ASSESSMENT OF THE CHALLENGES HINDERING THE EFFECTIVENESS OF HUMAN RESOURCE PLANNING IN TANZANIA- PUBLIC ORGANIZATIONS: A CASE OF TANZANIA BUILDINGS AGENCY (TBA)
ASSESSMENT OF THE CHALLENGES HINDERING THE EFFECTIVENESS OF HUMAN RESOURCE PLANNING IN TANZANIA- PUBLIC ORGANIZATIONS: A CASE OF TANZANIA BUILDINGS AGENCY (TBA)

By
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A Dissertation Submitted in Partial Fulfillment of the Requirements of the award of a Master’s Degree in Human Resources Management of Mzumbe University-Dar es Salaam Campus College

2013
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “Assessment of the Challenges Hindering the Effectiveness of Human Resource Planning in Tanzania- Public Organizations: A Case of Tanzania Buildings Agency (TBA)”, in partial fulfillment of the requirements for award of the degree of Master of Science in Human Resource Management of Mzumbe University.

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I, Zethy Clara Msuya, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for similar or any other degree award.

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DEDICATION

This Dissertation is dedicated to my Sweet Mother – The Late Magdalena M. Chami May her soul rest in peace, Amen! My Husband Malelo Boniphace and my Daughters Gabriella Helen and Daniela Magdalena and Son George JR.
LIST OF ABBREVIATIONS

HR: Human Resource
HRD: Human Resource Development
HRIS: Human Resource Information Systems
HRM: Human Resource Management
HRP: Human Resource Planning
HRT&D: Human Resource Training and Development
ICT: Communication and Information Technology
TBA: Tanzania Buildings Agency
URT: United Republic of Tanzania
JR: Junior
ABSTRACT

If an organization want to understand the emerging challenges in the human resources management, it is perhaps necessary to develop a perspective of the new situation which organizations might have to face in future. Some of these changes are clearly discernible, while others show clear evidence of their probable occurrence. Anticipating possible changes and new requirements of the future and making prior preparations are always better strategy than waiting for the changes to occur, or remaining in complacency or involving in what is termed as ‘fire fighting’

This Dissertation deals with the assessment of the challenges hindering the effectiveness of human resource planning in Tanzania-public organizations. Specifically the research was carried out at Tanzania Building Agency (TBA)-headquarters in Dar es Salaam. The research has found that there are number of challenges which have been the main obstacle to the effectiveness of HRP. These challenges were both internal and external oriented to the organization such as law and rules governing public sectors, lack of HRP skills, poor management support, and lack of accurate and reliable data base, poor organization structure, technology, social factors and political environment

Various recommendations such as introduction of new HRP, developing Human Resource Information System have been given out. These has been suggested so as to enable the organization to address those current and future arising challenges, so as to enable the said organization to operate very efficiently and effectively. This is due to the reason that; the human resource is certainly the most important factor of production because it is capable of transforming all the other factors for the betterment of human life and human welfare, as well as creating an organizational value through performance. Developing and utilizing this resource effectively increases its productivity and its capital value. Thus, human resources utilization and development must be one of the leading objectives on the organization’s development agenda. This can be achieved if there is a well functioning HRP.
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CHAPTER ONE

INTRODUCTION AND BACKGROUND INFORMATION

1.0 Introduction

Planning is the most fundamental function of management. It is basic to all other management functions, because it provides the foundation upon which organizing, staffing, directing and controlling functions can be carried out. Actions follows planning, and there is nothing to do unless the goals and ways of achieving them are decided (Gupta C.B, 2010).

Planning is the process of thinking about and organizing the activities required to achieve a desired goal. It is a process of setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals. Planning involves the creation and maintenance of a plan. In other words; planning is deciding in advance what to do, how to do it, when to do it and who is to do it (Gupta C.B, 2010). It involves anticipating the future and consciously choosing the future course of actions. According to Haimann (1990), Planning is the function that determines in advance what should be done. It consists of selecting enterprises objectives, policies, programs, procedures and other means of achieving these objectives. In the words of Koontz and O’Dannell (1986); Planning involves selecting enterprises objectives, departmental goals, and programs and determining the ways of reaching them. It is a process of deciding how the organization can get where it wants to go and what it will do to get there. Therefore planning is the process and a plan is the outcome of this process. Thus planning provides an organizational rational approach. In order for any organization to survive and become very effective in its activities; planning and in special way human resource planning is a necessary prequiresite.

