real or hypothetical set of people, events or objects to which a researcher may wish to make generalization the results of the research study (Borg and Gall 1989). This study focused on the KenGen
staff as the population of the study. Kengen has a population of 1516 employees as per the records of 2006. The staff is spread around the country in five key geographical areas as mentioned earlier. The management staff form 40% of the population while 60% are unionisable staff.

The researcher involved both the management staff and the rest of the staff in the study. This is because the issue of planning though may appear like the preserve of the top management; it also affects the other stakeholder and the highest number being the union staff that forms 60% of the population. The planners were also involved in order to establish the current practice.

3.3 Sample and sampling procedure

A sample is a small portion of a target population. Sampling means selecting a given number of the subjects from a defined population as representative of that population. Any statement made about the sample should also be true of the population (Shinder and Coopers 2004). Because a sample of the entire KenGen population in not practical, and indeed unnecessary, with a constrained budget and time limitation, a representative sample of the population was used. Two sampling methods were used. The first was purposive sampling whereby the head of sections and managers were selected by virtue of their position and roles the play in HR planning. Judgmental method was used to select the actual sample size. Ten respondents were selected from each area and that resulted to a sample size of 142 managers and HODS.
3.4 Data Collection Methods

Primary and secondary data were used for the study. The primary data was collected through a structured questionnaire, which was mailed to the respondents either electronically or by post. The respondents were distributed throughout KenGen installations. In case of any difficulty in understanding the questionnaires, assistance was given by the research assistance stationed in every area.

Secondary data were obtained from company records such as the manpower plan manuals, recruitments records, and management information systems. In addition, other studies, journals, and periodicals related to SHRMP were also consulted.

3.5 Research Instruments

Data on the factors that influence the strategic human resource management planning was required. Data collection methods utilized questionnaires for managers who have direct and indirect responsibilities in the human resource activities, and employees of various cadres. The managers were purposefully selected. Secondary data included reports and any other publication.

The questionnaires included recording participant's background information, strategic human resource management planning, and factors affecting it. It was also important to elicit information on why the respondents think it is potentially important to have strategic planning in the organization. Finally, they were invited to respond to what they considered to be the main constraints to effective strategic planning in the organization.
3.5 Data Analysis method

Data were analyzed using descriptive statistics with the help of Statistical Package for Social Sciences (SPSS). Secondary data on the subject were also analyzed and interpretations made. Data were interpreted and inferences made and presented descriptively using charts, tables and Percentages.

3.6 Validity of the instrument

The term validity indicates the degree to which the instrument measure the constructs under investigation (Borg and Gal 1989). There are three types of validity test, content, criterion and related construct validity. This study used content validity because it measure the degree to which the sample of the items represent the content that the test is designed to measure.

3.7 Expected Output

This study explored the factors influencing strategic human resource management planning in an organization with specific reference on KenGen. It was expected that the results of the study would provide a true picture of these factors that should be seen as a continuum that drives the organization performance within internal and external environments.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the data, analysis and interpretation as per the data collected using the questionnaires that were administered by the researcher to workers at Kengen. The questionnaires contained four sections in which section A sought the personal data of the respondents, section B, C and D had structured and open-ended questions on factors influencing SHR in Kengen company.

4.2 Methods of Data analysis

Data were analyzed according to the objectives of the study. The aim of the study was to examine the factors influencing human resources planning in Kengen. The specific objectives were to establish the factors that influence strategic Human Resource planning and the top management’s perception of the importance of human resources planning. The study further sought to find out the strategies employed by the company in human resource planning and how the organization’s culture impacts on human resource planning. A profile of data from each of the respondents was compiled and subjected to Statistical Package for Social Sciences (SPSS) for processing. The results are represented in tables of frequency distribution and Percentages.

4.3 Instruments return rate

The researcher issued out 50 questionnaires to the HODs and another 92 to the junior
management staff. A total of 120 questionnaires were returned. This represented 84% return rate. The HODs returned 40 questionnaires while from the junior staff 80 questionnaires were received. The failure by some respondents not returning the questionnaires was attributed to sudden transfer of some respondents while 12 questionnaires were returned filled with data that was deemed not useful for the study. Some respondents on the other hand simply failed to return the questionnaires.

4.4 Demographic information

4.4.1 Gender of the respondents

The respondents were required to state their gender. Data collected showed that majority (79%) of them were males while 21% were females. More males participated in the study more than females. It was found that there exists a relatively wide disparity between males and females working at Kengen Company. This implies that Kengen Company is yet to fully implement the affirmative action. Women are not well represented in the decision making organ of the organisation. The table 4.1 presents the responses of the respondents.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>94</td>
<td>79.0</td>
</tr>
<tr>
<td>Female</td>
<td>26</td>
<td>21.0</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.4.2 Age of the respondents

