Influence of Knowledge Sharing on Human Resource Planning in the Public Service Commission of Kenya

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Abstract

Human resource planning is a critical aspect of organizational success, yet many organizations struggle with effective workforce planning, leading to issues such as skills gaps, high turnover, and difficulty in meeting business objectives. The study examined the influence of knowledge sharing on human resource planning within the Public Service Commission of Kenya. The research was anchored on competency-based view theory. Positivism philosophy was used. A mixed research design was employed. The target population consisted of 209 employees from various hierarchical levels within the organization. The study employed a census approach, including all 209 employees of the Public Service Commission of Kenya across various hierarchical levels. The study found that knowledge sharing had a significant and positive influence on human resource planning in the Public Service Commission of Kenya. Correlation analysis revealed a positive association between knowledge sharing and human resource planning ($r = 0.642$, $p = 0.000$), indicating that effective knowledge exchange enhances workforce planning and management. The regression analysis further confirmed this relationship, showing that knowledge sharing accounted for 41.2% of the variation in human resource planning ($R^2 = 0.412$). The ANOVA results ($F = 129.476$, $p = 0.000$) demonstrated the statistical significance of the model, reinforcing that knowledge-sharing practices are a crucial determinant of HR planning outcomes. The regression coefficients indicated that a one-unit increase in knowledge sharing would lead to a 0.642-unit increase in human resource planning. The study concludes that knowledge sharing plays a crucial role in enhancing human resource planning within the Public Service Commission of Kenya. The study recommends that Public Service Commission of Kenya should actively foster a culture of knowledge sharing to improve human resource planning. The management should implement policies and practices that encourage and reward knowledge sharing among employees. Furthermore, the management should lead by example in promoting knowledge management practices. Managers and senior leaders should actively participate in knowledge sharing activities, demonstrating their commitment to a knowledge-driven culture. Regular cultural assessments should be conducted to identify areas for improvement and track progress in creating a knowledge-friendly organizational culture.

Keywords: *Knowledge sharing, human resource planning, public service commission, Kenya*

1.0 Background of the Study

Knowledge sharing is a fundamental component of effective human resource planning, especially in the public service sector, where organizations must ensure that they attract, retain, and develop a skilled workforce. Human resource planning involves forecasting personnel needs, aligning employees with suitable roles, and formulating policies that balance individual aspirations with organizational objectives (Ubah & Ibrahim, 2021). Effective knowledge management practices can enhance human resource planning by fostering organizational learning, improving decision-making, and ensuring that critical institutional knowledge is retained and leveraged for future use (Ouko & Gatero, 2023). One of the significant challenges facing human resource planning in the public sector is the rigidity of bureaucratic systems, which often hinder knowledge flow and strategic workforce planning. Ouko and Gatero (2023) highlighted that bureaucratic inertia complicates recruitment, making it difficult to attract and retain high-quality personnel. The lack of flexible human resource strategies limits the efficient allocation of skills, which in turn affects productivity and job satisfaction (Thumbi, Hannah, & Rosemarie, 2020). Moreover, political influence over recruitment and placement processes further weakens knowledge-sharing mechanisms, leading to inconsistencies in human resource planning (Chebet & Njuguna, 2020).

Knowledge sharing enables employees to access institutional knowledge, learn from past experiences, and adopt best practices that enhance efficiency (Rohim & Budhiasa, 2019). This process involves collaborative efforts, including mentorship programs, training workshops, and digital communication platforms that promote real-time knowledge exchange (Ben, 2022). In public service, knowledge sharing can help bridge the skills gap, reduce inefficiencies, and improve governance by ensuring that employees are well-informed and equipped to execute their responsibilities effectively (Amber, Ahmad, Khan, & Hashmi, 2019). Technology plays a vital role in facilitating knowledge sharing and human resource planning. The integration of digital tools in human resource functions—such as recruitment, training, and performance evaluation—streamlines administrative processes and enhances information accessibility (North & Kumta, 2018). Hybrid models that combine traditional human resource strategies with technology-based solutions offer a balanced approach to workforce management (Chebet & Njuguna, 2020). The adoption of artificial intelligence and data analytics in human resource planning allows organizations to predict workforce trends, identify skill shortages, and optimize recruitment strategies (Sumarni, 2022).

The Public Service Commission of Kenya (PSCK) provides a relevant case study on the intersection of knowledge management and human resource planning. The PSCK, as mandated by the Constitution of Kenya, oversees the staffing of public service institutions and ensures that competent human resources are deployed to enhance service delivery (Kelemba, Chepkilot, & Zakayo, 2017). However, the commission has faced challenges in implementing effective human resource planning, partly due to inadequate knowledge management practices (Public Service Commission, 2019). The lack of standardized knowledge-sharing mechanisms has resulted in fragmented workforce planning efforts, skills mismatches, and inefficiencies in service provision (Ouko & Gatero, 2023). To address these challenges, the PSCK and similar institutions must invest in structured knowledge management practices that promote collaboration, learning, and transparency in human resource planning.