Effectiveness is often described as doing things right, that is, doing those work activities that will help the organization reach its goals (Robbins S.P and Coulter M, 2007). Whereas efficiency is concerned with the means of getting things done,
effectiveness is concerned with the ends, or attainment of organizational goals. Management is concerned, then not only with getting activities completed and meeting organizational goals (effectiveness) but also doing so as efficiently as possible. In successful organizations, high efficiency and high effectiveness typically go hand in hand. Poor management is the most often due to both inefficiency and ineffectiveness or effectiveness achieved through inefficiency.

The need for planning particularly human resource planning arises mostly due to the fact that modern organizations have to survive and become very effective in their entire operation and grow in highly competitive market economics where change is the order of the day. The change may be either revolutionary (sudden) or evolutionary (slow). The different areas of change include: change in technology, change in population, change in economic structures and systems, change in policies of government, change in employee attitudes behavior, few to mention. These changes create problems for the management through threats and challenges. Managers have to bear the problems caused due to the changes and act upon them tactfully in order to avoid or reduce the effects of these problems on the effectiveness of the organization.

This introductory chapter will cover the following items. The background of the problem to be studied and statement of the problem, general and specific objectives, research questions, scope of the study, significance of the study as well as study limitations.

**Background of the Study**

Development of ‘human resources’ in both public and private organizations has become critical in an increasingly knowledge-based globalizing economy (Analou, 2007). In particular, human resource capacity building for public service delivery has been recognized by developed, transition, and developing economies under the notion of the ‘new public management’ reform. In the context of new public management (NPM) or public sector reform (PSR), decentralization, and human resource management and development (HRM/D) have been recognized as crucial
strategic policy elements of concern in the implementation of reforms in both developed, transitional and developing countries.

It has been argued by (Hope 2001) that ‘decentralization is seen as the means through which governments are able to provide high quality services that citizens value; for increasing managerial autonomy, particularly by reducing central administrative controls; for demanding, measuring and rewarding both organizational and individual performance’. In a sense, decentralization is commonly accepted in both theory and practice as a means to ensuring good local governance and the delivery of effective public service by increasing ‘locative’ and ‘productive’ efficiency. However, this assumption of great promise is contingent on its design, and the institutional, technical and human resource development (HRD) capacity arrangements governing its strategic implementation (World Bank, 2003).

The strategic importance of the development of human resource capacity, for example, was raised at the African Leadership Forum on June 21st, 1990 in Nigeria. At that meeting, Robert McNamara, the former President of the World Bank emphasized ‘the imperative of building local African capacities’ as the cutting edge of Africa’s strategic development agenda. In his view, the lack of ‘necessary skills and well-managed public and private institutions for long-term, sustainable growth was a priority to be included in every development activity in Africa because of its implications for improved development management and good governance’ (Wood, 2000: 100). Similarly, in a recent publication entitled ‘Can Africa Claim the 21st Century? The World Bank noted that: ‘Africa’s future lies in its people. Indeed, Africa must solve its current human development crisis if it is to claim the 21st century. Africa’s future economic growth will depend less on its natural resources, which are being depleted and are subject to long-run price declines and more on its labor skills and its ability to accelerate a demographic transition’ (World Bank, 2000:103)

The World Bank observation is underscored by the reality that the most valuable and critical organizational resource is its people (Analoui, 2002). Recognizing that people conceive, plan, and execute all tasks, coordinate and organize inputs and
produce outputs, it can thus be safely assumed that endeavors would succeed or fail because of the people involved (Powell, 2001). It is, therefore, not surprising that human resource management; through human resource planning and development issues have been of great concern to public sector reformers, against the assumption that new public management reform is a management philosophy largely practiced in the private sector. The question has often been asked whether these philosophies and practices would work in the public domain with its bureaucratic and non-participative tendencies (Taylor et al, 2002).