The study also sought to establish the age distribution of the respondents. It was indicated from the findings that the majority of the respondents (29%) were aged between 41 to 46 years. Respondents who aged between 31 to 35 years represented 12.5% of the respondents. Employees who were aged between 46 to 50 years represented the least Percentage (22%). These findings show that most of the employees are at the age between 41 and 55. The age group of these employees reveal that most of them have less than ten years to work for the Organization. The results also show that Kengen can experience succession-planning problems, as the employees who are in the retirement bracket are a majority. This therefore calls for short and long term Strategic Human Resource Planning, as there is need to bring on board young people who are likely to be working with Kengen for a long period to see to the fruition of the strategy. The employees in the mid life( 31-45) need to have a proper career planning in line with the business plans. These findings are tabulated in table 4.2

Table 4.2 Age of the respondents

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>26-36 years</td>
<td>8</td>
<td>7.0</td>
</tr>
<tr>
<td>31-35 years</td>
<td>15</td>
<td>12.5</td>
</tr>
<tr>
<td>36-40 years</td>
<td>25</td>
<td>21.0</td>
</tr>
<tr>
<td>41-45 years</td>
<td>35</td>
<td>29.0</td>
</tr>
<tr>
<td>46-50 years</td>
<td>22</td>
<td>18.0</td>
</tr>
<tr>
<td>51-55 years</td>
<td>15</td>
<td>12.5</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.5 Level of education of the respondents

The study sought to establish the respondents' level of education. Majority of the respondents (45%) of the respondents had Postgraduate level of education, 43.0% had had undergraduate level of education, while 12% of the respondents had had Diploma level of education. However, through careful analysis of the collected data, it was realized that most respondents were either engineers or scientists with scant knowledge in SHRP. This implies that Kengen could be lacking personnel with right qualifications to carry out SHRP. Table 4.3 represents these data.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma level</td>
<td>15</td>
<td>12.0</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>51</td>
<td>43.0</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>54</td>
<td>45.0</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.6 Position in the organization

Respondents were further asked to state their position in the organization. Respondents who occupied senior cadres in the organization were the majority in the study sample. They represented 48% of the respondents. The respondents with standard terms in the organization were 37% of the total respondents. The majority of the workers work under few executives. This implies that executive employees in Kengen have a wide span of
control which can bring with it control and supervision problems. These data are shown in table 4.4.

<table>
<thead>
<tr>
<th>Table 4.4 Position of the respondents in the organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position</td>
</tr>
<tr>
<td>------------------</td>
</tr>
<tr>
<td>Standard terms</td>
</tr>
<tr>
<td>Senior standard</td>
</tr>
<tr>
<td>Executive</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

4.7 Number of employees under each respondent

The respondents were asked to state the number of employees who were under their supervision. The results indicated that majority 45% had 30 to 40 employees while 12% and 18% had 1 to 10 and 11-20 employees respectively. 5% of the respondents indicated that they had no employees under them. These results further affirm the fact that executives in Kengen have a large number of workers under them. Table 4.5 presents the results on respondents' number of employees under them.

<table>
<thead>
<tr>
<th>Table 4.5 Number of employees under each respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>1 to 10 Employees</td>
</tr>
<tr>
<td>11 to 20</td>
</tr>
<tr>
<td>31 to 40</td>
</tr>
<tr>
<td>41 to 50</td>
</tr>
<tr>
<td>61 to 70</td>
</tr>
<tr>
<td>None</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>
4.8 Strategic planning a top priority activity performed on regular basis

The respondents were further asked whether strategic Human Resources planning was a top priority activity performed on regular basis in Kengen Company. Majority of the respondents (69%) disagreed while 28% were in the affirmative with this view. A minority (3%) did not respond to the item. These findings show that SHRP is not regarded as a top priority in Kengen. It therefore implies that Kengen could be experiencing problems brought about by lack of SHRP. These data are illustrated in Table 4.6

Table 4.6 Strategic planning a top priority activity performed on regular basis

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>No response</th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
<td>69</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

4.9 Provision of Resources for SHRP

The researcher sought to find out if Kengen Company provided resources for strategic planning. Of the workers interviewed, 29% of them indicated that Kengen provides resources for SHRP while 79% were in disagreement. Ten Percent of them did not respond to this item. These findings imply that Kengen has not set a side resources for SHRP function. This shows the degree with which Kengen disregards SHRP, it is yet to
recognize it as a vital function deserving investment of resources in. These results are illustrated in the table 4.7.

