

HUMAN RESOURCE PLANNING AND PERFORMANCE OF SELECTED AFRICA INLAND CHURCHES IN MWINGI NORTH, KENYA

Musya Titus Kyalo

Kenyatta University, Department of Business Administration,
Kenyatta University, Kenya

Peter Philip Wambua

Kenyatta University, Department of Business Administration,
Kenyatta University, Kenya

©2020

International Academic Journal of Human Resource and Business Administration

(IAJHRBA) | ISSN 2518-2374

Received: 15th October 2020

Published: 26th October 2020

Full Length Research

Available Online at: http://iajournals.org/articles/iajhrba_v3_i9_369_384.pdf

Citation: Kyalo, M. T., Wambua, P., P. (2020). Human resource planning and performance of selected Africa Inland Churches in Mwingi north, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(9), 369-384

ABSTRACT

Many organizations are finding it very difficult to maintain their cause as a result of these changes. Organization can maintain their economic stability by adding value to their intern and external processes. The main focus of this research was to establish the influence of human resource planning on performance of Selected Africa Inland Churches in Mwingi North, Kenya. The study sought to assess effect of employees training and development on performance of Selected Africa Inland Churches in Mwingi North; This study was guided by resource based theory, and human capital theory. The study used descriptive survey design. Target population included church elders, pastors, church secretaries, church treasurer and elders of church members' organizations. The total population was therefore 512 members of Africa Inland Churches in Mwingi North, Kenya. The study sampled 30% respondents from every stratum. The study collected both primary and secondary data. The primary data was collected through structured questionnaires which were self-administered while secondary data was obtained from the church publications and records, journals and

published materials. The study concluded that to a significant extent the AIC churches embraced employee training to improve their capacity and subsequent performance based on organizational needs, having training policies and processes, integrating technology, having regular training and evaluating the processes to measure employee performance. In conclusion, the organizations to a moderate degree incorporated employee development practices which ranged from coaching, employee development policies, creating a conducive working environment, competitively remunerating employees and motivating them which contributes to improved performance for both staff and organization. The study recommends that the AIC churches need to enhance employee training and development to improve their capacity to perform their duties and responsibilities. The research did recommend that the firms should develop employees through team development, mentorship and clear policy framework to enable them be more effective.

Key words: Human Resource Planning, Organizational Performance, Training and Development

INTRODUCTION

Human resource planning has a very crucial role in making sure that the organization stays on course. Firms that do not retain their employees may starve of talent that can be used to raise the organization performance (Friday, 2019). These translate to dire productivity consequences and give their counterpart a conspicuous opportunity to outplay them in human resource planning strategies. As a result of this there is need for organization to effectively manage their human resource planning (HRP) processes.

Many scholars have conceptualized and operationalized the whole concept of organization performance in terms of financial or marking performance and the overall effectiveness of the organization (LeCounte, Prieto & Phipps, 2017). In terms of financial performance, scholars

have highlighted it as the profitability of the organization. There are several indicators of financial performance some of which include; return on equity, return on asset and return on the amount invested. On the other hand, marketing performance is defined as the overall growth and positioning of the organization. This concept can be measured using new product introduction, growth in market shares and increase in product quality. The last part is organization effectiveness from layman's language refers to productivity of the firm. The indicators of this are cost saving and efficiency of the firm, quality in terms of customers services (Gautam & Raj, 2018).

Masum, et al (2016) defined organizational performance as the realization of an organization's envisioned objective by practicing sound management, good governance, and persistent efforts. The multiple performance criteria for nonprofit organizations include responsiveness, flexibility, cost, productivity, asset efficiency utilization and reliability (Mohammed, et al 2017). An organization's performance is centered on the kind of activities that it carries out in fulfillment of its mission. End results are the observable aspects that determine an organization's performance (Nyanaro & Bett, 2018).

Some other frequent performance measures include productivity, market share, profitability, growth, competitive position and stakeholder satisfaction (Friday, 2019). However, fiscal factors are among the other indicators of measuring organization performance (Abu-Hussein, et al 2016); business performance is split into four dimensions, rational goals, internal processes, human relations and open system, where each gets measured by whatever changes in its variables. There seem to be no agreement concerning the best or even the most sufficient measure of organization performance. This is because many views exist as to what are the desirable outcomes of organizational effectiveness and because performance is often founded on the model and purposes of the research that is being performed (Friday, 2019). Some use financial measures as a criterion to judge the success or failure of a decision or action. Performance measurement focuses on the internal processes to quantify how effective and efficient an act is, by use of a number of metrics.

