



# HUMAN RESOURCE PLANNING AS A STRATEGY FOR EMPLOYEE PERFORMANCE IN NIGERIA: A STUDY OF BINGHAM UNIVERSITY

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## **Abstract**

*Organizations nowadays are looking forward to have a competitive advantage against the threats present in globalization. Due to the high competency requirements, most organization aim to generate the kind of performance that can bring more profit. In order to do that, the employees are required to perform well and improve, and to comply with this, the organization devised means to align employee performance with human resource planning needs. The study thus examined the effects of human resource planning on employee performance in Bingham University using Ordinary least square (OLS) regression method. Findings from the study revealed that observed that Training and Development System has positive and significant relationship with job effectiveness. It shows that, as the levels of Training and Development System increases and employee job effectiveness increases. Furthermore, the results showed that as more compensation system are being carried out with expediency, it enhances job effectiveness, thereby leading to proper growth and increase; and lastly, the analysis showed that Career Planning System has long run sustainable impact on job effectiveness. The more effective Career Planning system are provided and implemented in public service the more their employee productivity grows in the long run. The study thus recommends that various private organizations and the Nigerian government should strive to make coherent HRP policies that fit closely with overall business strategy for increased growth this will go a long way at increasing the sustainability of job efficiency of any organisation in the long run.*

## **Keywords:**

## **INTRODUCTION**

Over the years, human Resource planning (HRP) has been asserted to be the understanding and application of the policies and procedures that directly affect the people working within the project team and the overall workforce. It is further opined that the management of the workforce

of a firm is crucial in guaranteeing sufficient staff levels with the right skills, properly rewarded, and motivated (Armstrong, 2007). Human Resource Planning (HRP) identifies current and future human resources needs so that an organization may achieve its goals. It is further emphasized that HRP should serve as a link between HRM and the overall strategic plan of an organization. HRP practices enable a firm to estimate the demand for labor and evaluate the size, nature, and sources of supply that will essentially be required to meet the demand. HRP practices include strategies for employee retention, absence management, flexibility, talent management, and recruitment and selection. HRP also creates an employer's brand.

HR practices also include open management or Management by Objectives (MbO), which encourages participative management and helps with building trust and motivating staff by providing performance incentives for the completion of a task in an appreciable manner. Other HR best practices include collecting performance feedback, where the provision of constructive feedback from all other employees could be employed as a tool to improve individual employee and organizational performance. In order to position the organization for success, the Government of Newfoundland and Labrador (GNL, 2008) asserted that government departments have been engaged in workforce planning. It is further opined that there are three key directions that have been identified to assist the government in managing the workforce changes. The directions are building the organization's potential, strengthening its competitiveness, and renewing its workforce. It is averred that, when workforce and strategic objectives are aligned, they guarantee the delivery of quality programs and services to the public since the planning would essentially assist in positioning the public service for the future.

The fundamental importance of human resource planning practices to employee performance has been underscored, yet the same has hardly been studied in the context of Nigeria's public service. It was, therefore, essentially important to undertake a study on the role of human resource planning (HRP) practices in the performance of Nigerian employees.

Despite receiving considerable financing, there have been claims of underperformance among Nigeria's civil services. The foregoing has been blamed on not only the egocentricity, nepotism, and political interests of the governing class but also the incompetence of the current employees. Indeed, there is currently a HR audit being undertaken throughout the civil service in Nigeria to weed out ghost workers and incompetent employees.

Therefore, employee performance in the civil service is very likely to be negated unless the current situation changes. The implications will be far-reaching in that citizens will perpetually lament poor service delivery. Also, the country may fail to attract the most competent employees to its workforce due to unattractive terms of service. In addition, the citizens may fail to enjoy the so-called dividend of democracy in Nigeria. Ultimately, poor employee performance is bound to derail not only the civil service but also national development. The foregoing, needless to say, necessitated this study, which sought to establish the role of HRP practices on employee performance in Nigeria using Bingham University as a study.

The main objective of the study was to examine the impact of human resources planning on employee performance Nigeria using Bingham University as a Study. Other specific objectives of the study are to:

- i. Examine the impact of Training and Development System on employee job effectiveness

- ii. Analyze the extent to which Compensation System has impacted on employee job effectiveness
- iii. Examine whether Career Planning System will have a long run sustainable impact on employee job effectiveness

The hypotheses given below were tested empirically as to weigh the impact on the research questions raised as against the research problems already stated.