Establishing knowledge-sharing platforms, enhancing training initiatives, and leveraging technology-driven solutions can significantly improve workforce management and overall

organizational performance. By integrating knowledge management into human resource planning, public service institutions can create a more adaptable, efficient, and resilient workforce capable of meeting evolving societal needs. Hence, the study examined the influence of knowledge sharing on human resource planning in the Public Service Commission of Kenya. Knowledge sharing plays a crucial role in enhancing organizational effectiveness by facilitating the exchange of expertise, skills, and experiences among employees. Knowledge sharing is a critical component of human resource planning, as it facilitates the effective dissemination of information, skills, and best practices across an organization. By integrating knowledge-sharing practices into human resource planning frameworks, public institutions can enhance employee engagement, support succession planning, and create a more adaptive workforce. Therefore, fostering a knowledge-sharing culture through digital tools, collaborative platforms, and leadership-driven initiatives can significantly strengthen the strategic planning of human resources in the public sector.

1.1 Statement of the Problem

Human resource planning is a critical function that ensures organizations have the right talent with the right skills at the right time to achieve their strategic goals. However, many organizations struggle with effective human resource planning, leading to issues such as skills gaps, high turnover, and difficulty in meeting business objectives. A global survey by Mercer (2019) found that only 23% of companies effectively utilized workforce planning analytics, while 51% faced challenges with skills gaps. Boston Consulting Group (2020) had shown that companies with robust workforce planning strategies outperformed their peers in terms of revenue growth, profitability and employee engagement. A report by Federation of Kenyan Employers (FKE, 2021) revealed that 62% of organizations lacked a comprehensive workforce planning strategy, resulting in high turnover rates and productivity losses.

The Public Service Commission of Kenya had faced significant challenges in human resource planning, as evidenced by the deficiencies in human resource planning that hindered the implementation of its 2013-2018 strategic plan (Public Service Commission, 2019). The justification for conducting the current study was that no previous research had been undertaken on a similar theme. For instance, Mwangi (2021) examined the influence of knowledge management on organizational competitive advantage in the Telecommunication Industry in Kenya. Moreover, Muturi (2021) examined the influence of knowledge management on performance at the Kenya Revenue Authority. In addition, Cumari (2018) studied knowledge management practices and the performance of the Kenya Bureau of Standards. Wanyoike (2020) examined the influence of knowledge management on the performance of non-governmental health organizations in Kenya. Hence, the knowledge gap was ascertained by conducting the current study to examine the influence of knowledge sharing on human resource planning in the Public Service Commission of Kenya.

1.2 Objective of the Study

The objective of the study was to examine the influence of knowledge sharing on human resource planning in the Public Service Commission of Kenya

1.3 Research Hypothesis

Ho: There is no significant influence of knowledge sharing on human resource planning in the Public Service Commission of Kenya.

2.0 Literature Review

The literature review was done in sections.

2.1 Theoretical Literature Review

Analysis of theories examines the existing or self-formulated theories about the research objectives. The study was anchored on Competency Based View Theory. The proponents of Competency-Based View Theory were Heene and Sanchez (1997). The theory stated that firms utilized competence to reach set goals, regardless of reduced costs or competitive advantage. The transformation of knowledge into competence was made through learning cycles, encompassing individual, group and organizational learning (Sanchez, 2001). The theory indicated that knowledge was linked to capabilities and competitive advantage. The capabilities consisted of particular skills, technical systems, managerial systems, all of which were grounded in the norms and values that the firm had built during its existence (Freiling, 2004). The theory showed that competency within an organization should be achieved based on knowledge management (Morris, Webb, Fu & Singhal, 2013). The theory was relevant for examining the influence of knowledge sharing on human resource planning in the Public Service Commission of Kenya. In the context of the Public Service Commission, understanding the kinds of knowledge that needed to be acquired for different roles was vital for effective human resource planning. Whether it was understanding regulatory norms, mastering new technologies, or knowing how to interact with the public, different roles required different competencies. By acquiring the right kind of knowledge, the Public Service Commission should ensure assigning its roles to individuals whose competencies matched the requirements of the job. Knowledge sharing among employees and departments was often what turned individual skills into organizational competencies. In the aspect of human resource planning, this should translate into more effective training programs, better resource allocation, and ultimately, a more effective and efficient public service. Effective Knowledge sharing should allow for the pooling of skills and competencies that should be accessed and used for various planning and decision-making processes.

2.2 Conceptual Framework

The conceptual framework is a diagrammatical representation that shows the relationship between dependent and independent variables. Figure 1 illustrates the relationship between knowledge sharing and human resource planning.
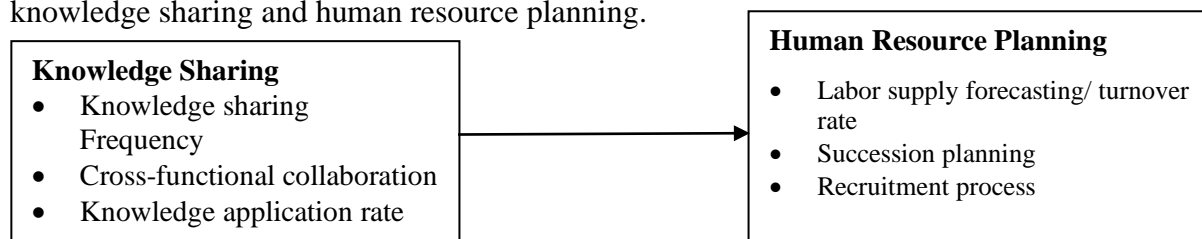

Knowledge Sharing
- Knowledge sharing Frequency
- Cross-functional collaboration
- Knowledge application rate

Human Resource Planning
- Labor supply forecasting/ turnover rate
- Succession planning
- Recruitment process