**Table 4.7 Provision of resources for SHRP**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>73</td>
<td>61.0</td>
</tr>
<tr>
<td>Yes</td>
<td>32</td>
<td>29.0</td>
</tr>
<tr>
<td>Total</td>
<td>108</td>
<td>90.0</td>
</tr>
<tr>
<td>No response</td>
<td>7</td>
<td>6.0</td>
</tr>
<tr>
<td></td>
<td>120</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**4.10 Organization's view towards its HRM function**

The study sought to establish what is Kengen Company's view towards SHRP function. Majority of the respondents (35%) indicated that it was a critical requirement for organizational effectiveness. 28% of them felt it was essential to business. 7% and 6% of them felt it assisted in implementation of business plans and was a necessary burden respectively. These results imply that there's willingness among Kengen employees to embrace SHRP. It therefore shows that the introduction of SHRP will not be met with a lot of resistance from the workers. These results are shown in table 4.8

**Table 4.8 Organization's view towards its HRM function**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Necessary burden</td>
<td>7</td>
<td>6.0</td>
</tr>
<tr>
<td>Resource assistance in... Plans</td>
<td>8</td>
<td>7.0</td>
</tr>
<tr>
<td>Essential to business</td>
<td>33</td>
<td>28.0</td>
</tr>
<tr>
<td>Critical to organization's... effectiveness</td>
<td>43</td>
<td>35.0</td>
</tr>
<tr>
<td>No response</td>
<td>29</td>
<td>24.0</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.11 Benefits of adopting strategic HRP

Respondents were also asked to indicate what benefits their organization was likely to accrue by adopting strategic Human Resource Planning. 22% of them indicated that it created process efficiency while 20% of them felt it a source of competitive advantage. Those who indicated improvement of product or service quality as one of the benefits of SHRP were 12% of the total study sample. It therefore implies that workers realize the benefits Kengen is likely to accrue if it put in place SHRP. These results are shown in table 4.9

Table 4.9 Benefits of adopting strategic HRP

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive advantage</td>
<td>25</td>
<td>20.0</td>
</tr>
<tr>
<td>Process efficiency</td>
<td>33</td>
<td>27.0</td>
</tr>
<tr>
<td>Product/service quality</td>
<td>24</td>
<td>20.0</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>23</td>
<td>19.0</td>
</tr>
<tr>
<td>All the above</td>
<td>5</td>
<td>4.0</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.12 Role of Strategic HRM function

The respondents were asked to indicate what they thought was the primary Role of Strategic HRM function. The majority of them (45%) said their role was to develop and implement HRM strategies. 29% of them identified the development of and implementation of HRM objectives as the primary role of Strategic HRM function. Those who felt their role was HR planning with the assistance of expert input were the least. They represented 12% of the total study sample size. These findings imply that the workers do not exactly know what the primary role of SHRP function. It therefore
necessitates that Kengen first carries out a sensitization programme before implementing SHRP. This is tabulated in table 4.9.

Table 4.10 Role of Strategic HRM function

<table>
<thead>
<tr>
<th>Role of Strategic HRM function</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficient administration or HRM programs</td>
<td>23</td>
<td>19.0</td>
</tr>
<tr>
<td>Development and implementation of HRM objectives</td>
<td>34</td>
<td>29.0</td>
</tr>
<tr>
<td>Development and implementation of HRM strategies</td>
<td>48</td>
<td>40.0</td>
</tr>
<tr>
<td>Planning HRM expert with input in most business matters</td>
<td>15</td>
<td>12.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.13 Statement that best describes organization's HRM function effectiveness

The respondents were further asked to identify from the list of given alternatives a statement that best describes the effectiveness of the Strategic HRP function in Kengen. Those who identified the statement ‘cost minimization’, ‘effective fire fighting’ were the majority (40%). Respondents who chose ‘Quality input of people formulation and implementation of organizational strategies’ were 32% while 20% of them felt the statement ‘Effective strategy implementation, financial impact on business’ best described the effectiveness of their HRP function. Respondents with no response were 8%. These findings attest that the role HRM functions are not very effective in Kengen. They are considered to be emergency measures to tackle problems that unexpectedly arise. These data are presented in table 4.10.

Table 4.11 Statement that best describes organization's HRM function effectiveness

<table>
<thead>
<tr>
<th>Statement that best describes organization's HRM function effectiveness</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost minimization, effective fire fighting</td>
<td>48</td>
<td>40.0</td>
</tr>
<tr>
<td>Effective strategy implementation, financial impact on business</td>
<td>38</td>
<td>32.0</td>
</tr>
<tr>
<td>Quality input of people formulation and implementation of organizational strategies</td>
<td>24</td>
<td>20.0</td>
</tr>
<tr>
<td>No response</td>
<td>10</td>
<td>8.0</td>
</tr>
</tbody>
</table>

31
4.14 Strategic HRM programs/Systems driver

The study also wanted to establish what triggers strategic HRM programs in Kengen. In responding, 30% of them identified integration of employee needs with business objectives, those who identified business goals and employee needs considered jointly were 24% while 22% of them felt efficiency needs were the major driver of strategic HRM programs. The question however attracted 10% no response rate. It therefore implies that SHR programs are triggered by good intentions, the cause of their failure to achieve the targeted results could be due to poor implementation. These results are shown in the table 4.12

Table 12 Strategic HRM programs/Systems driver

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency needs</td>
<td>26</td>
<td>22.0</td>
</tr>
<tr>
<td>Business goals considered first</td>
<td>17</td>
<td>14.0</td>
</tr>
<tr>
<td>Business goals and employee needs considered jointly</td>
<td>29</td>
<td>24.0</td>
</tr>
<tr>
<td>Integration employee needs with business objectives</td>
<td>36</td>
<td>30.0</td>
</tr>
<tr>
<td>No response</td>
<td>10</td>
<td>10.0</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.15 Hindrances in Strategic HRP in your organization

