

IMPACT OF WORKFORCE PLANNING HRIS ON EMPLOYEE PERFORMANCE AT THE NATIONAL SOCIAL SECURITY FUND IN KENYA

***¹Kennedy Mwendwa Mutua, ²Samuel Mokaya & ³Scolastica Wamwayi**

¹Student Jomo Kenyatta University of Agriculture and Technology, Department of Entrepreneurship Leadership and Management in the School of Human Resource Development

²Lecturer Jomo Kenyatta University of Agriculture and Technology, Department of Entrepreneurship Leadership and Management in the School of Human Resource Development

³Lecturer Jomo Kenyatta University of Agriculture and Technology, Department of Entrepreneurship Leadership and Management in the School of Human Resource Development

***Email of corresponding author: kenmutua81@gmail.com**

Publication Date: November 2022

ABSTRACT

Purpose: The National Security Fund is a Kenyan-based agency responsible for the collection, safekeeping, investment, and distribution of employees' retirement funds. This is in the Kenyan economy's formal and informal employment sectors. Adopting human resource managers' innovations and, more so, the human resource information systems (HRIS) has many benefits for the organization, the employees, and the customers served. Therefore, the purpose of the research study was to find out the impact of workforce planning HRIS on employee performance at the National Social Security Fund in Kenya.

Research Methodology: The study adopted the descriptive research design that focused on answering the: who, what, where, and how questions of a research problem; rather than the why. It was, therefore, easy to shed further light on the research problem while describing the variables of interest.

Findings: Findings shows that workforce planning has a significant coefficient of the estimate implying that workforce planning significantly affects performance at the National Social Security Fund in Kenya.

Conclusion: When implemented, HRIS has an impact on organizational performance at the NSSF. Incorporating a Human Resources Information System into workforce planning increases corporate performance overall.

Keywords: *Human resource information systems, Workforce planning, Organizational, Performance, National Social Security Fund*

INTRODUCTION

Work planning is a novel way to complete an organization's tasks and manage those who do those tasks. All employees are assumed to approach their work with a shared goal to perform their best. Work planning organizes and coordinates tasks emphasizing continuous improvement and innovation (Katz & Sohrabi, 2020). Collegiality and cooperation are its characteristics, with each group member sharing common responsibility with minimal oversight from above. To achieve the system's goal, the group collaborates and acts together freely for a common goal or benefit (Denkena et al., 2019). All employees in a company must have a clear awareness of the firm's overall strategic direction to work effectively. This description, or "work plan," is the foundation for empowering employees to determine how best to perform their tasks using available capital and human resources. The work plan is a written declaration that defines the tasks an individual employee must complete to successfully meet the goals of their workgroup and the organization. It is based on a client needs assessment. It's done through a succession of Plan, Do, Study, Act cycles, including acquiring information and making and learning from mistakes (Hamzeh et al., 2019). It takes advantage of available "expert knowledge" and tries to improve the overall quality of the work.

The Human Resource Information Systems have been used to ensure that the work planning is effectively done and that everyone in the organization knows their duties and roles (Denkena et al., 2019). With HRIS, it is easy to track the employees, their duties, and how they perform. It has also become easy to manage the organization's resources by ensuring that the work planning process is effective and efficient. There are different indicators of work planning, and by evaluating them within the organization, it becomes easy to meet the organization's needs and set goals and objectives. The economic conditions in which the organization operates will influence how the work plan is executed and the different activities that will be involved. It, therefore, helps ensure that the organization attains the performance levels that have been set and meets the employee's needs and goals (Hamzeh et al., 2019). When the economic conditions are favorable, the organization stands in a position to attain more and help the employees meet their performance. The working condition within the organization influence how the employees perform. With stable working conditions, it is easy to plan how the work is done and thus meet the set goals and objectives. Therefore, the HRIS is an important aspect that helps the organization plan and ensures enough knowledge of the employee's duties and responsibilities (Hamzeh et al., 2019). It also helps match the employees' skills and knowledge to their duties, thus attaining the best performance. When the employees meet their personal; level of performance, they contribute to the overall organization's performance.

Many Kenyan organizations' human resource management function is constantly seeking ways to improve operational efficiency and recognize the strategic value of technology in human resource management. Corporations may profit greatly from an all-in-one platform that could minimize mistakes, cycle times, and attrition and provide managerial assistance whenever they embrace human resource data solutions (Teotia, Ikram & Gupta, 2012). Nevertheless, concerted efforts have been made in Kenya to raise the level of innovation in the nation. ICT and human resource management technologies are viewed as major forces behind economic and social progress in Kenya by the government and NGOs (GoK - Ministry of Information 2008).