Figure 1: Conceptual Framework

2.3 Empirical Review

The study by Amber, Ahmad, Khan and Hashmi (2019) investigated the impact of knowledge-sharing on human resource planning in public sector in Pakistan. It specifically looked at how formal, centralized, and hierarchical structures affected knowledge sharing. The study used correlation research design and collection of data was done using questionnaires. The analysis of the data was done using descriptive and inferential statistics. The study found that while formal and centralized organizational settings positively

influenced knowledge-sharing, hierarchical structures had a negative influence. The study indicated that knowledge-sharing had a significant impact on human resource planning. Additionally, the role of social dilemmas, or conflicts between individual and collective interests, was found to partially mediate these relationships, suggesting that personal interests often take precedence in hierarchical settings. The study recommended modifications in human resource policies to encourage a more conducive environment for knowledge-sharing.

Beyerlein, Collins, Jeong, Phillips, Sunalai and Xie (2017) highlighted the crucial relationship between knowledge sharing and human resource development (HRD) in fostering innovation within organizations. By analyzing practices in five innovative companies, the research demonstrated how HRD practices—such as learning and development at the individual, team, and organizational levels—directly influenced knowledge sharing behaviors. Knowledge sharing was essential for driving innovation, and HRD played a key role by enhancing employee competencies, fostering a learning culture, and creating systems that supported knowledge flow. The findings emphasized that organizations that effectively managed HRD processes, including training, development, and knowledge-sharing practices, were better positioned to innovate and maintain a competitive advantage. Furthermore, the research suggested that integrating knowledge sharing with HR planning, especially through competency-building and the creation of supportive learning climates, was essential for continuous organizational growth and innovation.

Abdul-Jalal, Toulson and Tweed (2013) conducted a study on the role of knowledge sharing in sustaining organizational competitive advantage, with a focus on the relationship between knowledge sharing capability and human resource management (HRM) practices. The research, which surveyed 270 knowledge workers in knowledge-based organizations, highlighted the critical importance of employees' ability to share knowledge for organizational success. The study found that successful knowledge sharing led to the creation of shared intellectual capital, which was essential for maintaining a competitive advantage. The researchers emphasized that HRM practices should be designed to enhance knowledge sharing capabilities, as this would facilitate the development of knowledge-driven HR practices. These practices were particularly important in knowledge-based organizations, as the inability to share knowledge effectively should result in a loss of competitive edge. The study provided significant implications for HRM in both Malaysian and global knowledge-based organizations, suggesting that HRM practices should focus on fostering knowledge sharing capabilities to support long-term organizational success.

A study conducted by Osagie and Olajide (2019) sought to examine the influences of Knowledge sharing on the human resource planning of selected telecommunication firms in Nigeria. The study used a cross-sectional descriptive research design to determine the influence of organizational learning on human resource planning of selected telecommunication firms in Nigeria. The study revealed that Knowledge sharing had a positive and statistically significant influence on human resource planning. The findings provided clear evidence that knowledge sharing exerted a positive and statistically significant influence on human resource planning. This underscored the pivotal role of translating knowledge into actionable strategies within the realm of HR planning. These results suggested that organizations that effectively apply knowledge in their HR planning processes were more likely to make informed decisions and developed more effective workforce strategies. This link between knowledge sharing and HR planning highlighted the importance of a proactive approach to utilizing knowledge resources to meet an organization's staffing and talent management needs. Ultimately, these findings emphasized the potential for

knowledge-driven HR planning to enhance organizational performance and adaptability in the ever-changing business landscape.

Kahinga (2014) investigated knowledge sharing practices among crop researchers at the Kenya Agricultural Research Institute (KARI), highlighting the critical role of knowledge management (KM) in enhancing research and agricultural development. The study found that traditional methods such as seminars, conferences, and workshops were the most frequently used for sharing knowledge, while modern tools like blogs, communities of practice, and online forums were rarely utilized. Factors such as trust and inadequate rewards were identified as significant influences on knowledge sharing, with many researchers feeling that the incentives provided were insufficient. The study also noted that challenges like plagiarism and piracy hindered effective knowledge sharing. Based on these findings, Kahinga recommended the development of a comprehensive knowledge sharing strategy at KARI to enhance collaboration and overcome the barriers to knowledge exchange, ultimately improving research outcomes and innovation in agricultural practices in Kenya.

Ben (2022) examined how certain characteristics within government organizations impacted the sharing of knowledge between departments. The study adopted the descriptive research design. The collection of the data was done using descriptive and inferential statistics. Data collected revealed that lateral coordination and trust are significant factors in Knowledge sharing. Interestingly, the study found that a mix of power dynamics and informal coordination mechanisms actually enhanced knowledge sharing. The study also noted that, compared to other types of organizations such as private sector, governmental institutions possessed characteristics that were less conducive to interdepartmental knowledge sharing. The study highlighted the importance of understanding organizational characteristics to improve Knowledge sharing in government settings.