**H0<sub>1</sub>:** There is no significant impact of Training and Development System on employee job effectiveness

**H0<sub>2</sub>:** Compensation System has no significant impact on employee job effectiveness

**H0<sub>3</sub>:** Career Planning System has no long run sustainable impact on employee job effectiveness

## LITERATURE REVIEW

### Concept of Human Resource Planning

Human resource planning (HRP) is described as the process of identifying current and future needs of the human resource so that an organization may achieve its goals (Reilly, 2003). Human resource planning (HRP) is a crucial process in every organization. It is essential to conduct human resource planning (HRP) since hiring the wrong employees or failing to anticipate fluctuations in hiring needs could be costly in the long run. The process of HRP ensures that an organization's employees have the requisite skills and competencies an enterprise needs to succeed (Ghazala & Habib, 2022). Gupta (2018) adds that HRP prepares employees appropriately for potential rationalization. It further enables a firm to make adequate preparations for recruitment and strategic hiring.

Human resource information systems (HRIS) are concepts that are associated with human resource planning. This concept is necessitated by the dynamic environment. It is employed to facilitate the effective planning of human resources. The primary essence of HRIS is to store employee data in a manner that enhances the pace of the ordinarily slow HRP. HRIS is also said to aid human resource managers in their strategic activities of training and development, succession planning, applicant tracking in recruitment and selection, and manpower planning. It can also help in identifying vacant positions and positions that are occupied in an organization (Shikha & Karishma, 2012). The role of HRIS in HRP is further underscored by Bal et al. (2012), who assert that HRIS supports activities such as identification of potential employees, maintaining complete records on existing employees, and creating programs to develop employee talents and skills. Essentially, therefore, the role of human resource planning in any organization cannot be underestimated.

Human resource planning is generally defined as the process that identifies the number of employees a company requires in terms of quality and quantity; hence, it is seen as an ongoing process of regular and structured planning. The main purpose of human resource planning is to make sure that employees have the best level of interaction with their jobs. Also, this planning process confirms that employees are in the right number as required, i.e., there is neither a surplus of manpower nor a shortage. The three fundamental functions of human resource

planning include: a) labor forecasting; b) managing demand for employees and available supply in the market; and c) keeping a balance between labor supply and demand predictions.

In order to gain a competitive advantage over competitors, Gould (1984) explained that different advantageous ways are found using strategic human resource functions, thus showing that these functions play a critical role in making a company competitive. Biles et al. (1980) elaborated that an organization's ability to achieve strategic objectives is discriminated against by its human resources in the following three ways: cost economics, capacity for effective operations, and ability to take on new enterprises and change operations.

Dwevedi (2012) describes "Planning for future balance by comparing the number of employees needed to the number of present employees who can be expected to stay with the organization, a project manager should give more time to the human resources experts to work on that".

Human Resource Planning is a long-lasting process organized in a way that properly employs the human resources of the organization. In order to create and maintain the best fit between the job and employee, planning is given special attention. "The three key elements of the HR planning process are forecasting labor demand, analyzing present labor supply, and balancing projected labor demand and supply".

## **Theoretical Review**

### **Human Capital Theory**

It is asserted that recent challenges such as globalization, a knowledge-based economy, and technological evolution have obliged many countries and organizations to seek new ways to maintain competitive advantage (Kwon, 2009). The standard approach in labor economics is to view human capital as a set of skills or characteristics that enhance a worker's productivity. Human capital is said to refer to the stock of productive knowledge and skills possessed by workers. Boldizzon (2008) adds that the concept of human capital is semantically a mixture of human and capital.

In tandem with the meaning of capital in the economic perspective, the human is the subject to take charge of all economic activities such as production, consumption, and transactions. On the basis of the aforementioned concepts, it can be recognized that human capital is one of the production elements that can generate added value through its input.

According to the human capital theory, the methods used to create human capital can be put into two categories. The first is to employ humans as a labor force from a classical economic perspective. The other is based on the assumption that the investment of physical capital may illustrate the same effectiveness as that of human capital in education and training (Little, 2003). Considering that the assumption accepts as a premise, human capital expansively includes the meaning of 'human as creator, who frames knowledge, skills, competency, and experience originated by continuously connecting between 'self' and 'environment'. Among those concepts of human capital, it tends to be recognized that the latter is more important than the former (Beach, 2009).