Respondents were further asked to state what in their opinion, hindered strategic HR planning in Kengen. From the responses 20% identified lack of commitment from top managers, 15% of them felt it was due to lack of sufficient resource allocation while 14% said it was due to lack of sufficient resources. Lack of dynamic HR policy was identified by 13 % of the respondents while 9% of them said it was due to lack of sufficient SHRP knowledge. These findings indicate that there are a lot of hindrances facing Strategic
HRP in Kenya. Most of these impediments are internal to the organization hence within the control of the management. These findings are shown in table 4.13

Table 4.13 Hindrances in Strategic HRP in your organization

<table>
<thead>
<tr>
<th>Hindrance</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of sufficient planning time</td>
<td>17</td>
<td>14.0</td>
</tr>
<tr>
<td>Lack of dynamic HR policy</td>
<td>16</td>
<td>13.0</td>
</tr>
<tr>
<td>External influences/factors</td>
<td>15</td>
<td>12.0</td>
</tr>
<tr>
<td>Limited financial allocation</td>
<td>18</td>
<td>15.0</td>
</tr>
<tr>
<td>Lack of SHRP knowledge</td>
<td>11</td>
<td>9.0</td>
</tr>
<tr>
<td>Lack of consultations</td>
<td>7</td>
<td>6.0</td>
</tr>
<tr>
<td>Lack of awareness</td>
<td>13</td>
<td>11.0</td>
</tr>
<tr>
<td>Lack of commitment from top managers</td>
<td>25</td>
<td>20.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.16 Top management commitment to HRP ranking

The study also sought to find out what is the Top management commitment to HRP. 47% of them indicated that the top management was not fairly committed while 43% of the respondents felt that the top management is fairly committed to HRP. A minority (10%) were of the opinion that the top management was very committed to HRP. It therefore implies that the management was to blame for problems facing HRP. These findings are shown in table 4.14

Table 14 Top management commitment to HRP ranking

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very committed</td>
<td>12</td>
<td>10.0</td>
</tr>
<tr>
<td>Fairy committed</td>
<td>51</td>
<td>43.0</td>
</tr>
<tr>
<td>Not committed</td>
<td>56</td>
<td>47.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.17 Organizational Vision and mission encourages planning

The respondents were asked to state whether their organizational mission and vision encourages HRP. A majority (80%) of the respondents indicated that it encourages HRP.
while 20% of them stated that it doesn’t. This implies that there’s strong realization of the importance of HRP in Kengen. These data are shown in Table 4.15.

Table 4.15 Organizational Vision and mission encourages planning

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>24</td>
<td>20.0</td>
</tr>
<tr>
<td>Yes</td>
<td>96</td>
<td>80.0</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.18 How Organizational Vision and mission encourages planning

Respondents were further asked to state how organizational vision and mission affected HRP. 30% stated that it provides planning roadmap, 28% said it is a source of competitive advantage, 25% felt it encourages planning while 6% said it creates a sense of focus. These findings indicate that the vision and mission needs to be restated so as to include the HRP aspect(s). These results are shown in 4.16.

Table 4.16 How Organizational Vision and mission encourages planning

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides planning road map</td>
<td>36</td>
<td>30.0</td>
</tr>
<tr>
<td>Provides evaluation standard</td>
<td>8</td>
<td>7.0</td>
</tr>
<tr>
<td>Encourages planning</td>
<td>30</td>
<td>25.0</td>
</tr>
<tr>
<td>Source of competitive advantage</td>
<td>35</td>
<td>28.0</td>
</tr>
<tr>
<td>Creates a sense of focus</td>
<td>7</td>
<td>6.0</td>
</tr>
<tr>
<td>No response</td>
<td>5</td>
<td>4.0</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.19 Top management formal responsibility in SHRP

The respondents were also requested to state whether top executives took formal responsibility for the organisation’s SHRP. 60% of them were in agreement that top executives took formal responsibility in SHRP while 40% disagreed. This shows that the top management was expected to contribute directly to the success or failure of HRP in
Kengen. These findings are shown in table 4.17

Table 4. 17 Top management formal responsibility in SHRP

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>72</td>
<td>60.0</td>
</tr>
<tr>
<td>No</td>
<td>48</td>
<td>40.0</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.20 The role of senior executives in the organisation

The study also sought to find out what the respondents thought was the role of senior executives in the organisation. 35% said their role was that of being functional administrators, 27% thought their role was being strategic partners in line management while 22% of them felt senior executives were just integral senior management members. 16% of the respondents on the other hand observed that they were operational-tactical HRM experts. This shows that few managers were performing the duties related to SHRP. It therefore implies that the top managers, though bestowed upon them a formal role in SHRP, very few of them performed their roles as expected. These findings are tabulated in table 4.18.