3.0 Research Methodology

The study employed a positivist research philosophy and mixed-methods research design. The study focused on a target population of 209 employees from the Public Service Commission of Kenya, representing various hierarchical levels within the organization. The target population encompassed individuals holding positions ranging from the Chief Executive Officer (CEO) to assistant officers, including leaders and professionals across different departments and functional areas. By concentrating on the technical and senior management personnel, the study gathered information from individuals who were directly involved in or had a comprehensive understanding of the organization's knowledge sharing initiatives and their influence on human resource planning processes. This targeted approach ensured that the study captured perspectives and experiences from those well-versed in the subject matter, thereby enhancing the reliability and validity of the data collected. A census approach was used, targeting all 209 employees across different hierarchical levels. Statistical analysis, conducted using SPSS Version 25, included descriptive and inferential techniques. Ethical considerations were strictly observed, ensuring informed consent, confidentiality, and research integrity while maintaining transparent communication with participants.

4.0 Research Findings and Discussions

The chapter presents the results of the data analysis, including response rate, descriptive statistics, correlation analysis and regression analysis.

4.1 Response Rate

The sample size of the study was 209 and 187 questionnaires were correctly filled and returned. This presented a response rate of 89.47%. which is significantly higher than the 60% threshold recommended by experts such as Ahmad and Halim (2017) and Hendra and Hill (2019). This indicates that the data collected is highly representative of the target population and provides a solid foundation for drawing reliable conclusions. The high response rate suggested that the study participants were engaged and interested in the research topic, potentially reflecting the importance of knowledge management and human resource planning within the Public Service Commission of Kenya. The high response rate enhanced the credibility of the study findings, as it reduced the risk of non-response bias and increased the likelihood that the results accurately reflected the views and experiences of the entire target population.

4.2 Descriptive Statistics

The descriptive statistics establishes the analytical framework for interpreting the study's Likert scale data. the study employed a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with responses consolidated into broader agreement categories where "agree" and "strongly agree" were combined to indicate agreement, while "strongly disagree" and "disagree" were combined to indicate disagreement. Mean scores served as the primary interpretative measure, with scores of 3.0 and above indicating general agreement or support for a statement, while scores below 3.0 signified disagreement or lack of support. Standard deviations complemented this analysis by measuring response consistency, where lower values suggested stronger consensus among respondents and higher values indicated more divergent opinions. This systematic approach enabled objective assessment of respondents' perceptions regarding knowledge management practices and their influence on human resource planning within the Public Service Commission of Kenya. The descriptive statistics of knowledge sharing is summarized in Table 1

Table 1: Descriptive Statistics of Knowledge Sharing

Statements	SD	D	N	A	SA	Mean	Standard Deviation
Employees frequently share their knowledge and expertise with colleagues.	33.20%	41.70%	4.30%	11.20%	9.60%	2.22	1.28
Cross-functional collaboration and knowledge sharing across different departments or teams are actively encouraged.	21.40%	51.30%	3.70%	9.10%	14.50%	2.44	1.32
The knowledge shared by employees is effectively applied and utilized in day-to-day operations and decision-making.	23.50%	57.20%	3.20%	12.30%	3.80%	2.16	1.04
The organization provides ample opportunities for employees to participate in knowledge-sharing activities (e.g., workshops, seminars, communities of practice).	40.10%	35.30%	5.90%	13.40%	5.30%	2.09	1.22
Employees are recognized and rewarded for their efforts in sharing knowledge with others.	25.10%	54.00%	4.80%	8.60%	7.50%	2.19	1.13
Knowledge sharing is considered an essential part of the organization's culture.	31.60%	51.90%	1.60%	10.10%	4.80%	2.05	1.08
There are effective communication channels and platforms in place to facilitate knowledge sharing among employees.	18.70%	63.10%	4.80%	9.60%	3.80%	2.17	0.97
Employees are encouraged to collaborate on projects or tasks that require sharing and integrating knowledge from different functional areas.	23.00%	50.80%	4.30%	9.60%	12.30%	2.37	1.28
The organization actively promotes and supports mentoring or coaching programs for knowledge sharing between experienced and less experienced employees.	28.90%	48.70%	5.30%	11.20%	5.90%	2.18	1.17
The organization regularly evaluates the effectiveness of its knowledge-sharing practices and makes necessary improvements.	17.10%	61.00%	6.40%	10.70%	4.80%	2.25	1.02

n=187, Composite mean=2.21, Composite standard Deviation =1.15

The findings presented in Table 1 provide insights into knowledge sharing practices within the Public Service Commission of Kenya. The study found that 74.90% (33.20%+41.70%) of the respondents disagreed that employees frequently shared their knowledge and expertise with colleagues, while 20.80% (11.20%+9.60%) agreed with the statement and 4.30%

remained neutral. The mean score was 2.22 with a standard deviation of 1.28. This implied that most respondents perceived lack of regular knowledge sharing among colleagues, potentially hindering the flow of information and expertise within the organization. Regarding cross-functional collaboration and knowledge sharing, 72.70% (21.40%+51.30%) of respondents disagreed that it was actively encouraged across different departments or teams, while 23.60% (9.10%+14.50%) agreed with the statement and 3.70% remained neutral. The mean score was 2.44 with a standard deviation of 1.32. This suggested that the organization should not be effectively promoting collaboration and knowledge exchange between different units, potentially limiting the spread of diverse insights and expertise.