The employers and the employees take part in ensuring the activities are well handled. It ensures the provision of both pension funds and provident funds. There are different investment portfolios that the National Social Security Fund uses, and this helps in attaining the set objectives of the organization for the retiring employees. They include fixed income, real estate,

and equity investment funds. The organization was established through an act of parliament, Act No. 45, in December 2013c, and its operation started on January 10, 2014 (Chelimo, 2010). With contributions, proper Management of contributions, and scheme funds, it is easy to ensure better provision of benefits to the members or the dependents.

STATEMENT OF THE PROBLEM

Recruitment at the National Social Security Fund is done online in which jobs are posted on the website for interested applicants to apply. This has helped in increasing the pool of applicants that are to be chosen. However, the Human Resource managers go through the applications manually to help find the right skills and knowledge required by the organization. This procedure is tiresome and takes a lot of time before identifying the right employee. With this, there is increased employee turnover and a lack of proper performance delivery. The National Social Security Fund relies more on human resource management manual processes even with the changes in the technological world. The study, therefore, aims to investigate the influence of the human resource information system on employee performance in the public sector of Kenya.

RESEARCH OBJECTIVE

To establish the effect of workforce planning on performance at selected organizations.

THEORETICAL REVIEW

The Socio-technical system theory (STS) is an information and organizational approach that evaluates complex work structures in order to comprehend the interaction between technology and its users in the workplace (Bednar & Welch, 2020). Coherent systems of technological resources, human relations, and cybernetic processes are also included in socio-technical systems, as is how these coherent systems interact as part of a big and complex whole. For example, the purpose of this research is to demonstrate how many coherent independent variables (such as recruiting, skill management, and workforce planning) interact and influence the dependent variable (NSSF performance). The social society and its substructures, such as community, family, healthcare institutions, and religion, are another example of a socio-technical system.

The socio-technical system is important in NSSF skill management because it combines skill management requirements with technology. Understanding, developing and exploiting human resources and their different talents are at the basis of skill management. Effective skill management necessitates that a company recognizes the abilities required by a job description, as well as the skills of each team member, and identifies any current gaps. When technical resources are available to execute these jobs, this procedure becomes even more successful. This framework is an integrated procedure that may be tough to navigate when dealing with data manually. When technical resources are used to fulfil these jobs, they become much easier and faster.

EMPIRICAL REVIEW

Work Planning and Employee Performance

Work planning is a novel way to complete an organization's tasks and manage those who do those tasks. All employees are assumed to approach their work to perform their best. Work planning organizes and coordinates tasks emphasizing continuous improvement and innovation (Allon & Babich, 2020). Collegiality and cooperation are its characteristics, with each group member sharing common responsibility with minimal oversight from above. To achieve the system's goal, the group collaborates and acts together freely for a common goal or benefit. All employees in a company must have a clear awareness of the firm's overall strategic direction to work effectively. This description, or "work plan," is the foundation for empowering employees to determine how best to perform their tasks using available capital and human resources (Allon & Babich, 2020). The work plan is a written declaration that defines the tasks an individual employee must complete to meet the goals of their workgroup and the organization successfully. It is based on a client needs assessment. It's done through a succession of Plan, Do, Study, Act cycles, including acquiring information and making and learning from mistakes. It takes advantage of available "expert knowledge" and tries to improve the overall quality of the work.

Conceptual Framework

Independent variable

Dependent variable

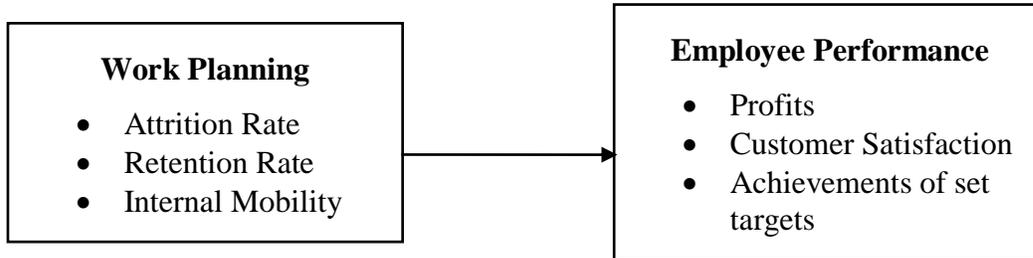


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

This study adopted the descriptive research design that focused on answering the: who, what, where, and how questions of a research problem; rather than the why (Fisher & Bloomfield, 2019). The study focused on 80 employees occupying different management levels within the organization at the National Social Security Fund branch in Nairobi, Central Business District. The target population of the research study was employees on different management levels. Since the number of managers at these different levels is 80, less than 100, all the population members was used in the analysis. The study used questionnaires to collect data from the respondents. The questionnaires were structured and accompanied by a list of all possible alternatives from which the respondents could select. Mugenda and Mugenda (2003) agree that questionnaires have the advantage of having the latest and updated information relevant to the study. According to (Shelton, 2013), questionnaires are a valid instrument for data collection since they give the respondent enough time to think through before answering the questions.