Table 4. 18 The role of senior executives in the organisation

<table>
<thead>
<tr>
<th>Role</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional administrator</td>
<td>42</td>
<td>35</td>
</tr>
<tr>
<td>Operational-tactical HRM expert</td>
<td>19</td>
<td>16</td>
</tr>
<tr>
<td>Strategic partner of line management</td>
<td>32</td>
<td>27</td>
</tr>
<tr>
<td>Integral senior management member</td>
<td>27</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100</td>
</tr>
</tbody>
</table>
The respondents were further asked to state what problems they encountered in implementing the company’s SHRP. 31% of them stated lack of top management support, 20% said they faced budgetary constraints while 18% cited rigid organizational structures. Lack of employees’ commitment and lack of proper communication were cited by 8% and 4% of the respondents respectively. Lack of consistency was noted by 12% of the respondents while lack of non-monetary rewards was noted by 7% of the respondents interviewed. This results further affirm the assumption that the top management is to, principally, be blamed for ineffective implementation of SHRP in Kengen. These data is shown in table 4.19

Table 4.19 Problems encountered in implementing the company’s SHRP

<table>
<thead>
<tr>
<th>Problem</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of proper communication</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Lack of non-monetary rewards</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Lack of top management support</td>
<td>37</td>
<td>31</td>
</tr>
<tr>
<td>Budgetary constraints</td>
<td>24</td>
<td>20</td>
</tr>
<tr>
<td>Lack of commitment (employees’)</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Lack of consistency</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Rigid structures</td>
<td>22</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100</td>
</tr>
</tbody>
</table>

4.22 Adherence to any known government employment policy

The study sought to know how often the company adhered to any known government employment policy. A majority (55%) said the company seldom adheres to government employment policy, 28% said it never did while 13% said it always did. 4% of the respondents were of the view that they often adheres to government policy. These findings indicate that the government regulations on recruitment are hardly adhered to. This gives room for malpractices such as corruption during recruitment. Hence this leads
to recruitment of employees with wanting skills or with skills not relevant to the positions they are recruited for. This makes it hard for Kengen to realize its SHRP objectives. These findings are shown in Chart 4.1

### Chart 4.1 Adherence to any known government employment policy

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Often</td>
<td>4%</td>
</tr>
<tr>
<td>Always</td>
<td>13%</td>
</tr>
<tr>
<td>Seldom</td>
<td>28%</td>
</tr>
<tr>
<td>Never</td>
<td>55%</td>
</tr>
</tbody>
</table>

A case that was cited was the recent directive of 30% of the staff recruited should be women. It was felt that in some instance this was adhered but in most cases it was not implemented.

4.23 Other factors that determine the company’s recruitment policy
The respondents were asked to state apart from the company’s strategic HRP, what other factors determines the company’s recruitment policy. 55% of the respondents said it was need, 30% said it was political inclination while 13% said it was corruption. 2% of the respondents did not know what determines the company’s recruitment policy. Though most of the respondents indicated that recruitment was prompted by company needs, there was a sizeable portion who felt it was influenced by other factors which do not increase a firm’s competitiveness or ability to offer services as expected. SHRP challenges facing Kengen can be traced to these factors. These findings are shown in bar chart 4.2

**Chart 4.2 Other factors that determine the company’s recruitment policy**

![Bar Chart](chart)

**4.24 Impact of modern technology on SHRP**
The study sought to know whether modern technology developments have any impact(s) on SHRP function in Kengen. 84% of the respondents said they have while a minority 16% said they don’t have any impact on SHRP function of the company. These findings
imply that modern technology is very essential in the implementation of a SHR policy. These findings are shown in table 4.20.

Table 4. 20 Impact of modern technology on SHRP

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>20</td>
<td>16</td>
</tr>
<tr>
<td>Yes</td>
<td>100</td>
<td>84</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100</td>
</tr>
</tbody>
</table>

4.25 Organizational View towards its Human Resources

The study also sought to find out organizational view towards its human resources. 45% said people are treated as key success factor to the organization while 25 % said they are treated as a key success factor in the growth of the organization. 20% said people are treated as a flexible variable while 10% said they are treated as cost or as insignificant to the business. These findings imply that Kengen treats it human resources as it should. However, there is some feeling of discontent among some few employees who feel they are not treated as they ought to. The management is therefore expected to come up with strategies which ensure fair treatment of everybody in the organization without discrimination. These findings are shown in table 4.21

Table 4. 21 Organizational View towards its Human Resources

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>People are treated as cost or insignificant to business</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>People are treated as flexible variable</td>
<td>24</td>
<td>20</td>
</tr>
<tr>
<td>People are treated as a key success factor for the business</td>
<td>54</td>
<td>45</td>
</tr>
<tr>
<td>People are treated as a key success factor in growth of the organization</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100</td>
</tr>
</tbody>
</table>
4.26 Presence of company training policy

The employees were further asked whether the company had any training policy. 87% said it had while a minority 13% said it doesn't. These findings mean that Kengen as put in place a training policy which is expected to develop workers' capacity. The problem could be at the implementation stage. These results are shown in table 4.22.

