

Influence Of Work Environment On Human Resource Planning, Of NGO's In Mombasa County.

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Abstract

Human Resource Planning Plays A Vital Role In The Operational Success Of Organizations, Particularly Those Driven By Humanitarian Objectives Such As Non-Governmental Organizations (Ngos). This Study Aims To Identify The Influence Of The Work Environment On Human Resource Planning In Ngos Within Mombasa County. Specifically, It Focuses On The Application Of Herzberg's Two-Factor Theory To Explore The Factors That Shape Human Resource Planning In This Context. The Study Adopts A Descriptive Research Design, Targeting A Population Of 125 Ngos, Legal Representatives, Employee Representatives, Community Representatives, Information Technology Experts, Board Representatives, And Human Resource Managers. Closed-Ended Questionnaires Were Employed To Collect Data, Which Was Then Analyzed Using SPSS Version 24. The Findings Indicate A Statistically Significant Positive Correlation Between The Work Environment And Human Resource Planning ($R = 0.511$, $P < 0.05$) Based On Herzberg's Two-Factor Theory. Based On These Results, Recommendations Are Provided For Ngos In Mombasa County, Emphasizing The Importance Of Effectively Managing The Work Environment, Aligning It With Sector Practices, And Utilizing Human Resource Information Systems To Enhance Stability And Planning. Furthermore, The Study Highlights The Significance Of Legislative And Regulatory Frameworks In NGO Operations And Suggests Improvements To Existing Human Resource Policies To Address Staff Turnover Challenges. Future Research Can Expand On These Findings By Exploring Additional Counties Within Kenya And Investigating The Relationship Between The Labour Market And Human Resource Planning In Ngos From Other Theoretical Perspectives.

Keywords: Work Environment, Human Resource Planning, Ngos, Mombasa County, Herzberg's Two-Factor Theory

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I. Introduction

Effective human resource planning plays a vital role in the overall business planning process. It serves as the foundation for all human resource management activities within an organization. In today's fiercely competitive environment, where companies are increasingly valuing employee knowledge and skills, HR planning has emerged as a critical managerial responsibility, providing organizations with a competitive edge (Mathis and Jackson, 2010).

According to Reilly (2003), human resource planning, also known as workforce planning, refers to the process employed by organizations to estimate their labor demand and analyze the size, characteristics, and sources of the labor supply needed to meet that demand.

The significance of human resource planning lies in its ability to provide companies with a comprehensive understanding of their human resources and staffing costs. By accurately assessing their workforce needs, organizations can make informed decisions regarding the ideal mix of skills and behaviors that best align with their goals. This enables employers to exercise greater control over their human resources, resulting in improved operational efficiency and effectiveness.

On a global scale, the importance of HR planning has grown significantly, and its role has become more prominent within organizations. Companies now expect their HR departments to assume strategic planning and development responsibilities for their human resources (Chakraborty and Biswas, 2019).

Additionally, Mwangi and Wanyama (2021) posit that Human Resource planning is essential in companies as it allows these organizations have a better understanding and control over their human resource and staffing costs and numbers and it also allows the employers to make informed judgments on the right skills and behavior mix that will be effective in their respective organizations. However, the researchers discovered that organizations often allocate insufficient time to the process of Human Resource planning due to a lack of skills, resources, time, and effort, as well as the absence of data. Moreover, they observed that Human Resource

plans typically incorporate multiple approaches, such as internal job transfers, employee layoffs or downsizing, employee retraining, and targeted recruitment to address specific workforce needs.

Brunt and Akingbola (2015) conducted research that revealed contrasting approaches to human resource planning between for-profit organizations and non-governmental organizations (NGOs). In for-profit organizations, strategic human resource planning primarily focuses on ensuring profitability and financial success. On the other hand, NGOs undertake the planning process with the objective of enhancing their resource mobilization capabilities, which in turn enables them to effectively manage their resources and achieve positive program outcomes.

The study also found that any strategic changes implemented within the structure of an NGO result in the evolution of its strategic planning responsibilities, thereby placing greater emphasis on HR management. Moreover, the authors noted that as NGOs form new partnerships with donor agencies, these external influences significantly impact their decision-making processes regarding recruitment and remuneration within the organizations.

According to Bartram et al, (2017), NGOs have realized the benefits of engaging in HR management and the role it plays. Human Resource Management which includes the process of HR planning which has been found to positively influence the well-being of volunteers and employees and also led to the creation of healthy communities within the ecosystem that the NGO exists. The ecosystem is made up of governments, HR managers, scholars and communities across the different country settings that NGOs operate. The researchers concluded that there is a relationship between the use of strategic HR management and success of NGOs. However, the authors also found that NGOs face challenges in managing and planning their HR since they operate in various locations across the globe. This means that they face a host of HR management challenges such as lack of effective training and development programs, lack of the know how to manage and provide support to expatriate employees, challenges in ensuring that company values are replicated across the NGOs national, organizational and cultural divide and also lack of enough skills to ensure the safety and security of employees.