Human resource planning is important for helping both organizations and employees to prepare for the future but one might be thinking “Are not things always changing?” Perhaps the best example is the stock market. If someone had even a fairly accurate way to predict which stocks would go up and which stocks would go down, that person could make a great deal of money investing in the stock market, even though there would be some mistakes.

The key is whether ones production tool improves the chances of making the right decisions. Even though the predictive tool may not be always accurate, as long as it is more accurate than random guessing it will result in better decisions. The same point applies to human resource planning. Even though neither organizations nor employees can look into the future, making predictions can be quite helpful, even if they are not always accurate. The basic goal of human resource planning, then, is to predict the future and, based on these predictions, implement programs to avoid anticipated problems. Very briefly humans resource planning is the process of examining an organizations or individuals future human resource needs (for instance, what types of skills will be needed for jobs of the future) compared to future human resource capabilities (such as the types of skills employees or one is already having) and developing human resource policies and practices to address potential problems for instance, implementing training programs to avoid skill deficiencies.

Efficient managers can foresee the problems likely to occur and try to prevent them. As pointed by (Terry 2004), successful managers deal with foreseen problems and
unsuccessful managers struggle with unforeseen problems. The difference lies in planning. Managers have to foresee to make the future favorable to the organization in order to achieve the goals effectively. They introduce action, overcome current problems, prevent future uncertainties, adjust the goals with the unforeseen environmental conditions and exert all their resources to achieve their goals. According to (Meggison, et al 2009) “to have an organization that looks forward to the future and tries to stay alive and prosper in a changing world, there must be active, vigorous, continuous and creative planning”. Thus, there is a greater need for planning in order to keep the organization dynamic in a changing situation of uncertainty.

In simple words Human Resource Planning is understood as the process of forecasting an organization’s future human resource demand for, and supply to meet the objectives such as the right type of people in the right number. After this process only the HRM department can initiate recruitment and selection process. HRP is a sub-system in the total organizational planning. Organizational planning includes managerial activities that set the company’s objectives for the future and determines appropriate means for achieving those objectives. HRP facilitates the realization of the company’s objectives for the future and determines appropriate means for achieving those objectives. HRP also facilitates the realization of the company’s goals by providing the right type and the right number of personnel. HRP is variously called manpower planning, personnel planning or employment planning (Lane and Wolf 1990). Human resource planning is the process by which an organization ensures that it has the right number and kind of people, at the right place, at the right time, capable of effectively and efficiently completing tasks that will help the organization achieve its overall objective. Human resource planning, then translates the organization’s objectives and plans into the number of workers needed to meet those objectives. Without a clear cut HRP, estimation of human resource need is reduced to mere guess work.
1.2 Statement of the Research Problem

A major concern of any organization centers on the performance of employees (Agarwala, 2001) Competition has become a way of life for most organizations. Organizations are in constant war of competition striving to attain the so called sustainable competitive advantage (that is performing better than the rivals within the same respective industry). To survive and be successful in an effective and efficient way; it is important for organizations to remain competitive. Since human resources are a unique and valuable source of competitive advantage, organizations must ensure the most effective and efficient utilization of these resources; simply because the ultimate source of value is people. It is human resource that creates value in any competitive organizations. Thus the achievement of any organization centers on the performance of employees (Agarwala, 2010). This can be well achieved through an effective and efficient human resource planning. Human resource planning is based on the belief that, people are an organization’s most important strategic resource (Armstrong M., 2006).

However; in most of government organizations; there are some challenges facing human resources planning, which are more directly connected to the values underpinning the operations of the public service and organizations. The survey conducted in Tanzania on the defiance to human resources planning shows that despite the awareness of challenges of human resources and the widespread occurrences, public servants do not report practice (Terry 2004). The same point applies to human resource planning. Even though neither organizations nor employees can look into the future, making predictions can be quite helpful, even if they are not always accurate. The basic goal of human resource planning, then, is to predict the future and, based on these predictions, implement programs to avoid anticipated problems (Hellsten, 2004).