According to Eketu and Ogbu (2017) how an organization performs is centered on three outcome areas; financial performance in terms of profits, ROI and ROA; performance of the product measured by market share, sales volume; and returns made on investments by the shareholders that includes total shareholder return and economic value added. There are, however, challenges in using these measures; for starters most managers are unwilling to allow researchers access their financial records, savings are inconsistent from year to year, environments are constantly changing which makes it difficult to compare the savings made years after (Friday, 2019).

In churches the key performance indicator includes, congregation satisfaction, employees' satisfaction, church leaders' skills to perform their function, numerical growth, safety of the congregation and church volunteer turn over. These key performance indicators help the church to identify whether it has attained its goals. They can also be used to assess the level of performance of the church. It can also serve as a benchmark of the church performance against other churches. According to Rothwell, Hohne and King (2018) it is the backbone of judging

performance of the institution. This study used growth and congregation satisfaction and goal attainability as indicators of performance.

Chakravarthy (1986) also did provide that performance is a multidimensional construct and provided that any specific index may not offer an effective understanding of the performance in relation to the different constructs. Moreover, Kaplan & Norton (2008) did emphasize on the performance measurement systems consisting of both the non-financial and financial measures via the balanced score card. The research used both the non-financial and financial measures of the performance of organizations.

For non-profit making organizations like churches and NGOs the performance is rated based on the service rendered to the beneficiaries. For a church the performance is based on how effective the projects of the church are run, numerical growth scale, quality of services, number of new converts and member retention rate (López et al, 2015). The study was based on the non-financial performance indicators of performance of an organization.

The organization of AIC has been divided in five administrative councils. They include the Local Church Council, the District Church Council, the Regional Church Council, and the Central Church Council. The local leadership is composed of chairperson (always pastor) and elders whose work is to bring back lost fellows, church discipline, and supervision and church properties. The District Councils are responsible for coordinating the activities of group of the ministry within a specific area. This council is made of members that are selected from each church as representatives. While the Regional Councils look or coordinate/oversee activities in the region perspective. These members are selected from councils in the district arena through election. The Area Church Councils are advisory councils of the lower councils and they are headed by the Area Bishop.

Lastly the Central council is made of the Presiding Bishop and assistant, the Central office administrative secretary, the Area Bishops, secretaries, treasuries that are drawn from respective ACCs and national departmental heads. The main function of the council is to supervise all administration activities and oversee how the church runs and lastly the overall congregation faith (AIC, 2008). It was out of these changes that AIC Mwingi north was born. It falls under the AIC Mwingi Area Church Council. The Region is divided into 8 District Church Councils. Each District Church Council is headed by a council of 12 members. There are 91 local churches within the region which are headed by councils led by the local church pastors as the chairmen each leading an executive council of 5 members. The District Church Councils are AIC Kamuwongo DCC, AIC Mumoni DCC, AIC Mbangwani DCC, AIC Katse DCC, AIC Twimyua DCC, AIC Mivukoni DCC, AIC Tseikuru DCC, and AIC Kaningo DCC.

Statement of the Problem

Churches just like other organizations or institutions have been under pressure due to technological changes, liberalization and globalization (Victor & Kimencu, 2017). The number of believes or size of congregations has been going down due to heightened need to improved service delivery, digitization of services and communication and infrastructure. Many organizations are finding it very difficult to maintain their cause as result of these changes.

Organization can maintain their economic stability by adding value to their internal and external processes. This is done by improving human resource performance (Masea, 2017).

HRP originates from the organization itself. The degree at which it is utilized, the approaches that is adopting, depend on the management effectively focusing on the future staff requirement and formulating effective plans of implementation process to accompany these processes. The degrees at which the approaches are used by the organization depend on accurate forecasting process (Malla & Lehal, 2017). An organization that operates in a disturbed environment where there are difficulties in predicting future activities may depend on the short terms measures to maintain their workforce. There is also a benefit of business that effectively manages HRP by formulating policies that attract and retain key employees.

In Kenya spiritual sector, there has been increased intensity on competition. This has led churches such as Africa Inland Church to adopt an effective HRP in its quest to maintain and evaluate its human resources (Shoebly & Rehman, 2018). The changes in the management of Churches can be associated with liberalization, change in technology and improved Church environment due to reforms that has been witnessed socially, economically, politically and culturally. In respect to changes that has been witnessed, the level of competition in this institutions have transformed to a level that requires the institution to work effectively in ensuring that its human resources are working to sustain their existence with an aim of improving the overall desired output.

