



HUMAN RESOURCE ANALYTICS AND PERFORMANCE OF INDEPENDENT REGULATORY AGENCIES IN KENYA

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ABSTRACT

The general objective was to establish the influence of human resource analytics on performance of independent regulatory bodies in Kenya. The specific objectives were to establish influence of human resource data access and workforce planning on performance of independent regulatory bodies in Kenya. The study was guided by Resource-Based View Theory and Ability, motivation and opportunity theory. This study employed a descriptive research design. The target population was the management level employees within 25 independent regulatory bodies hence 75 management staff. The study used the census approach since the target population is small. Primary data was collected by use of a questionnaire. The study used a total of 8 individuals in the pilot test which represent 10% of target population. Content validity of the research instruments was achieved through validation by university supervisor. The researcher used Cronbach's alpha coefficient to test for reliability. Quantitative data collected was analyzed using descriptive statistics techniques. Pearson R correlation was used to measure strength and the direction of linear relationship between variables. Multiple regression models was fitted to the data in order to determine how the independent variables affect the dependent variable. Data was presented in tables. Findings show a strong significant relationship between human resource data access and performance of independent regulatory bodies in Kenya ($r = 0.537$, $p\text{-value}=0.000$) and a moderate significant relationship between workforce planning and performance of independent regulatory bodies in Kenya ($r = 0.441$, $p\text{-value}=0.040$). The study recommends that the organizations should use big data across the departments to improve on employee skills and organization effectiveness, the organization should improve on data quality, the management should also invest in research and department to understand staff skills needs, should also ensure that the website is updated on current affairs of the organizations, and the leaders should ensure that the staff data is well secured.

Key Words: Human resource analytics, Independent regulatory bodies, Human resource data access, Workforce planning, Performance

Background of the Study

Heuvel and Bondarouk (2016) posit that HR analytics is about identifying and quantifying human resource motivators systematically for better decision making on business outcomes. This means that, being able to analyse data related to human resources to make decisions in a systematic way. Human Resource analysis is used to describe the practice of applying analysis processes to workforce data to understand workforce-related business issues (Campero, 2018). By using people analytics, people managers do not have to rely on gut feeling; instead, analytics will enable HR professionals to make data-driven decisions. Furthermore, analytics helps to test the effectiveness of various HR policies. According to Felin, Foss and Ployhart (2017) by embracing people analytics, organisations can leverage the power of data insights to improve recruiting, hiring, talent retention, training and development, team collaboration, performance management, and more. People Analytics helps managers and senior talent leaders unlock the power of data—increasing rigor, reducing bias, and improving performance (Kassim & Nagy, 2019).

According to Ben (2017), people analytics today brings together HR and business data from different parts of the business and is now addressing a wide range of challenges including selecting high performing job applicants, identifying characteristics of high-performing service teams and predicting compliance risks. It also entails analyzing engagement, culture, identifying high-value career paths and leadership candidates (Laumer, Eckhardt, & Weitzel, 2019). Josh (2018) indicated that Google uses analytics to gain insights into the impact of every interview and source of hire. According to Collins and Bernnett (2017), many companies, including Pfizer, AOL, and Facebook, now analyze the factors that correlate with high-performer retention. As an example, British Petroleum Company uses analytics to evaluate its training. SAB Miller uses analytics to drive high quality standards across a variety of programs worldwide.

HR analytics is a relatively new term and reflects a multidisciplinary trend toward using data to inform decision making, as reflected in the rapid growth of data science (Evans, Pucik, & Björkman, 2017). Logically, the HR analytics function may be integrated within an organization's broader strategic human resource management (HRM) function, as one can argue that doing so may help the organization identify and develop commitment-based HR systems and high performance work practices (Chadwick et al., 2017; Combs, Liu, Hall, & Ketchen, 2018). Despite the growing interest in HR analytics and the logical argument that HR analytics can be integrated into strategic HRM, relatively few empirical studies have directly investigated whether HR analytics function can improve organization performance (Rasmussen & Ulrich, 2018). This study therefore seeks to fill this research gap by establishing the influence of human resource analytics on performance of independent regulatory bodies in Kenya.