The challenges are underpinning the operations of government/ organizations include the relationships between career civil servants and political leaders, between the civil servants and their friends and relatives, or between competing demands for efficiency and responsiveness, lack of policy and procedure and human resources
priority and development (Robi, 2008). The mentioned challenges that are being faced by public officers involve concerns that might arise in any organization be it private or public.

Robi (2008) insisted the need of addressing the shortcomings in the public service or organization by discouraging a culture of unplanned challenges facing human resources in the public service to create quick wins and process improvements to deliver benefits to the people in a short time with minimal bureaucracy at relatively low cost. It is assumed that discouragement of challenges facing human resources which enable development of any organization is public or private (Hellsten, 2004). Yet in some circumstances our human resources guidelines do not seem to give us the right answers as how to act. This situation has led the arise of many problems in most of public organizations such as lack of suitable candidates for promotion, poor performance of some employees due to lack of the adequate skills and competencies, inability of the concerned public organization to achieve the underlined strategic goals and objectives, outsourcing of various duties and responsibilities, lack of competent homegrown employees, relying on external recruitment, few to mention. In fact these are the issues that can be overcome if at all there in a well functioning human resource planning and are the indicators of ineffective HRP. Consequently; this study was attempting to assess challenges that are hindering the effectiveness of human resources planning to the entire public organization in Tanzania.

1.3 General Objectives
The main objective of the study was to assess the challenges hindering the effectiveness of human resources planning in Tanzania Public Organizations.

1.4 Specific Objectives
i. To find out challenges hindering human resource planning in Tanzania-public organizations.

ii. To identify various approaches to human resource planning in Tanzania public sectors.

iii. To assess important human resource practices that are affecting organizations, employees and job applicants.
iv. To evaluate the role and the effectiveness of HRP process and its forecast techniques within the Tanzania-public organizations.

1.5 Research Questions

1.5.1 General Research Question
What are the challenges hindering the effectiveness of human resources planning in Tanzania Public Organizations?

1.5.2 Specific Research Questions
i. What are the challenges hindering human resource planning in Tanzania-public organizations?
ii. What are the various approaches to human resource planning in Tanzania public sectors?
iii. What are the important human resource practices that are affecting organizations, employees and job applicants?
iv. What is the role and the effectiveness of HRP process and its forecast techniques within the Tanzania-public organization

1.6 Significance of the Study
This research was expected to come out with substantial information that will be very significant to the researcher, to the organization, and to the public at large. This can be seen under the following dimensions:-

First, it was for partial fulfillment requirements for the award of a degree in Masters of Science in Human Resource Management from Mzumbe University.
Second, the study would enhance my capacity in research skills.

Third, the study was expecting to point out the challenges hindering human resources planning in Tanzania-public organizations and specifically at Tanzania Buildings Agency. Its effects to the performance of public organizations, and strategies/recommendations to alleviate them.
Lastly, the study intended to give light to policy makers that in turn they may be able to combat challenges facing human resources planning. These roles are neither necessarily found in every HRP work, nor they are evenly weighed in time allocation. Many combinations of roles are possible with different focuses based on circumstances of the organization.

1.7 Scope of the Study

The study was carried out in Tanzania Buildings Agency headquarters in Dar es Salaam. Tanzania Buildings Agency was launched in year 2002 as part of the Public Service Reform Program (PSRP) and in accordance with the Executive Agency Act. No. 30 of 1997. The main objective of this transformation is to provide quality and affordable accommodation to the government and the public servants through efficient and affective provision of service.

The selection of study area considered three major factors namely financial factor in which Tanzania Buildings Agency headquarters being in Dar es Salaam it will minimize traveling, accommodation and meals cost if it could be done in other regions. Secondly; it is that management staffs are only available in the headquarters office. Third some important official documents are accessible only in the headquarters office.