According to Gile and Fellow scholars (2018) study conducted on effect of HRP on private hospital processes in Nairobi, the study identified that HRP starts from understanding the organization strategies and objectives. In the incorporation of human resource information systems, the department is able to analyze available changes and at the same time determine the environmental changes that need to be look at when the organization identifies the ability and skills of the staff. This information is drawn from forecasting departments. Gladys, Grace and Denis (2018) conducted a research on the link that is there between HRP and labor turnover in banking sector in Kenya, a case study of Macro-financial institution. The study revealed that the rate of turnover is high in organizations that have not planned effectively their human resources. There are other studies that have been presented on this concept include; Pereira, Fontinha, Budhwar and Arora, (2018) who noted that a well-structured HRP decreases staff turnover and also contribute to the growth and productivity of the organization due to the advantages of HRP in ensuring that organization perform to their best. The studies highlighted above have been done on different organization but there are limited studies that have been conducted on how human resources planning affect performance of churches. This research seeks to narrow the gap by determining effect of Human Resource Planning on Performance of Selected Africa Inland Churches in Mwingi North.

General Objective

The aim of the research is to establish the impact of human resource planning on performance of Selected Africa Inland Churches in Mwingi North, Kenya.

Specific Objective

1. To assess the influence of employees training on performance of Selected Africa Inland Churches in Mwingi North , Kenya
2. To investigate the effect of employees development on Performance of Selected Africa Inland Churches in Mwingi North , Kenya

LITERATURE REVIEW

Theoretical Review

The research is to be supported by human capital model and resource based theories. These theories are expounded in detail below:

Human Capital Theory

Schultz (1961) developed this theory. The researcher argued that it is not obvious given that knowledge and skills are important parts of deliberate investment but it is known that people play an important role in creation of a nation's wealth and that investments in human capital is at a higher level in industrialized economies more than non-human capital. Shultz (1961) continues to say that acquiring knowledge and skills leads to the success of an organization and there is immense economic value created by the skills and knowledge acquired. Pfeiffer (1994) supported this argument providing that between 1929-1982 prior to his research, education would account for 26% of the USA's productivity growth, with contribution of 55% on learning on the job. This makes human capital theory be applicable always in human resource management and development.

Becker (1964) developed this theory further and categorized human capital expenditures as investments and not as consumption. Human capital is defined as attitudes, skills and the knowledge which contribute to a given productivity. The model discusses that staff training enhances individual knowledge and skill directly enhancing the productivity rate. The workers then use these knowledge and skills impacted to obtain income and increase their earnings. Becker (1964) view human capital being similar to "physical means of production" such as factories and machines where one can invest in human capital by injecting skills and knowledge as well as the outcome is dependent on return of rate owned by human capital. Hence, human capital can be concluded to be means of production.

This concept is adopted because it helps in understanding the human capital as a means of production into which additional investment yields additional output. These additional investments are training and development to the human capital in order to enhance on its performance. It helps in understanding better one of these study variables that is the effects of training and development on human capital on the performance. With the knowledge and skills then the organizations can recruit and select these individuals in order to enhance performance of their organizations.

Resource Based Theory

Here the resources determine the advantage and the overall performance an organization can achieve (Peteraf & Bergen, 2003). Most literature in strategic management usually centers on the quest of competitive advantage (Liao & Hu, 2007). Looking on the presumptions that vital assets would heterogeneously be disseminated crosswise over organizations, and that these contrasts need to be unwavering ultimately, Barney (1991) analyzed the interaction between firm assets and managed aggressive focal point. Four experimental indicators of the possibility for firm assets will produce maintained focused point might be non-substitutability, value, inimitability and rareness.

While analyzing the sources of competitive advantage, the resource based theory adopts two assumptions (Peteraf & Barney, 2003). First, in respect to control of resources, RBV assumes heterogeneity of industry firms or within a group that is strategic. Secondly, there is the assumption that this heterogeneity persists over time since they are used in strategy implementation due to the perfect immobility of resource across firms. Resource uniqueness is a precursor condition which is necessary and contributes to the firm's advantage competitively. The squabble ensues "in case an organization in a certain market comprises of similar stocks of resources, no approach can be present to one specific organization that would not be available to other organizations within the market" (Cool et al, 2002). This theory is useful for the study in explaining how resources were used in the company to attain competitive advantage.