Concerning the application of shared knowledge, 80.70% (23.50%+57.20%) of respondents disagreed that the knowledge shared by employees was effectively applied and utilized in day-to-day operations and decision-making, while 16.10% (12.30%+3.80%) agreed with the statement and 3.20% remained neutral. The mean score was 2.16 with a standard deviation of 1.04. This indicated a perceived gap between knowledge sharing and its practical application, suggesting that shared information should not be effectively leveraged for operational improvements or decision-making processes. The study found that 75.40% (40.10%+35.30%) of respondents disagreed that the organization provided ample opportunities for employees to participate in knowledge-sharing activities, while 18.70% (13.40%+5.30%) agreed with the statement and 5.90% remained neutral. The mean score was 2.09 with a standard deviation of 1.22. This suggested that employees perceived limited formal opportunities for knowledge sharing, potentially restricting the exchange of ideas and best practices. Moreover, regarding recognition for knowledge sharing, 79.10% (25.10%+54.00%) disagreed that employees were recognized and rewarded for their efforts in sharing knowledge with others, while 16.10% (8.60%+7.50%) agreed with the statement and 4.80% remained neutral. The mean score was 2.19 with a standard deviation of 1.13. This implied a perceived lack of incentives or recognition for knowledge sharing, which should discourage employees from actively participating in such activities.

On the topic of organizational culture, 83.50% (31.60%+51.90%) disagreed that knowledge sharing was considered an essential part of the organization's culture, while 14.90% (10.10%+4.80%) agreed with the statement and 1.60% remained neutral. The mean score was 2.05 with a standard deviation of 1.08. This suggested that knowledge sharing should not be deeply embedded in the organizational culture, potentially limiting its widespread adoption and practice. Regarding communication channels for knowledge sharing, 81.80% (18.70%+63.10%) disagreed that there were effective platforms in place to facilitate knowledge sharing among employees, while 13.40% (9.60%+3.80%) agreed with the statement and 4.80% remained neutral. The mean score was 2.17 with a standard deviation of 0.97. This indicated a perceived lack of adequate tools or platforms for knowledge exchange, potentially hindering efficient information flow within the organization.

In terms of collaboration on knowledge-intensive tasks, 73.80% (23.00%+50.80%) disagreed that employees were encouraged to collaborate on projects or tasks that require sharing and integrating knowledge from different functional areas, while 21.90% (9.60%+12.30%) agreed with the statement and 4.30% remained neutral. The mean score was 2.37 with a standard deviation of 1.28. This suggested limited perceived support for cross-functional collaboration on knowledge-intensive tasks. Regarding mentoring programs, 77.60% (28.90%+48.70%) disagreed that the organization actively promoted and supported mentoring or coaching programs for knowledge sharing between experienced and less experienced employees, while 17.10% (11.20%+5.90%) agreed with the statement and 5.30% remained neutral. The mean

score was 2.18 with a standard deviation of 1.17. This implied a perceived lack of formal mentoring initiatives to facilitate knowledge transfer between different levels of experience within the organization.

Finally, 78.10% (17.10%+61.00%) disagreed that the organization regularly evaluated the effectiveness of its knowledge-sharing practices and to make necessary improvements, while 15.50% (10.70%+4.80%) agreed with the statement and 6.40% remained neutral. The mean score was 2.25 with a standard deviation of 1.02. This suggested a perceived lack of systematic evaluation and improvement of knowledge sharing practices within the organization. The composite mean score across all items was 2.21 with a composite standard deviation of 1.15. This consistently low average score implied that respondents generally perceived significant challenges in the organization's approach to knowledge sharing across various aspects. The composite standard deviation suggested some variability in responses, but overall, the perception of inadequate knowledge sharing practices was consistent across the different elements examined.

The study conducted an interview with the CEO, chairperson, vice chairperson, commissioners, and directors to explore the influence of knowledge sharing on human resource planning within the Public Service Commission of Kenya. The interviewees unanimously emphasized the critical role of knowledge sharing in fostering collaboration and improving human resource planning processes. They noted that effective knowledge sharing created an environment where insights about workforce needs, employee performance, and organizational challenges should be freely exchanged, enabling more informed decision-making. Examples were provided of cross-departmental knowledge sharing that successfully identified emerging skill requirements or untapped talent, which informed workforce forecasting and talent development strategies. However, the respondents acknowledged that these successes were sporadic and not part of a robust, systematic approach to knowledge sharing.

The interviewees identified significant barriers to effective knowledge sharing within the organization. These included departmental silos, a lack of formal platforms for exchanging knowledge, and a culture that did not consistently encourage open communication. They noted that valuable insights and experiences often remained isolated within individual departments, limiting their potential to contribute to organization-wide human resource planning efforts. Additionally, the respondents pointed out that the hierarchical structure of the organization hindered the flow of information from lower-level employees to decision-makers. This limited the ability of the organization to fully utilize the diverse perspectives and insights available within its workforce. The interviewees emphasized that these barriers not only constrained the organization's capacity to make informed human resource decisions but also slowed the identification of innovative solutions to workforce challenges.

To address these challenges, the interviewees suggested several strategies for improving knowledge sharing practices. They emphasized the need to establish formal knowledge-sharing forums and platforms to facilitate cross-departmental collaboration. Additionally, they highlighted the importance of fostering a culture that values open communication and rewards teamwork, which should encourage more frequent and effective exchanges of ideas. They also recommended training programs to build employees' capacity for knowledge sharing and suggested incorporating knowledge-sharing metrics into performance evaluations to incentivize participation. The respondents concluded that enhancing knowledge sharing would significantly improve the accuracy of workforce planning, the identification of skill gaps, and the development of innovative human resource strategies. By breaking down silos

and encouraging collaboration, the organization should strengthen its overall approach to human resource planning.