Table 4.22 Presence of company training policy

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>16</td>
</tr>
<tr>
<td>Yes</td>
<td>104</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
</tr>
</tbody>
</table>

4.27 Training programs cater for the current and future needs of the organization

The study sought to find out whether training programs cater for the current and future needs of the organization. The majority (72%) said they did not while 28% said they did. These findings are shown in table 4.23.

Table 4.23 Training programs cater for the current and future needs of the organization

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>86</td>
</tr>
<tr>
<td>Yes</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
</tr>
</tbody>
</table>

4.28 Frequency of Company's Human Resource Planning Review

The study also sought to establish how often the company's human resource planning reviewed. 30% said it was never reviewed, 47% said reviewing was seldom while 15% said it was often reviewed. 8% said it was always reviewed. The implication of these is that the failure by Kengen to achieve its expected SHRP could be due to its archaic policies. These findings are shown Pie chart 4.3.
4.29 The effectiveness of SHRP

Bar chart 4.2 shows the respondents description of the effectiveness of SHRP function in Kengen. 45% of them said it was not effective while 35% said it was fairly effective. 15% on the other hand said it was very effective. 5% of them were not sure whether it effective or not. From these findings, it can be concluded that SHRP is not as efficient as it is expected to be. This can be attributed to the aforementioned hindrances. These findings are shown in chart 4.4.
Chart 4.4 Effectiveness of SHRP
CHAPTER FIVE

5.0 SUMMARY, DISCUSSION OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter presents the summary of the study findings, conclusion and recommendations for further research. This study sought to investigate the factors influencing strategic human resources planning in organizations. It carried out the investigation in Kengen. Further, the study intended to document possible solutions towards the challenges facing SHRP.

The chapter is divided into six sections. The first section (5.1) presents the summary of the findings based on the responses on organizational factors influencing SHRP in Kengen. The second section (5.2) presents the summary of the analysis on environmental factors that influence SHRP in Kengen. Section three (5.3) presents suggested solutions. The remaining sections of the chapter dwell on the conclusion and suggestions on areas for further research.

5.1 Summary of the Findings

5.1.2 Organizational Factors Influencing SHRP

The study aimed at establishing the organizational factors contributing to SHRP, in which the study identified a number of factors. An overview of the key among these factors revealed that the top management perception had an impact on SHRP. Lack of SHRP skills was also cited. Some respondents also identified short-term orientation of Strategic
human resource plans and lack of resources as key influencing factors. Inability of the human resource practices to change according to business needs was also identified. Some respondents also indicated resistance to change as one of the key SHRP influencing factors.

5.2 Environmental factors that influence SHRP

The study also aimed at finding out the external factors that influence SHRP. The respondents identified key among them lack of adherence to government recruitment policy, economic challenges, political influence, corruption, and rapid technological changes.

5.3 Strategies Employed in Strategic HRM Planning

The study sought to find out the strategies employed by Kengen in SHRP. Some of the keys strategies identified include; presence of a proper training policy, fair recruitment practices, review of company’s resource planning and presence of fairly effective strategic human resources management function.

5.4 Recommendations

The study isolated the factors that influence strategic Human Resource planning. For firms to realize their strategic objectives they should address both internal and external factors that influence SHRP. The internal factors that need to be addressed include organizational culture, employees, top management perception, the resources available and the organizational policy. The external factors that need attention include political influence, economic factors, social factors and changes in technology.
The study also established how the Top management perception of the importance of human resources planning. It was discovered that the top management perceived SHRP as a key ingredient to the success of the human resource function. The study recommend that top managers in organizations to be encouraged to always hold this view as disregard of SHRP will hinder a company’s attainment of its Strategic human resources goals.

5.3 Conclusion

After reviewing the research on SHRP, the authors decided that a model SHRP in any industry should consist of work-related factors such as attitude, workers’ motivation and management commitment, and congruency with expectations. Finally, it was decided that a model of SHRP that is all consultative and all-inclusive, which adopts a bottom-up approach should be implanted in organizations.

5.5 Suggestions on areas for further research

1. A similar study can be carried out in other companies to ascertain whether the same findings apply.

2. A study to establish whether there is a relationship between top management skills and SHRP management.

3. A comparative study to on the levels of SHRP orientation between public institutions and private firms

4. A study to establish whether the current Strategic Planning reforms in various public institutions are aimed efficient service delivery.
BIBLIOGRAPHY


Coopers and Schindler (2004) Business research methods


Hill, L.J. Pricing Initiatives and Development of the Korean Power Sector.