Priem and Butler (2001) postulated four-prong criticisms which are as follows. They are; (a) RBV represents the same thing, in other words it is tautological (b) different combinations of resources may produce the same value for organizations and hence may not build an advantage competitively (c) this theory is limited in its prescriptive implications and (d) in the argument there is under development in the role of product markets. Nonetheless, Barney (2001) postulated some arguments to counter these. The criticisms are; it is difficult to come across resources which meets the VRIN (Valuable, Rare, Imperfectly, Non-Substitutable) expectations. There is another assumption that firms can make profits in a very competitive market so long as they make good use of resources that are advantageous, but this not usually the case. It does not take into account the Porters industry structure analysis which is equally important. Through proper allocation of resources, employees can practice the corporate values very well and be committed to the organization and hence influence the organizational performance. Wherefore this theory is very relevant to the study.

Empirical Review

The part provides various researchers conducted by different authors on the topic.

Employees Training and Organizational Performance

Various researches have been conducted to examine the effects of employee training on the organization's performance. Shafiq and Hamza (2017) assessed the effects of employee training and development performance of private firms. The study did acknowledge that the firm's success cannot be underestimated by the firm hence the need to always be considerate

of the learning to enhance the performance of employees. The research used exploratory research technique. The study reported that employee training and development is essential to the company's performance. The study recommended that organizations need to increase their strategy on employee training and development as a way of improving their performance this can be enhanced through embracing technological systems and educational programs.

Adeoye (2014) researched on the impact of human management practices on employee's leadership role in insurance sector: Nigeria experience. The research acknowledged that employees training as the main functions of human resource department as it is meant to attract, retain, developed employees toward attaining organizational effectiveness, efficiency and competitive advantage in the globalized world. The study adopted a case study research design. The outcome found out that, employees training do have great impact on the staff's leadership roles, and motivating leadership enhanced productivity. Hence, the recommendation that insurance firms need to train employees adequately in line with the position they are holding as it will enhance the performance of the employee's which will translate to overall organizational performance.

Nyokabi (2014) carried out a study on the perceived correlation involving the employee nature of performance and training on the geothermal development firms. The study employed descriptive survey research as an analysis technique. As from the study, it would be developed that the staff had knowledge of the training initiatives provided by the company but only few did participate to the point of sharing their learning experience. The study would as a result recommend that organizational managers should always engage employees by evaluating their training process as a way of enhancing their performance.

Valentine (2017) investigated on the impact of employee training and development within the Hospitals in Kakamega County. The study recognized that the staffs' training and development has been a key issue in most business and human resources has been at the center of solving the challenges. The study adopted a descriptive survey design was employed. The outcomes showed most employees had undergone training at least once in a year since they joined the institution and this had improved the individual's job performance. The study recommended that an elaborate training policy framework and schedule should be adopted to allow for sufficient and inclusive training for the staffs and duties that they are expected to carry out within and outside the hospital.

Employees Development and Organizational Performance

Several researches have been done on the impact of employee's development has on the performance. For instance, Amadi (2014) examined the impact of employee training and development on their performance at Safaricom Call center. There search embraced descriptive statistics and case study for analysis. The research identified that the organization offer loan grant to its employees. The study also revealed that loan grant enhances on both motivations of employees and performance. The study recommended that Safaricom should consider development needs on the basis of overall company objectives and that the goals of the company should determine what development programs are to be organized for staff.