Statement of the Problem

Independent regulatory agencies play an important role in that they are a special category of State Corporations with oversight roles over their sectors (Jamison & Berg, 2018). Driven by pressures from the people and the greater availability of more integrated systems, independent state corporations are aggressively building people analytics teams (Angrave, Charlwood, Kirkpatrick, Lawrence & Stuart, 2018). State corporations have invested heavily in HR systems replacement projects and talking about analytics, but few are actually making progress in this vital new business function (Cascio & Boudreau, 2018). They are however facing challenges related to human resources management. Lack of clear training and development programs as well as leadership that is not wholly committed to employee welfare, are some of the challenges that have dogged

effective strategic human resource management practices in state corporations (Helmut, 2017). Human resource analytics is an essential element in the performance of an organization (Ahmad, 2019).

According to a report by KIPPRA (2019), there is poor service delivery in the regulatory bodies in Kenya which affects efficiency and general performance of the institutions. The report indicated that 45% of citizens had negative comments regarding service delivery in the regulatory bodies in Kenya citing complaints about service delivery. Pricewaterhouse Coopers (PWC, 2020) report indicated that 37% of the fraud cases reported were from Government and state-owned enterprises in Kenya. Mutonyi (2018) also indicated that there has been massive corruption and fraud in Kenya, especially in the public sector entities which have resulted in great losses. According to Kiprono and Nganga (2018), Kenya's public sector loses over Ksh. 4 billion annually to fraud as a result of financial system vulnerabilities and insufficient fraud detection, prevention, and mitigation, resulting in poor sector performance.

It is therefore imperative that the independent state corporations undertake serious HR evaluation, and people analytics can be a crucial tool for the success of this process. However, being a new concept in these state corporations, they many suffer from poor data quality, lack of skills, and a weak business case for change. Studies in human resource analytics have been undertaken, (Apgar, 2017: Cascio & Boudreau, 2018: Angrave, et al., 2019), indicate that slow uptake and application of people analytics has however not been extensive and the new concept not yet benefitting the state corporations. Notably, there has not been much research information in the area especially in the Kenyan context. This study therefore aimed at adding knowledge on the influence of influence of human resource analytics on performance of independent regulatory bodies in Kenya. The study also sought to establish how organization culture affects the relationship.

Research Objectives

The main focus of this study was to establish the influence of human resource analytics on performance of independent regulatory bodies in Kenya. The study was guided by the following specific objectives;

- i. To assess the influence of human resource data access on performance of independent regulatory bodies in Kenya
- ii. To establish the influence of workforce planning on performance of independent regulatory bodies in Kenya

LITERATURE REVIEW

Theoretical Review

Resource-Based View (RBV)

The theory was proposed by Wernerfelt (1984). It focuses on developing internal value producing and unique capabilities and resources. A firm's resources include materials, skills, organizational processes and systems, plus information and data of the organization. This theory ties HRM with competitive advantage generation through focusing on fostering the internal resources that the organization owns which most probably are unique and special to the firm. If resources and capabilities of a firm are mixed and deployed in a proper way, they can create competitive advantage for the firm. Eventually, only companies themselves can achieve and sustain competitive advantage by innovation and strategically positioning in the market (Mweru & Muya,

2015). However, theorists argue that effective human resource practices can easily be copied by other competitors while the type human capital an organization has cannot be copied which ultimately turns into competitive advantage for the firm.

According to Grant (1999) researchers face some problems in identifying the resource basis for specific organizations due to the fact that the two main sources of data and information which are IT and financial statements and both of those factors fail to provide adequate information about intangible resources and people-based skills and only provide a fragmented picture of resource bases. In order to find a tactic to identify resources a classification approach is produced that consist of six categories of resources which are financial resources, physical resources, human resources, technological resources, reputation and organizational resources. The analysis of competencies of the workforce provide a strategic focus on HR decision making in regards to workforce productivity, hence making the theory applicable in formulating constructs for workforce planning for people analytics among managers and staff in the independent regulatory bodies.