The Multiple Linear Regression Model was used to determine the strength of the relationship between variables.

$$Y = a + \beta_1 X_1 + e \dots\dots\dots(1)$$

Where:

Y= Employee Performance

a = Constant

b = Regression Coefficient

X1 = Work Planning

e = error term.

FINDINGS AND DISCUSSIONS

Out of the 80 questionnaires distributed, 77 of them were answered which is 96.25% response rate.

Table 1: Demographic information

		Frequency	Percent
Gender	Male	43	55.8
	Female	34	44.2
	Total	77	100
Age bracket	Below 30yrs	18	32.5
	31-40yrs	25	42.3
	41-50yrs	20	26.0
	Over 50yrs	14	18.6
	Total	78	100
Education level	Masters and beyond	23	29.9
	Bachelor	21	27.3
	Diploma	33	42.9
	Total	77	100
Occupation rank	Less than 3yrs	26	33.8
	Between 3-10yrs	29	37.7
	10yrs and above	22	28.6
	Total		100

Table 1 shows that 55.8% (43) of the respondents were male, and 44.2% (34) were female. The results indicate an almost equal representation of male and female employees though male employees comprise the majority. In terms of the age of the employees, 23.4% (18) of the employees are below 30 years, 55.8% (25) are in the 31 to 40 age bracket, 81.8% (20) of them

are between 41 to 50 years while 18.2% (14) of the employees are over 50 years. The results suggest that most of the employees at State Corporation in Kenya comprise the youth (55.8%). Further, 29.9% (23) Master's degree and beyond, 27.3% (21) Bachelor degree, 42.2% (33) Diploma. The data suggests that the respondents possess the requisite skills to perform their duties effectively. Therefore, the employees' educational attainment is part of the organization's human capital. Finally, 33.8% (26) of the employees have worked for less than three years, 37.7% (29) for 3 to 10 years, 12.8% (10) for 7 to 9 years, and 9% (7) have worked with the organization for over ten years. The implication is that the employees possess the required experience to give reliable information about the study problem.

Table 2: Performance

		SD	D	N	A	SA	Mean	Std. deviation
The number of customers in the organization has been increasing over the years	%	2.6	1.3	22.1	22.1	51.9	3.894	0.980
Customers are satisfied with the timelines in service delivery	%	1.3	2.6	3.9	49.4	42.9	3.946	0.860
The process of service delivery is characterized by clarity and simplicity	%	0	2.6	19.5	26.0	51.9	4.168	1.005
The organization offers reliable services	%	1.3	1.3	20.8	40.3	36.4	3.987	0.979
The cost of service delivery is low	%	0	0	10.4	46.8	42.9	4.003	0.797
The organization has recorded increased profits	%	1.3	0	3.9	28.6	66.2	4.129	0.9889

Table 2 shows the number of customers in the organization has been increasing over the years (mean = 3.894, SD = 0.980). Besides, the customers are satisfied with the timelines in service delivery (mean = 3.946, SD = 0.860). Further, the process of service delivery is characterized by clarity and simplicity (mean = 4.168, SD = 1.005). Also, the organization offers reliable services

(mean = 3.987, SD = 0.979). The cost-of-service delivery is low (mean = 4.003, 0.797). Lastly, the organization has recorded increased profits (mean = 4.129, 0.9889).

Table 3: Work-Force planning

		SD	D	N	A	SA	Mean	Std. deviation
Does the organization offer employee benefits?	%	9.1	2.6	5.2	44.2	39.0	3.81	0.633
Does the organization offer rewards to employees for performance?	%	5.2	6.5	9.1	24.7	54.5	3.97	1.003
Does the organization offer non/financial incentives to employees?	%	2.6	10.4	16.9	19.5	50.6	3.52	0.857
Does the organization grant salary increments to employees	%	3.9	2.6	7.8	45.5	40.3	4.16	0.961
Does the organization offer equal wages for equal work?	%	10.4	0	9.1	31.2	49.4	3.91	1.237
Are the employees content with their wages?		0	10.4	16.9	23.4	49.4	3.72	0.838

Table 3 shows the organization offer employee benefits (mean = 3.81, SD = 0.633). The organization offers rewards for employee performance (mean = 3.97, SD = 1.003). Also, the organization offers non/financial incentives to employees (mean = 3.52, SD = 0.857). Besides, the organization grant salary increment to it employees (mean = 4.16, SD = 0.961). Further, the organization offers equal wages for equal work (mean = 3.91, SD = 1.237). Finally, the employees are content with their wages (mean = 3.72, SD = 0.838).