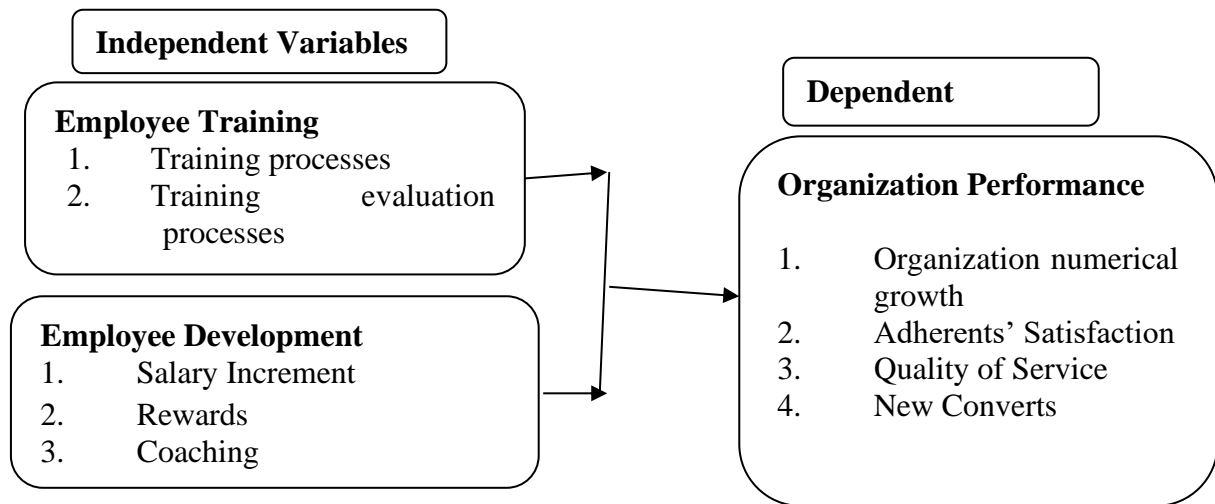
Muthengi (2017) investigated on the effect of employee's development strategies on the performance of the office of the auditor-general in Kenya. The study acknowledged that employee's development strategies is a very important tool whenever employees and organization performance are present because it helps to build the efficiency, effectiveness and competitiveness of the firm. The study applied descriptive research design and established that favorable working environment contributes to job satisfaction at the Office of the Auditor-General. The study recommended that the Office of the Auditor-General should continuously embrace and thrive to improve on working environment and enhance professionalism among the staff members.

Koitalek (2016) assessed on the impact of policy compensation on the staff's commitment at Kenya's teacher service commissions. The study recognized that the policy is a crucial factor of HRM as it impacts decisions of potential staffs in joining a firm and examines staff-staff correlation. The study adopted exploratory design and descriptive technique in analyzing the collected data. The outcomes indicated teachers service commission contained various forms of compensation that helps in comparing with different state entities and the management involves the junior employees in making decisions linked to their payment structure and as well as the compensation structure. The study recommended that it is important for the executive in the company to determine a successful staff compensation which is based on performance considerations.

Another descriptive study was done in 2016 by Masea on the effects of development practices on County of Nairobi focusing on SACCOs performance. According to the research's findings it would be expressed that SACCOs had embraced different staff development initiatives like direct remuneration and indirect payment for the rendered services by the staff via commissions, insurances schemes and allowances for health life, disability and dental and the retirement benefits. The study recommended that regulated SACCOs should implement the compensation initiatives like allowances, eliminate pay inequalities, pay staffs on leave motivating staffs, paying overtime, paying compression as it influences employee motivation.

Conceptual Framework

This is a concept of connection between variables in a research and it shows the connection dramatically. It provides ideas of the variables to be carried out by the research. The independent variables will be training and development while the dependent variables was performance.



RESEARCH METHODOLOGY

The study adopted a Descriptive survey. This design was effective as it helped in comprehensively acquiring information that enabled the study to find a relationship between human resource planning and performance of Selected Africa Inland Churches in Mwingi North, Kenya. The population comprised of 8 Africa Inland Churches in Mwingi North, Kenya as 2018 December. The study targeted 64(16 men council members, 16 women committee department leaders, 16 Christian education leaders and 16 planning committee members) respondents from every church in the area. The total population comprised 512 members of Africa Inland Churches in Mwingi North, Kenya. A representative sample of 152 respondents was selected using stratified random sampling. Primary data was collected through questionnaires. Descriptive statistics together with regression analysis were used in analysis.

RESEARCH FINDINGS

The study employed a 152 and they were given questionnaire to fill. Only 120 forms disseminated to 152 participants were completed and given back. The response rate was 78.95% which is viewed as statistically right to be applied for the research. On gender distribution, 75% were men while 25% were women. In relation to highest level of education attained, 10% had certificate, 32.50% were diploma holders, and 42.5% were undergraduate degree holders and 15% of them had post-graduate credentials. The results further indicated that the respondents had worked in the church long enough to understand its operations hence the data provided is relevant.

Employees Training and performance of Africa Inland Churches

The respondents were told to depict the extent on how felt with subsequent queries on Training and Development and Performance using a Likert scale. The following are the outcomes;

Table 1: Employees training and performance of Africa Inland Churches

Statement	Mean	Std. Dev
Training in our company is on the basis of the company needs	3.52	1.344
Employees in our organization are aware of the existence of a training policy and processes	3.59	0.617
Most of our organization employees undergo training at least once in a year	3.21	0.837
Our organization involves training and evaluation processes more in measuring employee performance	3.04	0.771
Our organization has increased the training with the technological changes	3.66	0.802

Source: Field data, 2020

The study’s participant to a significant degree concurred that training in their organizations is on the basis of the company needs, workers in the firm are aware of the existence of a training policy and processes and that the organizations have increased the training with the technological changes as shown by a mean of 3.52, 3.59 and 3.66 correspondingly. To a reasonable degree the most of the organization employees undergo training at least once a year and that the organizations involve training and evaluation processes more in measuring employee performance as illustrated by a mean of 3.21 and 3.04. It is depicted that to a positive degree the AIC churches embraced employee training to improve their capacity and subsequent performance based on organizational needs, having training policies and processes, integrating technology, having regular training and evaluating the processes to measure employee performance.