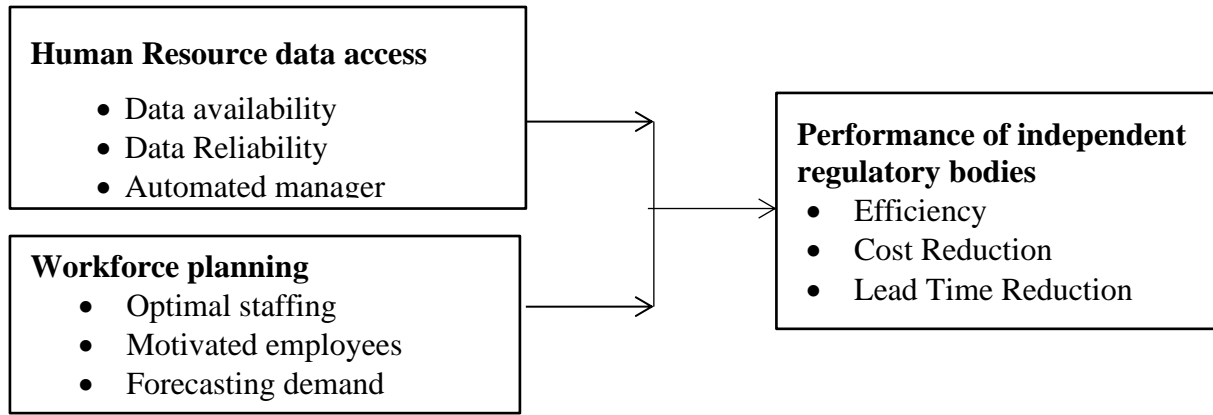
Ability, Motivation and Opportunity (AMO) Theory

Ability, Motivation and Opportunity Theory advanced by Appelbaum, et al, (2000) which postulates that it is the employee's attitudes and resultant behaviour or performance that directly influence how organizations systems impacts firm performance. The AMO theory suggests that there are three independent work system components that shape employee characteristics and contribute to the success of the organization. According to the theory, organizational interests are best served by a system that attends to the employees ability, motivation, and opportunity (AMO). Ability refers to those practices and policies that HR undertakes to ensure that employees have or gain the required skills, knowledge and ability to perform their tasks with minimum supervision. Ability-enhancing HRM practices are the practices that increase the employee's abilities and competencies to achieve organizational goals. Ability enhancing practices also refer to those practices that are taken to ensure effective recruitment and selection process to hire the right employees who have the right skills for the role requirements. Motivation refers to employee performance, amendment polices performed by HR to manage motivation in the organization. It also refers to the ways in which the employees are motivated to put more and extra efforts in performing assigned tasks mainly by rewarding them for the efforts they have already put in their jobs.

Motivation enhancing practices can be performed through communicating performance feedback to their employees or through providing them with financial rewards. Opportunity-enhancing HRM practices aim at engaging employee involvement through providing opportunities (Yahya, Tan & Tay, 2017). According to Bello-Pintado (2015) opportunities-enhancing HRM practices delegate decision making authority and responsibility from top level hierarchy to lower level hierarchy through information sharing. Through these three components, organizational interests are best served due to the fact that AMO theory paves the way for line managers to use effective approaches that result in employee motivation using HR policies and practices (Bos-Nehles, Riemsdijk, & Looise, 2013). AMO theory increases the ability of the employee, motivates employees, and provides opportunities to contribute to the organization. An organization utilizes the AMO theory to provide organizational leaders with a management tool that can impact performance

Conceptual Framework

A conceptual framework is a diagrammatic representation showing the hypothesized associations among key factors, variables and concepts. Figure 1 shows the hypothesized associations between human resource data access, workforce planning and performance of independent regulatory bodies in Kenya.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Human Resource Data Access

According to George et al. (2014), the current human analytics teams combine data from a variety of inputs, including internal HR systems, survey results, worker comments, employee engagement data, and external data. They then conduct an analysis of these data to access the company's culture, spot possibilities to boost performance or work engagement, or pinpoint management flaws or other operational issues. Kaufman (2014) argued further that in order to access the best mix of technology, Human resource departments should familiarize themselves on emerging analytics suppliers. Making an investment in data cleansing is also crucial. They stated that the organization would only realize the full benefit of analytics after it has an integrated, accurate, and trustworthy database; these are initiatives that may take some time and require IT but are worthwhile.

According to Pape (2016), data quality is frequently an issue when it comes to the human resources aspect of a business. Human resource teams must enlist IT's assistance in creating a program to purge, contextualise, and constantly monitor data quality. Employee productivity measurement is typically a qualitative, arbitrary process. Yet, it seems that a person's email and digital calendar activity might reveal a lot about their impact inside an organization (Pape, 2016). Also, Falleta (2014) states that HR Analytics is crucial in developing or executing HR strategy. Beatty (2015) argued that as human resource professionals are tasked with a variety of strategic and operational duties, therefore, making effective use of their time can be difficult. Employee data, such as workforce skills, qualifications, experience, hobbies, and involvement, are not readily available to administrators. Time management issues have an impact on productivity and working relationships. Utilizing automated manager service solutions (such people analytics) may be beneficial for gaining access to worker data, making sensible decisions, and managing teams well.