1.8 Limitation and Delimitation of the Study

Tanzania Buildings Agency (TBA) has many offices (Head Quarter and regional offices). Time factor might hinder the study to cover Head Quarter and all regional offices in Tanzania. The study was also expecting some financial constraints. Some officials were unwilling to disclose vital information in the guise that the information is sensitive. Chief Executive Officer of Tanzania Buildings Agency, Directors and Head of Departments are always busy during official hours hence it may be very difficult to interview them. Since the study was conducted at Tanzania Building Agency- Headquarters in Dar es Salaam; it follows that some expense for the researcher such as traveling fair, accommodation and meals were served. I was expecting officials holding those pivotal positions which disclosed vital information
when are to be requested. Interviews were postponed to evening hours after official working time to accommodate directors and heads of departments who might be very busy.

1.9 Organization of the Research Report
This work consists of five main chapters. Chapter one presents the background to the research setting, statement of the research problem, research objectives and questions, rationale, scope of the study and its limitations. Chapter two presents the review of the related literature in relation with challenges hindering the effectiveness of Human resource planning in Tanzania public organizations, review of empirical studies and concluded with the conceptual framework. Chapter three details study methodologies while chapter four covers data analysis, presentation and discussion of the research findings. Chapter five provides a summary, conclusion, recommendations and suggested further areas of study. A fine list of references and appendices finalize the research report.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
This chapter reviews literature that explores what has been done in relation to assessing challenges hindering the effectiveness of human resources planning in Tanzania-public organizations. Basically relevant theoretical and conceptual contributions from different schools of thought will be explored and be well presented. Also empirical findings from various literatures will be reviewed.

Briefly speaking; there are a number of challenges that are impacting various public organizations on their department’s endeavors to conduct HR Planning. These stem from, among others, departmental capacity, organizational structures, restructuring, leadership and accountability, role definition of the human resource function, process and design of the HR Plan, information management as well as training and development.

2.1 Definition of Concepts

2.1.1 Human Resources Planning
Human resource planning determines the human resources required by the organization to achieve its strategic goals. As defined by Bulla and Scott(1994), it is the process of ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements.

Human Resources Planning (HRP) is an important function within general public sector planning. HRP refers primarily to the estimation of the required workforce, both in quantity and quality, needed to deliver a package of public services to the population. HRP is typically concerned with medium- and long-term needs for personnel, while ensuring that their skills and knowledge will match anticipated public service needs (Hellsten, 2004). The existing literature invariably emphasizes
the importance of systematic planning, whereby planning of human resource requirements is based on a cyclical process, referred to as the planning cycle (Prasad, 2006).

Furthermore; HRP is a process of determining in advance future human resource needs of the organization in terms of numbers, skills and other factors for the purpose of meeting organization’s strategic goals and objectives. It is a process of ensuring that the human resource requirements of the organizations are identified, choices are made and specific actions are designed to meet them. This is due to the fact that people are the organization’s most important and complex strategic resource. HRP creates a fit between workforce, other resources, needs and purposes of an organization on long term as well as short term basis. HRP creates an organizational mechanisms on how people are employed, utilized and developed in order to attain organizational efficiency and effectiveness.

Moreover, Human Resources planning refer to classic HR administrative functions, and the evaluation and identification of human resources requirements for meeting organizational goals. It also requires an assessment of the availability of the qualified resources that will be needed. To ensure their competitive advantage in the market place and anticipate staffing needs, organizations must implement innovative strategies that are designed to enhance their employee retention rate and recruit fresh talent into their companies. Human resources planning is one way to help a company develop strategies and predict company needs in order to keep their competitive edge (Debrah, 1996).