Employee Development and performance of Africa Inland Churches

The participants were also told to show the degree in which they approved or disapproved with the listed queries on recruitment and selection and performance. The outcome is provided as shown below;

Table 2: Employee Development and performance of Africa Inland Churches

Statement	Mean	Std. Dev
Our organization offer coaching services to us	3.05	0.688
Our organization has employee’s development policies as part of organization projects.	3.29	0.719
Our organization ensures that the employees’ environment is conducive to work on.	2.97	1.341
Our organization offers commendable salary increment to cater for employee development	3.26	1.552
Our organization remuneration employees directly on overtime job through commission and rewards.	3.12	0.831

Source: Field data, 2020

It was revealed that the organizations to a reasonable extent offer coaching services to the employees, have employees' development policies as part of organizational projects, ensure that the employees' environment is conducive to work on, offer commendable salary increment to cater for employee development and remunerate employees directly on overtime job through commission and rewards as indicated by a mean 3.05, 2.97, 3.26 and 3.12 in that order. The findings implies that the organizations significantly embraced employee development practices which ranged from coaching, employee development policies, creating a conducive working environment, competitively remunerating employees and motivating them which contributes to improved performance for both staff and organization.

Performance of Africa Inland Churches in Mwingi North, Kenya

Organizational performance of AIC churches in Mwingi North was the dependent variable. The participants were told to show the degree on how they concurred or disapproved with the listed queries on performance of Africa Inland Churches in Mwingi North on a 1-5 Likert scale. Outcomes are presented in table 3;

Table 3: Performance of Africa Inland Churches in Mwingi North, Kenya

Statement	Mean	Std. Dev
Our churches experience Organization numerical growth	3.56	0.866
Adherents are satisfied with our organization services	3.71	0.764
We have improved service quality in our churches	3.55	0.748
We have received new converts in our churches	3.80	0.831
Our data base is always updated and used for decision making	3.88	0.855
With ICT we have enhanced organizational efficiency	3.61	0.801

Source: Field data, 2020

Participants of the research significantly concurred their churches have experienced numerical growth, adherents are satisfied with church services, they have improved service quality in their churches, they have received new converts in their churches, their data base is always updated and used for decision making and with ICT they have enhanced organization efficiency as depicted by a mean of 3.56, 3.71, 3.55, 3.8, 3.88 and 3.61 correspondingly. It depicts to a reasonable degree organizational performance of the AIC churches in Mwingi North had improved.

Inferential Statistics

In order to ascertain quantifiable relationship between the study variables, multi linear regression analysis was adopted to find out the impact of human resource planning on the performance of AIC churches in Mwingi North. The proceeding sections present outcomes of the analysis;

Model Summary

The summary shows the percentage with which the linear model predicts the relationships between the independent and dependent variables of the study as indicated in Table 4.

Table 4: Model summary

Model	R	R square	Adjusted square	r	Std. Error of the estimate
1	.811 ^a	.803	.825		1.101521

a. Independent variable (constant), employee training and employee development

Source: Field data, 2020

Table 4.9 indicates the 0.811 figure correlation showing significant relationship among the variables. The value of adjusted R² was 0.825 that transforms to 82.5%. The implication of this value is that dependent variable's variation is 82.5% attributable to independent variables (employee training, and employee development). 17.5% that remained will be tackled by various variables not included in this research.

4.4.1 ANOVA

An ANOVA was done at 95% significance level. The outcomes of $F_{Calculated}$ and $F_{Critical}$ are tabulated as follows.

Table 5: ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	811.022	2	27.0341	8.6545	.000 ^b
Residual	281.131	119	3.1237		
Total	1092.153	120			

a. Dependent variable: Organizational Performance

b. Predictors: (constant), employee training, employee development

Source: Field data, 2020

The research found out that $F_{Calculated}$ as 8.6545 and $F_{Critical}$ as 4.1034, it indicates $F_{Calculated}$ is greater than $F_{Critical}$. This implies that the overall model was very reliable as confirmed by the p value of 0.000. Any p value that is less than 0.05 would indicate that the study's independent variable has strong influence on organizational performance of AIC churches in Mwingi North.