Indeed, many empirical studies show that human capital affects various social components. Woodhall (2001) asserts that the investment of human capital is more effective than that of physical capital. Throughout the investment of human capital, an individual's acquired knowledge and skills can easily transfer to certain goods and services. Considering that the accumulation of knowledge and skills plays an important role in human capital, there is a widespread belief that learning is the core factor in increasing human capital. In other words, learning is an important component of obtaining much knowledge and skills through lots of acquisition methods, including relationships between the individual and others. Currently, it is acceptable that the conceptual foundation of one's human capital is based on 'something like knowledge and skills' acquired by an individual's learning activities. Assuming that knowledge can broadly include other factors of human capital such as skills, experience, and competency, human capital and 'knowledge as broad meaning' are recognized as synonymous expressions (Sleezer et al., 2003). In the context of human resource planning practices, the theory of human capital can be employed to emphasize the rationale of attracting and retaining a workforce with the requisite knowledge, skills, and competencies.

### **The Modernization Theory**

This theory focuses on how education transforms an individual's values, beliefs, and behavior. Exposure to modernization institutions such as schools, factories, and mass media inculcates modern values and attitudes. The attitudes include openness to new ideas, independence from traditional authorities, willingness to plan and calculate further exigencies, and a growing sense of personal and social efficacy. According to modernization theorists, these normative and attitudinal changes continue throughout the life cycle, permanently altering the individual's relationship with the social structure. The greater the number of people exposed to modernization institutions, the greater the level of individual modernity attained by society. Once a critical segment of a population changes in this way, the pace of society's modernization and economic development quickens. Thus, educational expansion, through its effects on individual values and benefits, sets in motion the necessary building blocks for a more productive workforce and more sustained economic growth.

### **RESEARCH METHODOLOGY**

**Research Design:** The research design used for this research work is descriptive research design and experimental research design. The essence of this was an attempt to investigate the relationship between independent variable "Human Resource Planning (HRP) and the dependent variable "employee performance". The descriptive research design is aimed at discovering the inter-relationship between variable. The research design was adopted for this study and carefully used to ensure that information obtained is relevant to the research questions and that it was collected by objective and economical procedures.

**Population and Sample Techniques:** The population of the study covered staff of selected Staff at Bingham University. This research utilized the content analysis technique which is a research method for making replicable and valid inferences from data, to operationalize the HRP variables. The study made use of primary sources of data in eliciting the required information needed for this paper.

The Smith (1984) formula was used in the determination of the sample size for the study.

$$n = \frac{N}{3 + N(e)^2}$$

Where;

n = sample size;

N = population size;

e= Level of precision required;

3 = constant

In determining the sample size, the following variables were used:

Confidence interval = 95 %

e = Margin of error = 0.05

**Table 1: Population of Selected Surveyed Staff in Bingham University**

S/N	Categories of Staff	Selected Staff Per Category
1	Senior Staff	131
2	Admin Staff	340
3	Junior/Clerical Staff	87
<b>Total</b>		<b>558</b>

Source: Field Survey, 2023

The Smith, (1984) formula for determination of sample size is given by:

$$n = \frac{N}{3 + Ne^2}$$

Margin error = 5%

Where;

N = population size

3 = is constant

e = is Margin of error (5%)

$$n = \frac{N}{3 + Ne^2}$$

$$n = \frac{558}{3 + 558(0.05)^2}$$

$$n = \frac{558}{3 + 558(0.0025)}$$

$$n = \frac{558}{4.395}$$

$$n = 126$$

**Table 2: A Selected sample of Surveyed Staff in Bingham University**

S/N	Categories of Staff	Population of Selected Staff Per Category	Sampled Per Category
1	Senior Staff	131	$\frac{126 * 131}{558} = 30$
2	Admin Staff	340	$\frac{126 * 340}{558} = 76$
3	Junior/Clerical Staff	87	$\frac{126 * 87}{558} = 20$
<b>Total</b>		<b>558</b>	<b>126</b>

Source: Field Survey, 2023

**Method of Data Collection:** A questionnaire was the instrument to be used in data collection and distribution, and the respondents were required to read each question carefully and indicate their agreement or disagreement with the statement using a 5-point Likert scale. Response to the statements was therefore keyed using a Likert-type scale ranging from: 5 =strongly agree; 4=agree. 3=undecided 2=disagree 1=strongly disagree. Once more, the questionnaire will be structured effectively; it will then be self-administered by the researcher to ensure a high level of accuracy. A pilot study was conducted to evaluate the validity and reliability of the research instrument. The purpose of pre-testing is to assess the clarity of the items on the instrument so that those items found to be inadequate in measuring the variables could either be discarded or modified to improve the quality of the research instrument. During the pre-test study, the researcher discussed each item on the questionnaire with the respondent to determine its suitability, clarity, and relevance for the purpose of the study. Modifications found necessary were made to the instrument before it was finally used to collect data for the study.