Table 4: Correlation Statistics

		Performance	Workforce planning
Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)	0.00	
Work-Force planning	Pearson Correlation	0.630**	1.000
	Sig. (2-tailed)	0.009	

Table 4 illustrates the Pearson correlation results of performance, recruitment, skill management, and workforce planning. The findings revealed that, workforce planning was positively correlated with performance ($r = 0.630$ $\rho < 0.01$). These findings imply that incorporating technology in workforce planning is expected to influence performance at NSSF.

Table 5: Regression Coefficients

	Unstandardized		Beta	T	Sig.
	B	Std. Error			
(Constant)	1.210	0.234		1.511	0.001
Work-Force planning	0.284	0.166	0.155	1.507	0.013

a Dependent Variable: Performance of NSSF

Table 5 shows that workforce planning had a significant coefficient of the estimate based on $\beta_3 = 0.284$ (p -value = 0.013, which is less than $\alpha = 0.05$), implying that workforce planning significantly affected performance at NSSF. This indicated that for each unit increase in workforce planning, there was up to a 0.284-unit increase in performance at NSSF.

From the study, the overall model is computed as

$$Y = 1.210 + 0.284X_1 + \varepsilon \dots\dots\dots(2)$$

Beta coefficients of 0.284, justify the relevance of the model findings. The results indicate that a change (increase) in the variables will certainly lead to a positive change increase in performance at NSSF.

CONCLUSION

The National Social Security Funds' (NSSF) performance is based on several factors. This research study used qualitative and quantitative approaches to evaluate the significance of workforce planning. More specifically, this research study analyzed how technological components such as Human Resource Information Systems and other Human Resource technologies affect the organizational performance at NSSF. Based on this study workforce planning method used at NSSF can project the organization's performance. Understanding how these factor affect NSSF's performance may help relevant stakeholders and other managers in similar organizations to understand the strengths and weaknesses of their respective organizational structures. This way, individuals in leadership positions can make informed decisions on process improvement.

REFERENCES

- Allon, G., & Babich, V. (2020). Crowdsourcing and crowdfunding in the manufacturing and services sectors. *Manufacturing & Service Operations Management*, 22(1), 102-112.
- Bednar, P. M., & Welch, C. (2020). Socio-technical perspectives on smart working: Creating meaningful and sustainable systems. *Information Systems Frontiers*, 22(2), 281-298.
- Bloomfield, J., & Fisher, M. J. (2019). Quantitative research design. *Journal of the Australasian Rehabilitation Nurses Association*, 22(2), 27-30.
- Chelimo, F. K. (2010). Strategy evaluation and control practices at National Social Security Fund, Kenya (Doctoral dissertation, University of Nairobi, Kenya).
- Denkena, B., Dittrich, M. A., & Wilmsmeier, S. (2019). Automated production data feedback for adaptive work planning and production control. *Procedia Manufacturing*, 28, 18-23.
- Hamzeh, F. R., El Samad, G., & Emdanat, S. (2019). Advanced metrics for construction planning. *Journal of Construction Engineering and Management*, 145(11), 04019063.
- Katz, M., & Sohrabi, S. (2020, April). Reshaping diverse planning. In *Proceedings of the AAAI Conference on Artificial Intelligence* (Vol. 34, No. 06, pp. 9892-9899).
- Mugenda, O. M., & Mugenda, A. G. (2003). Research methods: Quantitative and. *Qualitative Approaches*. Nairobi; African Centre for Technology Studies.
- Sawyer, S., & Jarrahi, M. H. (2014). Sociotechnical approaches to the study of information systems. In *Computing handbook, third edition: Information systems and information technology* (pp. 5-1). CRC Press.
- Shelton, M. (2013). *Impact of Perceived Organizational Support on Cyber Security Practitioners' Turnover Intentions* (Doctoral dissertation, Walden University).

Teotia, A., Ikram, S., & Gupta, B. (2012). Structural characterization of chitosan and oxidized carboxymethyl cellulose based freeze-dried films. *Polymer bulletin*, 69(2), 175-188.