Therefore, both the questionnaire and interview responses aligned in recognizing that knowledge sharing within the Public Service Commission of Kenya faced significant challenges. The questionnaire results showed a widespread perception that knowledge sharing was not effectively facilitated across departments. Respondents noted that there were limited opportunities for employees to collaborate and share insights, especially across different functional areas. This concern was echoed in the interview data, where respondents highlighted that silo between departments, coupled with a lack of formal platforms for knowledge exchange, hindered the free flow of information within the organization. Interviewees also pointed out that while there were informal attempts to share knowledge, such as through mentoring, these efforts were often inconsistent and not part of a structured approach. Both sources of data emphasized the need for more robust systems to encourage and formalize knowledge sharing throughout the organization.

Moreover, both the questionnaire and interview responses agreed on the organization's need to foster a stronger culture of knowledge sharing. The questionnaire indicated that many employees felt that the organization did not adequately promote knowledge sharing through formal mechanisms like workshops, cross-functional teams, or mentoring programs. Interviewees similarly noted that knowledge sharing was not embedded as a core part of the organization's culture, and employees were not consistently recognized or rewarded for sharing knowledge. Hence, both sources of data concluded that by improving the support for knowledge sharing, the organization should enhance its human resource planning and overall organizational effectiveness, as it would allow for the more effective use of collective expertise in decision-making processes. The descriptive statistics of human resource planning is discussed in Table 2

Table 2: Descriptive Statistics of Human Resource Planning

Statements	SD	D	N	A	SA	Mean	Standard Deviation
Our organization regularly analyses data on employee turnover rates to forecast future labour supply needs.	31.60%	50.20%	3.80%	8.60%	5.80%	2.05	1.07
There are clear processes in place for identifying and developing potential successors for key positions within the organization.	40.10%	35.90%	3.20%	17.60%	3.20%	2.08	1.20
The recruitment process in our organization is efficient and effective in attracting qualified candidates.	28.90%	40.60%	8.00%	15.50%	7.00%	2.31	1.24
Our organization has a system in place to track and analyse reasons for employee turnover.	27.30%	51.30%	6.40%	8.60%	6.40%	2.19	1.11
Succession planning initiatives are aligned with the organization's long-term goals and strategies.	33.70%	49.70%	2.10%	11.30%	3.20%	2.01	1.05
The recruitment process in our organization is transparent and fair, providing equal opportunities to all applicants.	16.60%	69.00%	3.70%	9.10%	1.60%	2.10	0.84
Our organization takes proactive measures to retain high-performing employees and reduce turnover rates.	22.40%	55.40%	6.10%	7.00%	9.10%	2.25	1.15
Succession planning involves identifying and developing leadership skills in potential successors.	25.70%	52.30%	8.60%	10.70%	2.70%	2.12	1.00
The recruitment process in our organization effectively assesses candidates' skills, knowledge, and cultural fit.	19.80%	57.80%	9.10%	8.50%	4.80%	2.21	1.01
Our organization regularly reviews and updates its succession planning strategies to ensure continuity in key positions.	17.60%	66.30%	2.70%	10.20%	3.20%	2.16	0.96

n=187, Composite mean=2.15, Composite standard Deviation =1.06

The findings presented in Table 2 provide insights into human resource planning practices within the Public Service Commission of Kenya. The study found that 81.80% (31.60%+50.20%) of the respondents disagreed that the organization regularly analysed data on employee turnover rates to forecast future labour supply needs, while 14.40% (8.60%+5.80%) agreed with the statement and 3.80% remained neutral. The mean score was 2.05 with a standard deviation of 1.07. This implied that most respondents perceived lack of systematic analysis of turnover data for workforce planning purposes, potentially hindering the organization's ability to anticipate and address future staffing needs. Besides, regarding succession planning processes, 76.00% (40.10%+35.90%) of respondents disagreed that there were clear processes in place for identifying and developing potential successors for key

positions within the organization, while 20.80% (17.60%+3.20%) agreed with the statement and 3.20% remained neutral. The mean score was 2.08 with a standard deviation of 1.20. This suggested that the organization did not have well-defined succession planning mechanisms, potentially risking leadership continuity and knowledge transfer for critical roles.

In addition, concerning the efficiency of the recruitment process, 69.50% (28.90%+40.60%) disagreed that the recruitment process in the organization was efficient and effective in attracting qualified candidates, while 22.50% (15.50%+7.00%) agreed with the statement and 8.00% remained neutral. The mean score was 2.31 with a standard deviation of 1.24. This indicated a perceived lack of effectiveness in the organization's recruitment strategies, potentially influencing its ability to attract top talent. The study found that 78.60% (27.30%+51.30%) of respondents disagreed that the organization has a system in place to track and analyse reasons for employee turnover, while 15.00% (8.60%+6.40%) agreed with the statement and 6.40% remained neutral. The mean score was 2.19 with a standard deviation of 1.11. This suggested a perceived lack of systematic efforts to understand the root causes of employee departures, potentially limiting the organization's ability to address retention issues effectively. Moreover, regarding the alignment of succession planning with organizational goals, 83.40% (33.70%+49.70%) disagreed that succession planning initiatives were aligned with the organization's long-term goals and strategies, while 14.50% (11.30%+3.20%) agreed with the statement and 2.10% remained neutral. The mean score was 2.01 with a standard deviation of 1.05. This implies a perceived disconnect between succession planning efforts and the organization's strategic objectives. On the topic of recruitment fairness, 85.60% (16.60%+69.00%) disagreed that the recruitment process in the organization was transparent and fair, providing equal opportunities to all applicants, while 10.70% (9.10%+1.60%) agreed with the statement and 3.70% remained neutral. The mean score was 2.10 with a standard deviation of 0.84. This indicated a perceived lack of transparency and fairness in the recruitment process, potentially affecting the organization's reputation and its ability to attract diverse talent.