Workforce Planning

The workforce is the most significant tangible asset of the majority of firms in the modern talent-based environment. According to Louch (2019), such a resource is frequently not thoroughly planned, evaluated, or enhanced despite its significance. The implementation of corporate strategy will be hampered by present or projected workforce shortfalls, which many firms are not equally acquainted to. However, board members, executives, and chief human resources officials routinely state that workforce planning and data-driven decision-making are high priorities for their enterprises. Kavanagh and Johnson (2011) asserts that it is crucial for any organization to hire and keep the best employees. Data mining involve the act of evaluating data from multiple aspects and distilling it into meaningful information that may be utilized to enhance income, decrease costs, or both, also known as data or knowledge extraction. One of the analytical techniques for examining data is data mining software.

Obisi et al. (2020) explain that workforce planning affects how well a firm performs. The government needs to have a plan for the economy that will enable the industrial sector perform much better than it currently contributes, as well as make sure that regardless of the negative slow growth or downturn the manufacturing sector is experiencing, it should set up its activities effectively to avoid unfavourable costs related to high staff turnover, unsatisfactory outcomes, and disgruntled employees. According to Emmerichs et al. (2004), workforce planning aids in ensuring that an organization has the optimal combination of staff in areas of knowledge, expertise, and skill sets to advance its operations. With certain exemptions, including preparing for military troops, the national government has just recently begun to partake in workforce planning. In addition, private-sector enterprises have done so for years. The need for workforce planning has grown as a result of changing attitudes toward the nature of work, with more employees looking to switch employers throughout their professions, competitive pressure for more highly skilled workers, fast evolving technology work and the skills workers require. Also, Emmerichs et al. (2004) confirms that workforce planning within the defence department is as a result of new acquisition approaches, more employees approaching retirement age, and higher dependence on contractors.

Empirical Review

Human Resource Data Access and Organization Performance

Falleta (2014) investigated the evidence-based human resource analytics techniques like human resource strategy and decision-making of global high performing firms. The study was open to more than 3,000 Human resource professionals from the entire Fortune 1000 and a select group of international businesses. The survey has 29 primary elements and numerous additional items, as well as a variety of open-ended questions and other response options (such as a rank order, Likert-type scale, and a yes or no choice). Only 15 percent of participants, according to the results, claimed that people analytics were crucial to developing or executing human resource strategy. Additionally, workforce survey data analysis was the only focus of the analytics.

Soundararajan and Singh (2016) conducted research on how firms used data to gain a competitive edge in India. The study found that many businesses mischaracterize predictive analytics adoption by performing bivariate correlations on a small number of the data fields in human resources information system, frequently concentrating on a single data source, or doing straightforward psychometric tests. The validity and utility of these models would continue to be in doubt until the

organization takes a more comprehensive approach by collecting data from many sources, both internal and external, and then validating model predictions over actual outcomes.

Otieno (2016) sought to examine the impact of human resource information systems At United States International University (USIU) in Kenya. The academic and non-academic personnel of USIU served as the study's target group. It used a descriptive research methodology and stratified random sampling. The study included 129 participants. The primary data, most of which were quantitative, was gathered through the use of questionnaires. Findings showed that access to human resource information throughout the institution for the management and workers has greatly enhanced due to access to human resource information system (HRIS). It also revealed that HRIS was responsible for the institution's reported considerable advancements in employee self-support services.

Workforce Planning and Organization Performance

Aral et al. (2010) investigated the three-way interrelations involving HR analytics, remuneration, and technology strategies. The researchers created a principal-agent model to study how these techniques interact to provide an increased productivity benefit when they are used jointly as opposed to individually as part of an incentive scheme. The study combines refined survey data on HR analytics practices and incentives for 189 organizations. This included a thorough data on Human Capital Management (HCM) software use spanning 11 years. According to research, HCM software usage is highest in companies that also implement bonus payments and workforce analytics. In addition, implementing HCM as a framework of organizational incentives is linked to a significant productivity boost, while doing so alone produces less of an impact.

Obisi et al. (2018) sought to investigate the impact of workforce planning on organizational performance in Lagos, Nigeria's manufacturing sector. The study employed a survey research methodology, selecting 300 pieces of the questionnaires administered from a sample size determination table. Data from a sample of 166 respondents was used for analysis, or 55 percent of the questionnaires recovered. Descriptive and inferential methods were used to analyse the data that had been obtained. The results demonstrated that workforce planning affects organizational performance.