**Procedure for Data Analysis and Model Specifications:** Quantitative analysis was used for the purpose of this study. This is because quantitative analysis results provide support for anticipated directions of the association between independent and dependent variables; therefore, the study used regression analysis (OLS) to address the three hypotheses since the study is addressing relationships between the various variables. This was achieved through the use of E-views. The major statistical analysis that was used in this study is the Ordinary Least squares (OLS) regression analysis, or multiple regression analysis. This analysis was used to find the linear relationship between the independent variables.

**Model Specifications:** Therefore, the model specifications here are formulated to tests the three hypotheses and they are as follows:

$$JEV = \beta_0 + \beta_1 TDS + \beta_2 CS + \beta_3 CPS + \mu_i \text{ ----- } 1$$

Where:

- TDS = Training and Development System
- CPS = Career Planning System
- CS = Compensation System
- JEV = Job effectiveness

## Results and Discussion

The three hypotheses formulated in this study were tested using the t-statistics. The t-statistics is a test of the significance of the variable used in the regression model; it is used to denote whether the impact of the explanatory (exogenous/ independent variables) actually have a significant influence on the dependent variable. The decision rule for accepting or rejecting the null hypothesis for any of these tests was based on the Probability Value (PV). If the PV is less than 5% or 0.05 (that is  $PV < 0.05$ ), it implies that the regressor in question is statistically significant at 5% level; otherwise, it is not significant at that level.

**Table 4.3.1: Regression Result JEV and TDS**

Dependent Variable: JEV

Method: Least Squares

Date: 06/20/23 Time: 20:12

Sample: 126

Included observations: 126

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	2.224623	1.410652	2.123640	0.0013
TDS	3.855680	1.138145	3.159301	0.0200
CS	3.208596	0.091929	3.287136	0.0012
CPS	4.191668	0.116436	2.231518	0.0011
R-squared	0.679309	Mean dependent var		13.98708
Adjusted R-squared	0.557493	S.D. dependent var		1.542254
S.E. of regression	1.052251	Akaike info criterion		3.000201
Sum squared resid	33.21694	Schwarz criterion		3.091810
Log likelihood	-46.00322	Hannan-Quinn criter.		3.030567
F-statistic	11.32405	Durbin-Watson stat		2.219083
Prob(F-statistic)	0.000001			

Source: Authors Computation, 2023 (EViews-10)

### The ANOVA F-statistic

The F-statistics which is used to examine the overall significance of regression model equally showed that the result is significant, as indicated by a very high value of the F-statistic, 11.32 and it is significant at the 5.0 per cent level. That is, the F-statistic value of 0.0002 is less than 0.05.

### The $R^2$ (R-square)

The coefficient of determination (R-square), used to measure the goodness of fit of the estimated model, indicates that the model is reasonably fit in prediction. The  $R^2$  (R-square) value of 0.6595 shows that the TDS has a very good impact on JEV. It indicates that about 67.93 per cent of the variation in JEV is explained by TDS, while the remaining unaccounted variation of 32.07 percent is captured by the white noise error term.

### Serial correlation

*Durbin Watson (DW) statistic* was used to test for the presence of serial correlation or autocorrelation among the error terms. Therefore, if there is no autocorrelation,  $\rho = 0$  and  $DW \approx 2$ . The model also indicates that there is no autocorrelation among the variables as indicated by Durbin Watson (DW) statistic of 2.21. This shows that the estimates are unbiased and can be relied upon for policy decisions.

### Hypotheses One

**H<sub>01</sub>: Training and Development System (TDS) has no significant impact of on employee Job effectiveness**

From the regression result, it was observed that the calculated p-value for TDS is 0.200 and whilst the level of significance is 0.05 Since the p-value is less than 0.05, ( $0.020 < 0.05$ ) it thus falls in the rejection region and hence, we reject the first null hypothesis (**H<sub>01</sub>**). The conclusion here is that *Training and Development System (TDS) has significant impact of on employee job effectiveness*

### Hypotheses Two

**H<sub>02</sub>: Compensation System has no significant impact on employee job effectiveness**

Mores so, from the regression result, the calculated p-value for CS is 0.0012 and the level of significance is 0.05. Since the p-value is less than 0.05 ( $0.0012 < 0.05$ ) it also falls in the rejection region and hence, we may reject the second null hypothesis (**H<sub>02</sub>**). The conclusion here is that *Compensation System has a significant impact on employee job effectiveness*