In addition, regarding employee retention measures, 77.80% (22.40%+55.40%) disagreed that the organization took proactive measures to retain high-performing employees and reduce turnover rates, while 16.10% (7.00%+9.10%) agreed with the statement and 6.10% remained neutral. The mean score was 2.25 with a standard deviation of 1.15. This suggested a perceived lack of effective retention strategies, potentially leading to the loss of valuable employees. In terms of leadership development in succession planning, 78.00% (25.70%+52.30%) disagreed that succession planning involved identifying and developing leadership skills in potential successors, while 13.40% (10.70%+2.70%) agreed with the statement and 8.60% remained neutral. The mean score was 2.12 with a standard deviation of 1.00. This implied a perceived lack of focus on leadership development within the organization's succession planning efforts.

Furthermore, regarding the assessment of candidates' skills and cultural fit, 77.60% (19.80%+57.80%) disagreed that the recruitment process effectively assesses candidates' skills, knowledge, and cultural fit, while 13.30% (8.50%+4.80%) agreed with the statement and 9.10% remained neutral. The mean score was 2.21 with a standard deviation of 1.01. This suggested a perceived inadequacy in the organization's ability to evaluate candidates comprehensively during the recruitment process. Lastly, 83.90% (17.60%+66.30%) disagreed that the organization regularly reviewed and updated its succession planning strategies to ensure continuity in key positions, while 13.40% (10.20%+3.20%) agreed with the statement and 2.70% remained neutral. The mean score was 2.16 with a standard deviation of 0.96. This

indicated a perceived lack of regular review and adaptation of succession planning strategies to meet changing organizational needs. The composite mean score across all items was 2.15 with a composite standard deviation of 1.06. This consistently low composite mean score implied that respondents generally perceived significant challenges in the organization's human resource planning practices across various aspects. The composite standard deviation suggested some variability in responses, but overall, the perception of inadequate human resource planning practices was consistent across the different elements examined.

4.3 Correlation Findings

Correlation findings examine the association between independent and dependent variables. The correlation results are summarized in Table 3.

Table 3: Correlation Results

		Human resource planning	Knowledge sharing
Human resource planning	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Knowledge sharing	Pearson Correlation	.642**	1.000
	Sig. (2-tailed)	0.000	

The correlation analysis results presented in Table 3 showed that knowledge sharing was positively and significantly associated with human resource planning (r = 0.642, p = 0.000), which indicated a strong relationship. These findings were consistent with Papa *et al*. (2020) in Italy who revealed that knowledge acquisition significantly enhanced innovation performance across diverse industries. In Malaysia, Abdul-Jalal *et al*. (2013) established that effective knowledge sharing led to shared intellectual capital, sustaining competitive advantage in knowledge-based organizations. In Indonesia, Purwanto *et al*. (2020) emphasized the value of integrating web-based knowledge management systems with HR planning to improve recruitment and training. Cumari (2018) revealed that knowledge sharing significantly impacts the performance of the Kenya Bureau of Standards by fostering collaboration and intellectual capital retention. Ben (2022) identified trust and lateral coordination as critical for knowledge sharing in Kenyan government organizations.

4.4 Inferential Findings

Inferential findings are statistical conclusions drawn from the data that allow researchers to make inferences about the broader population based on the sample studied. In the context of this research, inferential findings involve using statistical tests such as model fitness, Analysis of Variance (ANOVA), and regression coefficients to determine the significance of the relationships between knowledge sharing and human resource planning. The examination aimed to understand how organizational practices that facilitated the exchange of information and expertise among employees influenced the effectiveness of human resource planning in the public sector. Table 4 presents the model fitness of knowledge acquisition

Table 4: Model Fitness of Knowledge Sharing and Human Resource Planning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642[a]	0.412	0.409	0.257271

Note: Predictor=a (knowledge sharing), n=187, α=1.000
The model fitness results presented in Table 4 indicate that knowledge sharing portrayed 41.2% of the variation in human resource planning (R Square = 0.412). This suggested that

knowledge sharing practices accounted for a substantial portion of the changes observed in human resource planning within the Public Service Commission of Kenya. The adjusted R Square value of 0.409 further confirms the model's goodness of fit, indicating that the model explains 40.9% of the variability in human resource planning when adjusted for the number of predictors. The standard error of the estimate (0.257271) indicates the average distance between the observed values and the regression line, providing a measure of the model's prediction accuracy. These results demonstrated that knowledge sharing was an important factor in explaining human resource planning outcomes. The Analysis of Variance (ANOVA) results are presented in Table 5.