Mutua (2019) investigated the impact of human resource planning (HRP) on organizational performance at the Ministry of Health Headquarters in Nairobi, Kenya. The data was gathered from senior executives, middle level management, human resource professionals, and support employees using questionnaires. Purposive sampling was used in the study to choose the sample population. The results indicated that there was virtually little effect of human resource planning on organizational performance at the Ministry. Ooko (2017) aimed to determine the link between organizational performance and human resource management practices in a sample of Nairobi, Kenya-based real estate companies. The study used a survey methodology and a population of 238 employees from 4 real estate companies. 119 employees were chosen via simple random and stratified sampling strategies. Tables, graphs, and charts were used to present the results after analysis. The findings showed that both management and non-management personnel presumed that their enterprises recruited staff in accordance with the recruitment policy, that the policy had specified position description and requirements, and that the selection tools and processes were efficient.

RESEARCH METHODOLOGY

A research design is the plan for selecting the sources and types of information to be used to answer the research question. The study adopted a descriptive survey research design. Creswell and Clark (2013) note that a descriptive research design deals with the what, how and who of a phenomenon which is the concern for this study. The target population for this study was the independent regulatory bodies in Kenya. According to information from the website of state corporations advisory committee (2021), there are 25 independent regulatory bodies in Kenya. Therefore, the target population for this study consisted of twenty-five (25) independent regulatory agencies (Census study). The unit of analysis was the independent regulatory agencies while the unit of observation which defines the independent elements in a population was the management level employees within each of the 25 independent regulatory bodies hence 75 management staff. This study used the census approach since the target population is small. Therefore, all the 25 independent regulatory bodies were sampled. The management level employees were the respondents (3 from management levels). This makes a total of 75 respondents.

The study collected primary data using a questionnaire. The study used a total of 8 individuals in the pilot test which represent 10% of target population. Respondents in the pilot were not included in the actual study. Quantitative data collected was analyzed using descriptive statistics which include frequencies, percentages, and mean. Pearson R correlation was used to measure strength and relationship between variables. Multiple regression models was fitted to the data in order to determine how a unit change in the independent variable would cause a unit change in the dependent variable.

FINDINGS

Human Resource Data Access

The first objective aimed at assess the influence of human resource data access on performance of independent regulatory bodies in Kenya. Respondents were requested to rank their agreement level on statement related to human resource data access. Findings are presented in Table 1.

Table 1: Human Resource Data Access

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
The recruitment website has increased convenience of job applicants country wide	5	8.1	9	14.5	6	9.7	31	50.0	11	17.7	3.45
Organization acknowledge the need for building and strengthening information management capacity	11	17.7	6	9.7	4	6.5	29	46.8	12	19.4	3.40
Job applicants, clients, and suppliers can easily access organization information online	0	0	5	8.1	8	12.9	30	48.4	19	30.6	3.98
The organization website is frequently updated on current issues	14	22.6	36	58.1	3	4.8	5	8.1	4	6.5	2.44
The staff have a unique code to log in to the organization and work remotely	4	6.5	5	8.1	3	4.8	36	58.1	14	22.6	3.82
Data posted on the organization website is reliable	1	1.6	2	3.2	2	3.2	41	66.1	16	25.8	4.11
Standard and unplanned reports are available on a timely basis, including immediate feedback on employee turnover, financial ratios and recruiting results	28	45.2	28	45.2	2	3.2	4	6.5	0	0	2.42
The organization has an integrated, accurate, and trustworthy database	2	3.2	3	4.8	4	6.5	40	64.5	13	21.08	3.82

Findings show that the respondents agreed that; data posted on the organization website is reliable (m=4.11), job applicants, clients, and suppliers can easily access organization information online (m=3.98), the staff have a unique code to log in to the organization and work remotely (m=3.82), the organization has an integrated, accurate, and trustworthy database (m=3.82), the recruitment website has increased convenience of job applicants country wide (m=3.45), and organization acknowledge the need for building and strengthening information management capacity (m=3.40). The management staff disagreed that the organization website is frequently updated on current issues (m=2.44), and standard and unplanned reports are available on a timely basis, including immediate feedback on employee turnover, financial ratios and recruiting results (m=2.42).