### Hypotheses Three

**H<sub>03</sub>: Career Planning System has no long run sustainable impact on the employee job effectiveness.**

The calculated t-value for CPS was found to be 0.0011 and also by rule of thumb, the tabulated value is 0.05 under 95% confidence interval levels. The calculated CPS is found to be less than the tabulated value (that is;  $0.0011 < 0.05$ ), we thus, reject the third null hypotheses (**H<sub>03</sub>**). *In conclusion, Career Planning System has long run sustainable impact on employee job effectiveness.*

## DISCUSSION OF FINDINGS

It was observed that the training and Development System has a positive and significant relationship with job effectiveness at Binghamton University. It shows that as the levels of the training and Development System increase, employee job effectiveness increases. This is not surprising, as Training and development aimed at developing a career within the firm is predicted to exert positive impacts on productivity when it's based on the acquisition of technical (positive effect) abilities. The result suggests that the combined use of efficiency and strategically oriented Training and development practices has a magnified impact on JP, a pattern that is also observed with respect to the use of evaluation systems and pay practices (wage setting at the firm and contingent benefits). This is in agreement with Huselid (1995), whose findings showed that

training and development programs increased the firm specificity of employee skills, which, in turn, increased firm productivity and reduced job dissatisfaction, which also resulted in employee turnover. More so, his findings revealed that training and developing internal personnel reduces the cost and risk of selecting, hiring, and internalizing people from external labor markets, which again increases employee productivity and reduces turnover. Barringer (2005) compared rapid-growth and slow-growth firms and found that rapid-growth firms depend heavily on the abilities and efforts of their employees to maintain their growth-oriented strategies. The fast-growth firms used training programs to achieve their objectives and emphasized employee development to a significantly greater extent than their slow-growth counterparts. Therefore, training and employee development practices are more common in rapid-growth firms than slow-growth ones.

From the analysis, it could be observed that the compensation system has a positive and significant impact on job effectiveness. It showed that as more compensation systems are carried out with expediency, it enhances JEF, thereby leading to proper growth and increase. This is in line with Brown (2003), Cardon (2004), and Stevens (2004), whose findings showed that performance-based compensation has a positive effect on employee productivity (which was used to measure employee performance). Delery and Doty (1996) identified performance-based compensation as the single strongest predictor of firm performance. Both performance-based compensation and merit-based promotion can be viewed as ingredients in organizational incentive systems that encourage individual performance and retention. Using regression and correlation analysis, Singh's (2004) study found a significant relationship between the two HRP practices, namely training and compensation, and perceived organizational and market performance.

Finally, findings from the study showed that the career planning system has a sustainable long-term impact on job effectiveness. The more effective Career Planning systems are provided and implemented in public service, the more employee productivity grows in the long run. This finding is in agreement with other empirical literature. Through a universalistic and long-run contingency approach using regression (189 at 95% level of confidence) analysis, Deepak (2003) identified that the relative use of the career planning system in financial institutions displays a stronger association with their employee performance and returns on investments (ROI). He thus concluded that banks ROI and competitiveness over a long period of time can be enhanced by utilizing a career planning system. Supporting the same arguments, Arthur (2014) found that steel mills that use an HRP Career Planning System ' have higher employee productivity levels than those that do not. The career planning system has significant positive effects on employee productivity.

## **CONCLUSION AND RECOMMENDATIONS**

It is evident that human resource planning is gaining importance in the business community. Because of inflation and weak economic conditions, profits are shrinking; an effective human resource planning process is considered important to enhance production without wastage and with minimum staff requirements to save costs.

HRM, in concept and practice, is about managers standing on the front lines to tackle the challenges and achieve organizational objectives. To this extent, the study has provided evidence for the value added by strategic HRP through the integration of HR functions within the

organization's key strategies and operations. No doubt, HRP practices identified in this study should play this role creditably well and act as catalysts. Organizations should consider the benefits of integrating their HRP function with their overall strategies and operations.

Based on the findings, the following recommendations are suggested:

- i. The training and development system should not be compromised if constant employee effectiveness is to be attained. The period of training and development should be increased, as this will enable the prospective employee to be more technically qualified. In-service training and development should be approved for staff and sponsored by the employer.
- ii. The staff compensation system and qualification level should always be addressed in detail. Positions should be given to staff according to their ranks for high job effectiveness.
- iii. Bingham University, various private organizations and the Nigerian government should strive to make coherent HRP policies that fit closely with the overall business strategy for increased growth; this will go a long way toward increasing the sustainability of job efficiency in any firm in the long run.

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