Table 5: Analysis of Variance (ANOVA) of Knowledge Sharing and Human Resource Planning

	ANOVA[a]					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.57	1	8.57	129.476	.000[b]
	Residual	12.245	185	0.066		
	Total	20.815	186			

Note: Dependent =a (Human resource planning), predictor =b (Knowledge sharing), n=187, α=1.000

The Analysis of Variance (ANOVA) results presented in Table 5 confirm the statistical significance of the relationship between knowledge sharing and human resource planning. The F-statistic of 129.476 with a p-value of 0.000 (p<0.05) indicates that the regression model is statistically significant. The sum of squares for regression (8.57) and residual (12.245) provides information about the total variability in the dependent variable explained by the model. The mean square values for regression (8.57) and residual (0.066) represent the average variability explained by the model. These results demonstrated that while knowledge sharing significantly predicts human resource planning, there was still some unexplained variation, indicating the influence of other factors not included in this model. The regression coefficients results are presented in Table 6

Table 6: Regression Coefficients of Knowledge Sharing and Human Resource Planning

	Coefficients[a]					
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.000	0.104		9.581	0.000
	Knowledge Sharing	0.485	0.043	0.642	11.379	0.000

Note: Dependent =a (Human resource planning), n=187, α=1.000

The model equation shows that standardized human resource planning will increase by 0.642 units with one unit increase in standardized knowledge sharing. The model indicates that knowledge sharing is significantly explaining the variation in the dependent variable (human resource planning). Therefore, hypothesis H₀: there is no significant influence of knowledge sharing on human resource planning in the Public Service Commission of Kenya is rejected, and it is concluded that knowledge sharing has a significant influence on human resource planning. The high residual sum of squares (12.245) indicates that the model does not explain

a lot of the variation in the dependent variable as there are other factors that account for a higher proportion of the variation in the dependent variable. These findings were aligned with existing research. Amber *et al.* (2019) in Pakistan found that formal and centralized structures promoted knowledge sharing, while hierarchical structures hindered it, significantly influencing human resource planning. The study recommended adapting HR policies that fostered an environment conducive to effective knowledge sharing. In Poland and the US, Kucharska (2022) revealed that tacit knowledge was crucial for innovation and human capital development in the healthcare sector. The study underscored the importance of a learning-friendly culture that maximized innovation potential, particularly in private healthcare organizations.

Beyerlein *et al.* (2017) demonstrated that knowledge sharing drove innovation by enhancing employee competencies through HRD practices at individual, team, and organizational levels. The study emphasized integrating HRD processes with knowledge-sharing initiatives that fostered continuous organizational growth. Moreover, Abdul-Jalal *et al.* (2013) in Malaysia established that effective knowledge sharing led to shared intellectual capital, sustaining competitive advantage in knowledge-based organizations. The study highlighted the need for HRM practices designed to enhance knowledge-sharing capabilities for long-term success. In Nigeria, Osagie and Olajide (2019) found that knowledge sharing positively influenced HR planning, enabling informed workforce strategies. The study recommended proactive use of knowledge resources to enhance HR planning and organizational adaptability. In Kenya, Cumari (2018) revealed that knowledge sharing significantly impacted the performance of the Kenya Bureau of Standards by fostering collaboration and intellectual capital retention. Kahinga (2014) highlighted the importance of traditional methods for knowledge sharing in agricultural research but noted barriers like inadequate rewards and trust issues. Ben (2022) identified trust and lateral coordination as critical for knowledge sharing in Kenyan government organizations, recommending strategies to improve interdepartmental collaboration.

5.0 Conclusion

The study concluded that knowledge sharing had a significant positive influence on human resource planning in the Public Service Commission of Kenya. This conclusion was supported by the positive correlation and regression results, which indicated that knowledge sharing portrayed a substantial portion of the variation in human resource planning. The findings suggested that as the organization fosters a culture of knowledge sharing and implements effective mechanisms for exchanging information and expertise among employees, it significantly enhanced its capacity for effective human resource planning. This implied that the organization's efforts to facilitate the flow of knowledge across different departments, hierarchical levels, and functional areas played a crucial role in shaping its human resource planning processes. The association between these variables suggested that knowledge sharing served as a key enabler in developing more informed, collaborative, and responsive human resource strategies within the organization.

6.0 Recommendations

The study recommends that Public Service Commission of Kenya should actively foster a culture of knowledge sharing to improve human resource planning. The management should implement policies and practices that encourage and reward knowledge sharing among employees. This should include establishing formal mentoring programs, creating cross-functional project teams, and organizing regular knowledge-sharing sessions or forums where

employees can exchange ideas and best practices related to human resource management. Furthermore, the management should invest in technological solutions that facilitate easy and efficient knowledge sharing across the organization. This should involve implementing collaborative platforms or internal social networks where employees should share insights, ask questions, and engage in discussions related to human resource planning. The organization should also consider creating a recognition system that acknowledges and rewards employees who consistently contribute valuable knowledge to their colleagues. Additionally, management should work on breaking down silos between departments, encouraging interdepartmental collaboration and knowledge exchange to ensure a more holistic approach to human resource planning.

Furthermore, the management should lead by example in promoting knowledge management practices. Managers and senior leaders should actively participate in knowledge sharing activities, demonstrating their commitment to a knowledge-driven culture. The organization should also consider incorporating knowledge management-related behaviors into performance evaluation criteria for all employees, reinforcing the importance of these practices. Additionally, management should work on removing cultural barriers to knowledge sharing, such as hierarchical structures or fear of admitting lack of knowledge. This should involve promoting psychological safety within the organization, where employees should feel comfortable sharing ideas, asking questions, and admitting mistakes without fear of negative consequences. Regular cultural assessments should be conducted to identify areas for improvement and track progress in creating a knowledge-friendly organizational culture.

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