2.2 Objective of HRP
The aims and objectives of HRP in any organization will depend largely on its context (Armstrong M, 2006). But in general terms, the typical aims are:

i. To attract and retain the number of people required with the appropriate skills, expertise and competencies.

ii. To anticipate and prepare for problem and challenges associated with the potentials of labor surplus or deficits
iii. To develop a well trained and flexible workforce that can adapt to change, thus contributing to the organization’s ability to adapt to an uncertain and changing environment.

iv. To reduce dependence on external recruitment or contract workers when key skills are in short supply by formulating retention, as well as employee development strategies.

v. To create an organization of choice

vi. To improve HR utilization by introducing more flexible systems of work

2.3 The Importance of Human Resource Planning

2.3.1 Strategic Importance of Human Resources Planning (SHRP)

Chang and Huang (2005) mentioned in their article the recent studies which examined strategic human resource management (SHRP) as a means of enhancing organizational competitive advantage. Scholars and practitioners have widely adopted this approach to organization strategic planning. The underlying assumption of SHRP is that firm performance is influenced by a set of HRM practices. However, important questions remain, including whether SHRP guarantees positive firm performance outcome, the effect of different levels of SHRP implementation on firm performance, and the influence of the market environment in moderating the relationship between SHRP and firm performance (Huselid, 1995).

A critical unresolved debate involved whether a universally superior approach existed for managing human resources. Some scholars suggested that such an approach existed (Peter, 1998). Meanwhile, others noted that the effectiveness of human resource management practices depends on the specific organizational and environmental context. Recent theoretical research on business strategy has indicated that a firm's competitive advantage could be created by firm's human resources (HR). According to the resource based view the firm could develop sustained competitive advantage through creating value in a manner that is rare and difficult for competitors to imitate.
Traditional sources of competitive advantage, such as natural resources, technology and economies of scale have become increasingly easy to imitate. The concept of HRP as a strategic asset has implications on this issue. HRP is an invisible asset that creates value when it is embedded in the operational system in a manner that enhances the firm's ability to deal with a turbulent environment (Stuart, 2007). The survey referred to earlier of over 1,000 HR managers from organizations in 47 countries reported that HR managers believed that organizations that align their HRP and business strategies are more profitable (Wright and Boswell, 2002). As a direct result of increasingly available information systems, the human resource department can use numerous strategies to contribute to the bottom line. The basic idea behind these strategies is to translate knowledge of human resources into terms that have tangible and recognizable economic benefits, especially to operating managers. Examples include analysis of the cost per hire, length of time to fill a position, and new-hire performance by recruiting strategy, with the intent of identifying the most effective strategy (Byars & Rue, 2006).

2.3.2 Its People who Create, Manage and Operate Organizations

People are the most valued asset of the organization, be it private or public, human resources are endowed with such uncommon qualities as creativity, problem solving ability and they can be motivated, they can as a team (Akkas, 2000)

It is clear and evident that organization exists to fulfill specific objectives. This can only be possible if certain resources are available in the required quantity. One of the important resources is a human resource, in terms of numbers, skills and competencies. Skills refer to the knowhow, knowledge, attitudes and abilities. Numbers by themselves will mean nothing if the people are unable to work towards the achievement of the required objectives. It is from this perspective that human resource plays a key role in any organization, simply because it is the human resource that creates, manage and operate organizations.
2.3.3 Organizations exist to serve stakeholders in and outside the Organization
Alongside organizations goals; individual goals and interests should not be isolated.

2.3.4 Human Behavior and Motives Influence Actions, Performance, Results and Relations
Human behavior is dynamic and difficult to control due to various factors both internal and external (Armstrong M, 2006). Human behavior and perception is influenced by several factors within and outside the organization. To deal with it is to apply both scientific and non-scientific methods like stereotyping, experience as well as creating elements of predictability. Behavior determines what to do and what not to do, and have effects on colleagues, relationships, works and the outcome.