Additional research shows that companies both for profit and non-profit are faced with human resource planning challenges such as difficulties in attracting and retaining skilled labor that can meet their evolving needs (DeCenzo et al, 2016). According to Ndirangu (2018) the performance of Non-Governmental organizations is influenced by employee involvement, delegation of duties and increased adaptation of transformational leadership which are all essential to the performance of the organization.

Statement of the Problem

By the mere fact that NGOs operate in different locations across the globe, their Human Resources policies may vary from one host country to another based on the laws and regulations in the different countries and to counter any issues that may arise thanks to these differences, a common practice among NGOs has been to standardize their HR policies and procedures so that they can be applied in the foreign countries they have operations in. One way of standardization is the use of HR planning.

However, scant studies have been done to understand the factors that affect the process of human resource planning in NGOs. In Africa, Non-Governmental Organizations are now viewing working environment as one of the key factors that are helping the different countries achieve success economically and socially (Adhiambo, 2017). However, even though the numbers of Non-Governmental Organizations found the developing countries have increased, a majority of them get little sponsorship or funding thus raising the question on how they can engage in human resource planning in the most professional way possible. Additionally, there are reports of Non-Governmental Organizations facing human resource challenges in their operations such as poor rates of compensation, high rates of staff turnover and ineffective leadership (Oluoch et al, 2021).

According to the Kenyan NGO directory, Mombasa County is ranked top ten among the most preferred areas where the NGOs choose to set up and operate (NGOs Coordination Board, 2021). Several studies concluded that NGOs suffer from challenges in stabilizing their workforce and they expressed high levels of dissatisfaction with the system used by Non-Governmental Organizations during offering of incentives and remuneration (Amr, 2018). This has prompted the researcher to examine the human resource planning process in NGOs. Therefore, due to the escalating human resource challenges Non-Governmental Organizations (NGOs) are facing and also to address these challenges, a deeper understanding of the factors impacting HR planning in this context is crucial. This study aims to fill the existing literature gap by specifically analyzing and evaluating the influence of the work environment on HR planning in NGOs. By focusing on this aspect, the research seeks to shed light on the unique dynamics and challenges faced by NGOs operating in Mombasa County. Through a comprehensive examination of the work environment, the study aims to provide valuable insights and practical recommendations for enhancing HR planning practices in NGOs. By bridging the existing knowledge gap, this research contributes to the overall understanding of effective HR management strategies within the NGO sector.

Purpose of the study

The purpose of the study was to examine the influence of working environment on human resource planning in non-governmental organizations (NGOs) specifically within Mombasa County. The study aimed to provide valuable insights into the unique challenges and considerations faced by NGOs in their human resource planning processes in this particular geographical context.

II. Literature Review

Herzberg's Two-Factor Theory, as proposed by Herzberg et al. (1959), builds upon Maslow's Hierarchy of Needs theory and provides an explanation for job satisfaction. According to this theory, there are two distinct sets of factors in the workplace: motivation factors and hygiene factors. Motivation factors are those that contribute to job satisfaction and are associated with the intrinsic nature of the work itself. These factors include opportunities for growth and advancement, recognition, responsibility, and achievement. When these factors are present, employees experience a sense of satisfaction and motivation in their jobs.

On the other hand, hygiene factors are external to the work itself and are related to the work environment and conditions. These factors, such as salary, benefits, working conditions, company policies, and interpersonal relationships, do not necessarily lead to job satisfaction when they are present, but their absence or dissatisfaction can result in job dissatisfaction.

Herzberg's theory suggests that motivation factors and hygiene factors act independently of each other. Therefore, the presence of hygiene factors alone does not necessarily lead to job satisfaction, but their absence or dissatisfaction can cause dissatisfaction among employees. To create a satisfying work environment, organizations need to address both motivation factors and hygiene factors.

In the context of HR planning in NGOs in Mombasa County, understanding Herzberg's Two-Factor Theory can help organizations identify the factors that contribute to employee job satisfaction and dissatisfaction. By focusing on enhancing motivation factors and ensuring the presence of adequate hygiene factors, NGOs can create a work environment that fosters job satisfaction, employee engagement, and overall organizational effectiveness.