Regression Coefficient

To determine the personal effect of all the variables of human resource planning on performance of AIC churches in Mwingi North, they employed regression coefficient. The outcomes were as showed in Table 6.

Table 6: Regression Coefficient

Model	Unstandardized coefficients		Standardized coefficients		T	Sig.
	B	Std. Error	Beta			
(constant)	5.121	1.121			2.265	.000
Employee training	.817	.064	.311		3.214	.000
Employee development	.813	.015	.342		3.105	.000

a. Dependent variable: Organizational Performance

Source: Field data, 2020

$$Y = 5.121 + 0.817X_1 + 0.813X_2$$

Whereby: Y = Organizational performance of AIC churches in Mwingi North

X₁ = Employee training

X₂ = Employee development

Table 4.11 shows when all factors are kept constant, AIC churches' organizational performance in Mwingi North would be at 5.121. However, increasing employee training by one unit while keeping all other factors unchanged would improve the churches' organizational performance by 0.817. Similarly, increasing the churches' employee development by a single unit while leaving all other aspects unchanged would cause organizational performance to increase by 0.813.

The research determined that each indicator of human resource planning variables had a p value of 0.000. This shows that they had significant impact on organizational performance of AIC churches in Mwingi North.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of the Findings

The study's objective entailed establishing impact of human resource planning on the organizational performance of AIC churches in Mwingi North, Kenya. The research aimed at establishing the impact of employee training, development, recruitment and selection on performance of AIC churches in Mwingi North. The study used descriptive and inferential statistics to analyze and present its data.

Employee Training and Performance of AIC Churches

As from the research it would be provided that employee training as a HR planning practice would have a positive and significant impact on the performance of AIC churches in Mwingi North. The researcher's participants to a significant extent would agree that training in their organizations is on the basis of the company needs, employees in the organizations are aware of the existence of a training policy and processes and that the organizations have increased the training with the technological changes. The respondents to a significant degree depicted that several organization employees undergo training at least once a year and that the organizations involve training and evaluation processes more in measuring employee performance.

Employee Development and Performance of AIC Churches

It was found out that employee development significantly influenced performance of AIC churches in Mwingi North. The research would express that the organizations to a moderate extent offer coaching services to the employees, have employees' development policies as part of organizational projects, ensure that the employees' environment is conducive to work on, offer commendable salary increment to cater for employee development and remunerate employees directly on overtime job through commission and rewards.

Conclusion

It was found out that human resource planning significantly and positively influences the organizational performance of AIC churches in Mwingi North. As from the study it would reveal to a significant extent the AIC churches adopted employee training to improve their capacity and subsequent performance based on organizational needs, having training policies

and processes, integrating technology, having regular training and evaluating the processes to measure employee performance.

It would be concluded that the organizations significantly embraced employee development practices which ranged from coaching, employee development policies, creating a conducive working environment, competitively remunerating employees and motivating them which contributes to improved performance for both staff and organization

Recommendations

As from the research it would be recommendable that the AIC churches require to enhance their training and developing their employees as a way of enhancing their performance capacity and enhanced duties and responsibilities. The research would recommend that the organizations need to develop employees through team development, mentorship and clear policy framework to enable them be more effective.

REFERENCES

- Abdi, A. (2014). Strategic planning and performance of banks in Kenya: a case of National Bank of Kenya. *Journal of Emerging Issues in Economics, Finance and Banking*, 2(3), 25-35.
- Adams JS (2007) Original Equity Theory concept; Leading Clever People. *Harvard Business Review*. 85 (3): 72-79.
- Amadi, E. J. (2014). The effect of training and development on Employees' performance; at Safaricom limited Call Centre. Unpublished MBA Project. *Doctoral dissertation, Master's Thesis. Business Administration, School of Business, University of Nairobi*.
- Anyieni, A. G. (2014). Impact of Strategic Planning in the Small Businesses in Kenya. *The International Journal of Business & Management*, 2(7), 253.
- Burgelman, R. A. (1983). A model of the interaction of strategic behavior, corporate context, and the concept of strategy. *Academy of management Review*, 8(1), 61-70.
- Burugu, M. N. (2018). Influence of Strategic Planning On Performance (Doctoral Dissertation, School of Business, University of Nairobi). *Doctoral dissertation, Master's Thesis. Business Administration, School of Business, University of Nairobi*.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Dannels, S. A. (2018). Research design. In *The reviewer's guide to quantitative methods in the social sciences* (pp. 414-428). Routledge. *Asian Journal of Management*, 8(4), 997-1002.
- Friday, E. O. (2019). Employee Training and Succession Planning of Selected Deposit Money Banks in Abia State, Nigeria. *SEISENSE Journal of Management*, 2(1), 47-56.
- Gautam, T. P., & Raj, S. (2018). Human Resource Planning, Selection and Training Practices of Nepalese Pharmaceutical Companies of Nepal. *Human resource management (henceforth HRM)*, 1(1).
- Geffner, R., Shaw, M., & Crowell, B. (2018). 22 *Ethical Considerations in Forensic Evaluations in Family Court*. The Cambridge Handbook of Applied Psychological Ethics, 452.
- Hassan, S. (2016). Impact of HRM practices on employee's performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(1), 15-22.