# Appendix 1 Time Schedule

<table>
<thead>
<tr>
<th>Activities</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Jan</td>
</tr>
<tr>
<td>Proposal Writing</td>
<td></td>
</tr>
<tr>
<td>Proposal Presentation</td>
<td></td>
</tr>
<tr>
<td>Data Collection</td>
<td></td>
</tr>
<tr>
<td>Data Analysis</td>
<td></td>
</tr>
<tr>
<td>Report Writing</td>
<td></td>
</tr>
<tr>
<td>Thesis Submission</td>
<td></td>
</tr>
</tbody>
</table>

- Proposal Writing is scheduled for May, June, July, and August.
- Proposal Presentation is scheduled for April.
- Data Collection is scheduled for May, June, and July.
- Data Analysis is scheduled for May, June, and July.
- Report Writing is scheduled for October and November.
- Thesis Submission is scheduled for November and December.
## Appendix 2 Budget

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Cost (Kshs.)</th>
<th>Total (Kshs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Personnel</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fields assistants</td>
<td>2</td>
<td>@ 5,000.00</td>
<td>10,000.00</td>
</tr>
<tr>
<td><strong>2. Materials</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Photocopy paper</td>
<td>3 reams</td>
<td>@ 550.00</td>
<td>1,650.00</td>
</tr>
<tr>
<td>Ball pens</td>
<td>6</td>
<td>@ 15.00</td>
<td>90.00</td>
</tr>
<tr>
<td>Foolscap</td>
<td>1 ream</td>
<td>@ 300.00</td>
<td>300.00</td>
</tr>
<tr>
<td>Calling card (Telkom)</td>
<td></td>
<td></td>
<td>1,000.00</td>
</tr>
<tr>
<td>Scratch card</td>
<td></td>
<td></td>
<td>2,000.00</td>
</tr>
<tr>
<td>Internet</td>
<td></td>
<td></td>
<td>2,000.00</td>
</tr>
<tr>
<td><strong>3. Travel expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal investigation</td>
<td></td>
<td></td>
<td>4,000.00</td>
</tr>
<tr>
<td>2 field assistants</td>
<td></td>
<td></td>
<td>8,000.00</td>
</tr>
<tr>
<td><strong>4. Data analysis</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Statistical analysis</td>
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<td></td>
<td>20,000.00</td>
</tr>
<tr>
<td><strong>5. Report Preparation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Typing</td>
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<td></td>
<td>5,000.00</td>
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<tr>
<td>Printing</td>
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<td>25,000.00</td>
</tr>
<tr>
<td>Binding</td>
<td></td>
<td></td>
<td>13,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>92,040.00</td>
</tr>
</tbody>
</table>
Dear Respondent,

RE: A STUDY ON “AN INVESTIGATION INTO THE FACTORS INFLUENCING STRATEGIC HUMAN RESOURCE MANAGEMENT PLANNING: A CASE STUDY OF KenGen”

I am a Postgraduate student in Kenyatta University pursuing a Master of Business Administration. I am carrying out study on “An investigation into the factors influencing strategic human resource management planning: a case study of KenGen” The success of the research substantially depends on your cooperation.

I hereby request you to respond to the questionnaire items as honestly as possible and the best of your knowledge.

The questionnaire is designed for the purpose of this study only therefore the responses shall absolutely be confidential and anonymously give. No name shall be required from any respondent.

Thanking you in Advance.

Yours Faithfully,

BEATRICE KIPN’GOK
Appendix 4 Questionnaire

I am a Master of Business Administration student at Kenyatta University carrying out research on "An investigation into factor influencing strategic human resources planning in Kenya electricity Generating Company (KenGen)". The success of the research substantially depends on your cooperation.

This is to request you kindly to fill in this questionnaire by responding to the questions concerning your institution. The information gathered shall be treated in confidence and shall be used for this research only.

Date ______________________

SECTION A - BIO DATA
1. Department.................................................................

2. Gender of the respondent
   Male □ Female □

3. Age of the respondent
   i. 26 – 30 years □
   ii. 31 – 31 years □
   iii. 36 – 40 years □
   iv. 41 – 45 years □
   v. 46 – 50 years □
   vi. 51 – 55 years □

4. Level of Education
   i. No formal education □
   ii. Diploma Level □
   iii. Undergraduate □
   iv. Post-Graduate □
   v. Other (Specify).....................................................

5. Position in the organization
   i. Union cadre □
   ii. Standard Terms □
   iii. Senior Standard terms □
iv. Executives

6. How many employees are under your supervision? .............................................

SECTION B – FACTORS INFLUENCING HR PLANNING
7. Is strategic planning a top priority activity that is performed on a regular basis?