Empirical Literature

Having a pleasant and conducive work environment for employees is a factor that Human Resource managers have to consider when engaging in Human Resource Management. Most NGO employees wish to be part of a team and a company culture that is committed to achieving a common goal, the Non-Governmental Organizations mission and where they are respected by both the co-workers and management. Another environmental uncertainty is the unforeseen circumstances that may affect the NGOs. These situations arise out and are out of control of the NGO but they can cause massive changes in how the organizations (Krishnan, et al 2016). A recent example is the Covid-19 pandemic which affected how most businesses operated specifically, NGOs who had to evolve their processes since in their operation they interact with the most vulnerable in the society; hence they needed to be more cautious with social distancing norms disrupting some of their supply chain (Widing and Ahmed, 2021).

Additionally, since Non-Governmental Organizations mainly serve the most vulnerable and needy they may sometimes need to operate in unfavorable areas such as drought stricken areas or conflict ridden regions which may cause issues in attracting and retaining employees or make it harder for them to complete their duties leading further changes in future NGO operations. While they are sometimes hard and impossible to predict, NGOs need to be prepared through the use of Human Resource Programs and Human Resource Planning policies. Moreover, the operations of NGOs are significantly influenced by changes in the political, social, and economic landscape. To effectively navigate these environmental uncertainties, HR managers play a crucial role in devising HR policies, including streamlined recruitment, selection, and comprehensive training and development programs. These HR managers employ various balancing mechanisms and incorporate them into HRM programs and planning processes. These mechanisms encompass succession planning, promotion channels, layoffs, flextime, job sharing, and retirement strategies, all of which aim to mitigate the impact of uncertainties (Tsuma and Kanda, 2017).

III. Methodology

The study qualitative research design, specifically a descriptive research design, was adopted to understand and report the current state of affairs in the study context. The target population consisted of one hundred and twenty five Non-Governmental organizations in Mombasa County. Both descriptive and inferential statistics will be applied to analyze the data, utilizing the Statistical Package for Social Sciences software (SPSS version 24) for data analysis purposes.

Response Rate

The study took place in Mombasa County, Kenya, involving a sample of 125 non-governmental organizations (NGOs). The sample included a range of stakeholders such as 2 legal representatives, 8 employee representatives, 6 community representatives, 5 information technology experts, 4 representatives from the NGOs' boards, and 100 human resource managers. These participants were selected from the four divisions within Mombasa County. A total of 92 responses were received from the targeted population of 125, resulting in a response rate of 73.6%. This response rate is considered good for analysis and reporting, meeting the criteria suggested by Mugenda and Mugenda (2003). They recommend that a response rate of 50% is sufficient, 60% is generally satisfactory, and above 70% is excellent. Thus, the obtained response rate in this study is deemed satisfactory, providing a solid foundation for analyzing and generalizing the findings.

Data Reliability Assessments

Table 1: Cronbach Alpha for Reliability Assessments

Variables	Number of items	Cronbach's Alpha
Work environment	5	0.742
HR planning	5	0.938

Respondents' Characteristics

The findings presented in Table 1 reveal that the majority of the respondents (54%) were female, while males accounted for 46% of the total participants. This distribution of gender suggests that there were more women employed in the non-governmental organizations (NGOs) sector compared to men in Kenya. It further suggests that the NGO sector has a stronger representation of women. Additionally, the results indicate that a significant majority of the respondents (84%) held positions as HR managers.

This means that the HR manager's workforce, employee representatives, community representatives, IT experts, management board representatives and legal representatives in this sector who poses the much needed experience and exposure to stir the sector are enough to take these organizations to the highest level. The results further indicate that most of the non-governmental organizations were formed between the year 1990-2000 (n=30, 33%), 2001-2012 (n=37, 40%) and 2013-2023 (n=16, 19%).

These findings suggest that the period between 1990 and 2023 witnessed economic stability, facilitating the establishment of non-governmental organizations in Mombasa County, Kenya. Additionally, the study discovered that a majority of the respondents (n=49, 53%) fell within the age range of 30 to 39 years old.

Influence of Work environment on human resource planning of NGOs

In order to assess the impact of work environment on HR planning in NGOs in Mombasa County, Kenya, the researcher requested respondents from these organizations to provide their feedback on three specific attributes of the work environment. Table 3 displays the analyzed data obtained from the respondents, illustrating the extent to which the work environment influences HR planning within NGOs in Mombasa County, Kenya.