- Joshi, A. M., & Nerkar, A. (2011). When do strategic alliances inhibit innovation by firms? Evidence from patent pools in the global optical disc industry. *Strategic Management Journal*, 32(11), 1139–1160.
- Koitalek, J. N. (2016). Influence of compensation policy on employee commitment at teachers' service commission in Kenya (*Doctoral dissertation, Master's Thesis. Business Administration, School of Business, University of Nairobi*).
- Kolade, A. B., Olanipon, O. O., & Olumuyiwa, O. M. (2018). The Impact of Strategic Planning On Performance in The University Education: A Case Study of University of Ibadan, Nigeria. *European Journal of Education Studies* 3(2), 38-46.
- Koyuncu, N., & Kadilar, C. (2016). *Calibration weighting in stratified random sampling*. *Communications in Statistics-Simulation and Computation*, 45(7), 2267-2275.
- Malla, D., & Lehal, R. (2017). A Study of Human Resource Planning Practices and its effect on Efficiency in Public Private and Foreign Telecom Sector. *Asian Journal of Management*, 8(4), 997-1002.
- Meyers, L. S., Gamst, G., & Guarino, A. J. (2016). *Applied multivariate research: Design and interpretation*. Sage publications.
- Mugenda and Mugenda (2003). *Introduction to Research Methods*, ACTS, Nairobi, Kenya.
- Muthengi, C. N. (2017). Effect of Compensation Strategy on the Performance of The Office Of The Auditor-General In Kenya. *Doctoral dissertation, Master's Thesis. Business Administration, School of Business, University of Nairobi*.
- Nyanaro, N. N., & Bett, S. (2018). Influence of strategic planning on performance of commercial banks in Kenya: Case of Barclays Bank of Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(2), 235-255.
- Nyokabi, M. N. (2014). Perceived Relationship Between Training and Development and Employee Performance in Geothermal Development Company (GDC) (*Doctoral Dissertation, School of Business, University of Nairobi*).
- Oaya, Z. C. T., Ogbu, J., & Remilekun, G. (2017). Impact of Recruitment and Selection Strategy on Employees' Performance: A Study of Three Selected Manufacturing Companies in Nigeria. *International Journal of Innovation and Economic Development*, 3(3), 32-42.
- Pereira, V. E., Fontinha, R., Budhwar, P., & Arora, B. (2018). Human resource management and performance at the Indian Railways. *Journal of Organizational Change Management*, 31(1), 47-61.
- Silverman, B. W. (2018). Density estimation for statistics and data analysis. Routledge. *International Journal of Quality of life Research*, 17(2), 122-132.
- Smith, E. B., & Chae, H. (2017). The effect of organizational atypicality on reference group selection and performance evaluation. *Organization Science*, 28(6), 1134-1149.
- Valentine, K. (2017). Effect of Training and Development on Employee Performance at Kakamega County General Hospital, Kenya. *Doctoral dissertation, Master's Thesis. Business Administration, School of Business, University of Nairobi*.
- Victor, J., & Kimencu, L. (2017). Enterprise Resource Planning System and Performance of State Corporations in Kenya. *Doctoral dissertation, Master's Thesis. Business Administration, School of Business, Kenyatta University*.
- Vincent, G. M., Drawbridge, D., & Davis, M. (2019). The validity of risk assessment instruments for transition-age youth. *Journal of consulting and clinical psychology*, 87(2), 171.
- Yin, R. K. (2017). *Case study research and applications: Design and methods*. Sage publications. *Asian Journal of Management*, 9(4), 1001-1002.