2.3.5 Employee Motivations influence perceptions, Performance and Results
Workers are motivated differently at different times for different reasons. Factor that can motivate employees differ from one employee to another. It is not possible for an organization to motivate workers individually, but there are motivators which can bring equal motivation to all employees (Armstrong M, 2006). If an employee is less motivated, will necessarily perform less, and if is well motivated, the performance will be well as well. These entire factors have an implication on the performance and results of the organization. It depends on how the HRP function

2.4 Challenges of effective HRP

2.4.1 Education and Technical Training
The fundamental issues regarding human resources’ lack of capabilities and intellectual abilities are said to be grounded in their levels of education and technical training (Low, 1998). It has been reported that organizations are faced with a challenge in acquiring high human resources with adequate levels of education (O’Connell et al, 1999). For instance, Silver (1991) reported that studies have shown that employees in British firms are seen to have low levels of educational and training qualifications compared to their competitor nations. Following this lead, if Britain, a developed country, is seen to have this problem, it is likely to be even more
evident in developing countries. On this note, the International Labor Organization has reported that more than half of the workforce in manufacturing firms, particularly in the South East Asia Region, only possess educational qualifications at primary level or lower (ILO, 1997). Such a situation obviously portrays a reality that HRP is still very ineffective. The arguments arise that as well as possessing the required skills for the job and being knowledgeable and trainable, human resources should also be required to possess at least a college or university qualification (Low et al, 2003). However, the generalization of this standard of education to all levels of employees is unclear and requires further empirical evidence. Nevertheless, it is agreed that an undergraduate degree provides the essential ‘intellectual human capital’ on which to build future learning and also a knowledge-workforce (ILO, 1997).

2.4.2 Learning, Training and Motivation
Turning to the transfer of learning, the extent to which employees are able to apply the knowledge, skills and attitudes acquired during any HRD intervention into the job context is viewed as a key consideration in HRP practice (Stewart et al 2003). Do education, communication skills, language and culture have any effect on employees’ transfer of learning? Previous research on the transfer of learning has indeed shown that as well as physical and social factors, employees’ psychological conditions and abilities can either encourage or discourage the acquisition and transfer of new skills and knowledge (Baldwin & Ford, 1988; Barrington et 2003).

Psychological factors, in this context, may include employees’ education, communication and language abilities, change and its resistance, and any other abilities or tendencies relating to the individual state of mind. On the other hand, some theorists have argued that the extent to which training skills and learning are transferred to the job and the workplace is strongly motivated by the immediate superior’s support in the transfer of the learning process. Indeed, it was suggested in the strategic framework of HRD practice that top management support and line managers’ involvement is an important feature in the effective management and implementation of HRP and HRD efforts (Garavan, 1991). However, a lack of
support, commitment, involvement and cooperation in the development of human resources has been criticized as affecting the efficiency of the HRD system (Harrison et al, 1998) and also affecting the effective development of employees’ learning and motivation

2.4.3 Organizations’ HRP Strategies
The effectiveness and success of HRP interventions is conceptualized from a formal, structured and strategically focused HRP orientation. Moreover, a strategically focused HRD structure is argued to consist of the ability of organizations to formulate plans and policies for HRD and integrate them with plans and policies in HR, and also with overall business plans. Unfortunately, these strategies are often reported as being imperceptible, because they are mostly short-term plans and are scarcely available in some organizations (Budhwar et al; 2002) and may be completely absent in small firms. Inevitably, this leads to a lack of planning for human resources and can affect the recruitment, selection; training and development of employees (Sadler-Smith, 2004). This in turn hinder the performance of the organization.

2.4.4 Labor Mobility
The high rate of labour mobility is argued to be a major disincentive to the broad provision of training (Lloyd et al. 2004), and thus a barrier to employees’ career development and enhancement. These problems have been blamed for employees leaving the company in search of new career prospects, and also for the notion of ‘poaching’ of employees (Moen & Rosen, 2004). Specifically to the context of South East Asian countries, particularly Indonesia, Malaysia and Singapore, Debrah et al, (2002) claimed that some firms are not providing the training that their employees need, but instead poach employees from other firms, who have already been trained and developed by their prior employers. A range of challenges are faced by organizations and HRP professionals in managing and implementing effective HRT&D, particularly in the climate of globalization, and the new technological revolution begins with the importance of human capital in HRP practice, their education and technical training, and also their communication and language skills.
Human resources’ learning and motivation are also described as important features of effective HRP practices. However, their deficiencies in supporting the effectiveness of HRT&D pose a challenge to the development, management and implementation of effective HRT&D in organizations. Furthermore, the workforce’s changing demographics are also seen to have an impact on HRP practices, alongside the organization’s HR strategies and investments in HRT&D. (Wright and McMahan 1992)