Yes   □
No    □

8. Does your organization provide resources for strategic planning implementation?

Yes   □
No    □

9. Does your organization consistently follow a defined set of procedures in its strategic planning process?

Yes   □
No    □

10. Do all managers whose work might be affected significantly by strategic plans participate in the planning process?

Yes   □
No    □

11. What is your organization’s view towards its strategic IR/HRM function?

i. Necessary, but a burden □
ii. Resource assistance in implementation of business plans □
iii. Essential to business □
iv. Critical to organization’s effectiveness □

12. Please indicate the benefits you believe are likely to accrue to your company by adopting strategic human resource management planning □
i. Competitive advantage

ii. Process efficiency

iii. Product/service quality

iv. Customer satisfaction

13. What is the primary role of the strategic HRM function in your organization?

i. Efficient administration of HRM programs

ii. Development and implement business objectives

iii. Development and implementation of HRM strategies

iv. Planning HRM expert with input in most business matters

14. Which of the following statements best describe the effectiveness of your strategic HRM function?

i. Cost minimization, effective firefighting

ii. Effective strategy implementation, financial impact on business

iii. Quality input of people formulation and implementation of organizational strategies

iv. Long term impact on organization

15. What are the triggers for strategic HRM programs or systems your organization?

i. Efficiency needs

ii. Business goals considered first

iii. Business goals and employee needs considered jointly

iv. Integration employee needs with business objectives

16. In your opinion what are the impediments towards strategic HRM planning in your organization?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

SECTION C – MANAGERS' PERCEPTION OF STRATEGIC HRM PLANNING
17. Do top executives take formal responsibility for the organization's strategic human resource planning?

Yes □
No □

18. What is the primary role of the senior executive in the organization?

i. Functional administrator □
ii. Operational — tactical HRM expert □
iii. Strategic partner of line management □
iv. Integral senior management member □

19. How would rate top management commitment to HR planning?

Very committed □
Fairly committed □
Not committed □
I not know □

SECTION D – STRATEGIES EMPLOYED IN STRATEGIC HRM PLANNING

20. How do you ensure that talent is retained in the organization?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

21. Do you have training policy?

Yes □
No □

22. Is the training linked to the needs of the organization?

Yes □
No □

23. Do you have a recruitment policy?
24. What necessitates recruitment in KenGen?

Yes □
No □

SECTION E – IMPACT OF ORGANIZATION CULTURE ON STRATEGIC HRM PLANNING

25. What is your organization’s view towards its human resources?

i. People are treated as cost or as insignificant to business □
ii. People are treated as a flexible variable □
iii. People are treated as a key success factor for the business □
iv. People are treated as a key success factor in growth of the organization □

26. Does your organization’s mission and vision encourage planning?

Yes □
No □

27. How does it affect your planning?

..................................................................................................................
..................................................................................................................
..................................................................................................................

28. Do you have a planned compensation structure, which is clearly outlined in the HR plan?

..................................................................................................................
Appendix 5 Interview Schedule

1. Department

2. Gender of the respondent

   Male ☐  Female ☐

3. Age of the respondent

   i. 26 – 30 years ☐
   ii. 31 – 31 years ☐
   iii. 36 – 40 years ☐
   iv. 41 – 45 years ☐
   v. 46 – 50 years ☐
   vi. 51 – 55 years ☐

4. Level of Education

   i. No formal education ☐
   ii. Diploma Level ☐
   iii. Undergraduate ☐
   iv. Post-Graduate ☐
   v. Other (Specify) ☐

5. Position in the organization

   i. Union cadre ☐
   ii. Standard Terms ☐
   iii. Senior Standard terms ☐
   iv. Executives ☐

6. How many employees are under your supervision

SECTION B – FACTORS INFLUENCING HR PLANNING

7. Is strategic planning a top priority activity that is performed on a regular basis?

   Yes ☐  No ☐

8. Does your organization provide resources for strategic planning implementation?
9. Does your organization consistently follow a defined set of procedures in its strategic planning process?

Yes ☐
No ☐

10. Do all managers whose work might be affected significantly by strategic plans participate in the planning process?

Yes ☐
No ☐

11. What is your organization’s view towards its strategic HRM function?

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12. What are the benefits you believe are likely to accrue to your company by adopting strategic human resource management planning

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13. What is the primary role of the strategic HRM function in your organization?

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........................................................................................................................................................................
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........................................................................................................................................................................
14. How would you describe the effectiveness of your strategic HRM function?

15. What are the triggers for strategic HRM programs or systems your organization?

16. In your opinion what are the impediments towards strategic HRM planning in your organization?

SECTION C – MANAGERS' PERCEPTION OF STRATEGIC HRM PLANNING

17. Do top executives take formal responsibility for the organization's strategic human resource planning?

   Yes □
   No □

18. What is the primary role of the senior executive in the organization?

19. How would rate top management commitment to HR planning?

   Very committed □
SECTION D – STRATEGIES EMPLOYED IN STRATEGIC HRM PLANNING

20. How do you ensure that talent is retained in the organization?

21. Do you have training policy?
   Yes □
   No □

22. Is the training linked to the needs of the organization?
   Yes □
   No □

23. Do you have a recruitment policy?
   Yes □
   No □

24. What necessitates recruitment in KenGen?

SECTION E – IMPACT OF ORGANIZATION CULTURE ON STRATEGIC HRM PLANNING

25. What is your organization’s view towards its human resources?
26. Does your organization's mission and vision encourage planning?
   - Yes ☐
   - No ☐

27. How does it affect your planning?

28. Do you have a planned compensation structure, which is clearly outlined in the HR plan?