Results imply that the independent regulatory bodies in Kenya data is easily accessible online. This makes it easier to recruit new staff since the vacant posts are posted online and the interest candidates are also able to apply for the vacant positions online. The organizations also ensures that the data is reliable which instills trust among the organization stakeholders. There is also reluctance in updating information posted in the organizations' website. Feedback is also not provided on time which may delay recruitment of new staff. The findings concur with Otieno (2016) access to human resource information throughout the institution for the management and workers has greatly enhance human resource practices.

Workforce Planning

The second objective focused on influence of workforce planning on performance of independent regulatory bodies in Kenya. Respondents were requested to rank their agreement level on statement related to workforce planning. Findings are presented in Table 2.

Table 2: Workforce Planning

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
The organization collect data that is used to measure workforce engagement and design the support that staff may need	3	4.8	5	8.1	10	16.1	21	33.9	23	37.1	3.90
Organization data help senior management to understand the drivers of staff turnover and design policies to improve retention	4	6.5	7	11.3	5	8.1	31	50.0	15	24.2	3.74
Workforce planning aids in ensuring that an organization has the optimal combination of staff in areas of knowledge, expertise, and skill sets to advance its operations	5	8.1	2	3.2	6	9.7	38	61.3	11	17.7	3.77
The organization prioritizes workforce planning and data-driven decision-making	0	0	2	3.2	7	11.3	42	67.7	11	17.7	4.00
Staff are recruited in accordance with the recruitment policy	13	21.0	34	54.8	5	8.1	7	11.3	3	4.8	2.46
HRP is used to make sure the employees recruited are cultured in line with the organization values	2	3.2	4	6.5	6	9.7	35	56.5	15	24.3	3.92
The HR organizes for a well-planned induction to improve new staff confidence	29	46.8	25	40.3	1	1.6	7	11.3	0	0	2.23
Job analysis is used to develop appropriate recruitment and selection strategies	7	11.3	7	11.3	4	6.5	33	53.2	11	17.7	3.55

Findings show that the management staff agreed that; the organization prioritizes workforce planning and data-driven decision-making(m=4.00), the employees recruited are cultured in line with the organization values (m=3.92), the organization collect data that is used to measure workforce engagement and design the support that staff may need (m=3.90), workforce planning aids in ensuring that an organization has the optimal combination of staff in areas of knowledge,

expertise, and skill sets to advance its operations ($m=3.77$), organization data help senior management to understand the drivers of staff turnover and design policies to improve retention ($m=3.74$), and job analysis is used to develop appropriate recruitment and selection strategies ($m=3.55$). The managers disagreed that the staff are recruited in accordance with the recruitment policy ($m=2.46$), and the HR organizes for a well-planned induction to improve new staff confidence ($m=2.23$).

The findings imply that the organizations plan the workforce accordingly. The management collect data that enable the HR managers to plan the workforce. However, recruitment policies are not always adhered to and induction are always not conducted on new staff. This may make it hard or new staff to understand their responsibilities and perform effectively. Findings are in agreement with Ooko (2017) that human resources managers are responsible for organizing the staff according to their skills and qualifications.

Performance of Independent Regulatory Bodies

The respondents were requested to indicate their level of agreement on relating to performance of independent regulatory bodies in Kenya. The results are presented in Table 4.9.

Table 3: Organization Performance

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
Adoption of HR analytics helps to improve efficiency in the organization	2	3.2	4	6.5	8	12.9	35	56.5	13	21.0	3.85
Adoption of HR analytics helps to reduce operations costs	3	4.8	6	9.7	2	3.2	39	62.9	12	19.4	3.82
Adoption of HR analytics helps in reduction of lead time	3	4.8	8	12.9	2	3.2	39	62.9	10	16.1	3.76
There is high staff retention in the organization	12	19.4	37	59.7	5	8.1	5	8.1	3	4.8	2.16

Findings show that the respondents agreed that; adoption of HR analytics helps to improve efficiency in the organization ($m=3.85$), adoption of HR analytics helps to reduce operations costs ($m=3.82$), and adoption of HR analytics helps in reduction of lead time ($m=3.76$). respondents disagreed that there is high staff retention in the organization ($m=2.16$). Findings imply that HR analytics enhances organization performance. There is however low staff retention in the organization.

Correlation Analysis

The study used Pearson Correlation in order to measure the strength and the relationship between human resource analytics and performance of independent regulatory bodies in Kenya. A correlation value of ± 0.5 shows a strong correlation, ± 0.30 to ± 0.49 moderate correlation while ± 0.29 is a weak correlation. Significance is less than $\alpha=0.05$. Correlation findings are presented in Table 4.