Table 3 Influence of Work Environment on human resource planning

Work Environment	N	Mean	Std. Dev.
Through Human resource planning, motivation of employees has affected the productivity and working relations positively	92	4.7903	.43644
The level at which the management through human resource planning factors the importance of work life balance for the employees is	92	4.7569	.40551
How would you rate the communication process of your organization	92	4.5156	.50371
Average	92	4.6876	.448553

(Source: Field Data, 2022)

Based on the majority agreement among respondents, it can be concluded that there is a significant influence of the work environment on HR planning in NGOs located in Mombasa County, Kenya. These findings align with a separate study conducted by Wane (2016) in a different setting. Wane's research on employee retention in International Non-Governmental Organizations in Kenya highlighted that employees in NGOs often exhibit concerns about job security due to the contractual nature of their work. This suggests that the work environment plays a crucial role in shaping HR planning strategies and employee perceptions within NGOs. Hence most of these Non-Governmental Organizations have invested in career development programs for their employees to increase the rates of employee retention. These programs not only enhance the skills of employees, but they also ensure that NGOs have a qualified workforce capable of fulfilling the organization's mission. The study also revealed that career development and counseling are integral components of HR policies in the majority of NGOs. Regarding the frequency of organizational training and workshops, the study

found that a significant number of respondents (n=35, 38%) reported their organizations planning such events bi-annually, while (n=33, 36%) reported quarterly planning, and (n=18, 20%) indicated that there is a systematic plan in place for training and workshops. These results demonstrate that NGOs are actively implementing structured training and development programs for their employees. Further, the study found out that the rate of the communication process of non-governmental organization in Mombasa County with majority (n=62, 67%) indicating effective, (n=16, 17%) indicating prompt while the rest indicated poor, slow or average.

Among the various aspects of the work environment, "Through Human resource planning, motivation of employees has affected the productivity and working relations positively" received the highest mean (M=4.7903, SD=0.43644), indicating a strong agreement among respondents. On the other hand, the lowest mean (M=4.5156, SD=0.50371) was observed for the aspect of the communication process. These findings clearly demonstrate that in these non-governmental organizations, Human resource planning and the motivation of employees have had a positive impact on productivity and working relations.

Going by these results the study revealed that there was strong extent of work environment with the highest mean of (M=4.6876, SD= 0.448553) on HR planning in NGOs in Mombasa County in Kenya.

Interaction effect of forecasting

The study aimed to examine the interaction effect of forecasting on the relationship between Work environment and HR Planning in NGOs in Mombasa, Kenya. The results of this interaction effect are summarized in Table 4.

Table 4 Interaction effects of forecasting

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.589	.316		1.861	.066
	Work Environment	.375	.146	.319	2.564	.012
2	(Constant)	1.337	.402		3.324	.001
	Work Environment	.281	.145	.239	1.945	.015
	Forecasting	.263	.092	.205	2.845	.006

(Source: Field Data, 2022)

The results indicate that Work Environment, ($\beta_2 = 0.375$, $P < 0.05$), demonstrate the significance of the variable in the multiple moderation regression. This suggests that Work Environment plays significant roles in influencing HR Planning among NGO's in Mombasa, Kenya.

Additionally, the moderation effects results in model two (2) indicated that Work environment (Beta= 0.281(28.1%), P-value =0.015) with forecasting moderation contributed to HR Planning by 28.1%, significantly to HR Planning of NGO's in Mombasa, Kenya.

From the foregoing results, it implies that forecasting has moderating influence between Work Environment and the human resource planning in non-governmental organizations in Mombasa County. This is because the R square change for forecasting is (0.034) [0.643-0.609]. This is illustrated in table 4.10 where the R^2 before moderation with Work Environment while after moderation R^2 changed to 0.643 indicating that R^2 change is 0.034.

IV. Conclusions

It was found that "Through Human resource planning, motivation of employees has affected the productivity and working relations positively" as an attribute of work environment had the highest mean (M=4.7903, SD=0.43644) compared to other work environment attributes used in this study. Going by these results, the researcher deduced that there was a strong positive extent of work environment (M=4.6876, SD=0.448553) on HR Planning of NGOs in Mombasa County in Kenya.

The study revealed a statistically significant positive relationship ($r = 0.511$, $p < 0.05$) between work environment and HR planning among NGOs in Mombasa County, Kenya. Work environment was assessed based on parameters such as hygiene, motivation, communication, leadership skills, and employee skill development. The findings indicate that a well-managed work environment has a significant impact on HR planning in NGOs. It suggests that by effectively managing the work environment, organizations can better achieve their HR planning objectives.

V. Recommendation

Work environment is paramount in any given organization, therefore, NGO's should work extra hard to plan their corporate work environment with the sector practices. Moreover, aspects of work environment such as planning through Human resource planning, motivation of employees because there is evidence that such aspect affect the productivity and working relations positively. Considering the dynamic nature of HR Planning and the evolving organizational landscape, longitudinal studies can be conducted to examine the long-term effects of HR Planning factors on NGOs' performance, sustainability, and adaptability to changing environments. This would contribute to a more comprehensive understanding of the relationship between HR Planning and organizational outcomes over time.

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