Table 4: Correlation Coefficients

Variables		Performance	HR Data access	Workforce planning
Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
HR Data access	Pearson Correlation	.537**	1	
	Sig. (2-tailed)	.000		
Workforce planning	Pearson Correlation	.441**	.717	1
	Sig. (2-tailed)	.000	.047	

** . Correlation is significant at the 0.05 level (2-tailed)

According to the findings, there is a strong significant relationship between human resource data access and performance of independent regulatory bodies in Kenya ($r = 0.537$, $p\text{-value}=0.000$), and a moderate significant relationship between workforce planning and performance of independent regulatory bodies in Kenya ($r = 0.441$, $p\text{-value}=0.040$). Findings are in agreement with Otieno (2016) that HRIS is significantly related to institution's improvement and Obisi et al. (2018) that workforce planning affects organizational performance.

Regression Analysis

A regression analysis was conducted to establish how a unit change in human resource analytics predict changes in performance of independent regulatory bodies in Kenya. Table 5-7 presents the regression output.

Table 5: Model Summary

Model	R	R Square	Adjusted R ²	Std. Error of the Estimate
1	0.736	0.642	0.570	.730

a Predictors: (constant) human resource data access, and workforce planning.

The results show that the value of R² is 0.642. This shows that human resource analytics studied accounts for 64.2% of performance of independent regulatory bodies. Therefore, other human resource analytics excluded from this study account for 35.8% changes in performance of independent regulatory bodies

Table 6: Analysis of Variance ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.984	4	8.996	16.893	.000 ^b
	Residual	30.354	57	.553		
	Total	66.339	61			

a Predictors: (constant) human resource data access, and workforce planning.

b Dependent variable: organization performance

Findings show that the regression model was significant ($p\text{-value} = 0.000$) at 0.05 hence there was a linear relationship between human resource analytics and performance of performance of independent regulatory bodies. The F is 16.893 which shows that the model is suitable in testing the relationship between independent and dependent variable.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant/Y Intercept	2.893	.841		3.439	.001
HR data access	.943	.174	.506	5.432	.000
Workforce planning	.392	.103	.401	3.799	.000

Based on the results in Table 7, the equation Changes to;

Organization Performance = 2.893 + 0.943(human resource data access) +0.392 (workforce planning).

A unit increase in human resource data access would cause a 0.943 increase in performance of independent regulatory bodies, and a unit increase in workforce planning would cause a 0.392 significant increase in performance of independent regulatory bodies. According to the T statistics,

human resource data access had the strongest effect on performance of independent regulatory bodies (5.432), followed by workforce planning (3.799).

Conclusion

The organization's Human resource data is accessible by the staff and people interested in working in the organization. Availability of data online helps to reduce time spent on recruiting as well as on inputting data; reduces printing costs of job adverts through online job advertisement. There is also significant reductions in time spent on communicating information within the institution. There is however failure to frequently update current issues in the organization website. The reports are not available on a timely basis and recruitment results are also not posted on time.

There is effective work planning in the independent regulatory bodies. The management plan the work force which involves forecasting to anticipate employee skills/expertise levels. Human resource/personal managers see it as point of duty to continually carry out the forecasting exercise because of its efficacy in effective and efficient management of the organization. Sometimes the recruitment policies are not strictly adhered to. This could mean that there is nepotism or favoritism during recruitment.

Recommendations

The data collection should also be conducted frequently to ensure that data collected is up to date. The management should also ensure that the website is updated on current affairs of the organizations. They should also ensure that the information is authentic particularly regarding recruitment. The reports on recruitment should also be available on time and feedback available to shortlisted candidates. This will give the recruits adequate time to prepare for the interviews and the departments too to create room for newly recruited staff.

The management should ensure that the staff are recruited in accordance with the recruitment policy. This will ensure that staff are recruited based on their skills and experience not on nepotism and favouritism. The human resources managers should also ensure that all new staff are oriented to understand their roles better and familiarize with the working environment.

Areas for Further Study

A study on the influence of human resource analytics on performance of other public organizations in Kenya. This study shows that the human resource analytics studied accounts for 64.2% of performance of independent regulatory bodies, there is need to study other human resource analytics accounting for 35.8% changes in performance of independent regulatory bodies in Kenya.

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