2.4.5 Workforce Demographics
It has been argued that the ageing population in some countries has great implications for the future of human resources in organizations (Chermack et al, 2003). On the contrary, ‘elite expertise workers’ are viewed as technically expert, skilled and competent workers who possess the bargaining power to take control of their own career development and advancement.

Swanson & Holton III, 2001). As a matter of fact, not all such employees can be categorized as ‘elite expertise workers’. It has been argued that these elite workers may only include HRD professionals, highly skilled technical IT employees and also engineers who have shifted their values, work ethics and lifestyle from the traditional life-long employment and job security to constant retraining and job-hopping. These workers are criticized for continuously being in search of new and challenging jobs and a competitive working environment.

2.4.6 Organizations’ HR Strategies
The effectiveness and success of HRP interventions is conceptualized from a formal, structured and strategically focused HRP orientation (Gilley et al, 2002). Moreover, a strategically focused HRP structure is argued to consist of the ability of organizations to formulate plans and policies for HRP and integrate them with plans and policies in HR, and also with overall business plans (McCracken & Wallace, 1999). Unfortunately, these strategies are often reported as being imperceptible, because they are mostly short-term plans and are scarcely available in some organizations (Garavan et al; 2002) and may be completely absent in small firms (Kerr &; Hill,
2004). Inevitably, this leads to a lack of planning for human resources and can affect the recruitment, selection; training and development of employees (Gardiner et al, 2004). Those with expertise have very high value in organizations and are highly sought.

Therefore, with this in mind, it is the role of HRP to develop and provide for these high-value experts by focusing on the recruitment, selection, training and development of human resources (Gardiner et al, 2001). In addition, it has been argued that because of the ageing population in the workforce, new strategies are required to recruit and retain highly qualified workers and also to strengthen organizations’ knowledge management capacity (Debrah et al, 2003). Indeed, it has been shown in the literature that, this area of HR is increasingly competitive (Cunningham & Debrah, 1995) and challenging for HRP professionals (Shim, 2001).

There have been criticisms that organizations are either not focusing on any of these roles or are not striking a balance among roles. For example, a study indicated that there is evidence of a stronger emphasis on selection and recruitment than on employees’ training and development. On the other hand, it has been criticized that identifying and selecting the right people for recruitment and retaining those that have been trained are areas of concern for HRP practice (Bhatta, 2003).

2.5 Obstacles to Effective HRP

2.5.1 Lack of Appropriate, Ongoing Processes for Planning

Many countries have considered HRP planning to be a linear process with a distinct beginning and end, rather than a cyclical one where each planning phase feeds into the next. Thus, planning, when done at all, has been a major effort, more concerned with the formulation of the plan than with its implementation. Such plans often set unrealistic or rigid standards or ignore the ability of the public organization to pay for the planned increases in staff. As a process, such planning is costly and thus often unsustainable because it involves large numbers of individuals over a concentrated period of time. It also gives insufficient attention to monitoring and evaluating the plan and to mechanisms that allow for midterm corrections. Appropriate planning
requires a broader perspective that includes such qualitative issues as relevance of training to allocation of tasks and functions, productivity, motivation, but few to mention.

2.5.2 Insufficient Planning and Management Capacity

Ongoing HRP planning requires skilled staff and an organizational base from which the HRP process can be influenced. (Hall 1991) listed the diversity of talents and expertise required for an HR planning team. They includes human resources planning, Economics, policy and statistics, Public administration, Social sciences, and facility planning, Educational planning and training

Planning for HRP thus calls for a team approach. However, personnel with many of the required areas of expertise are still in short supply in most developing countries are in special way Tanzania. This fact was recognized by Hornby et al. (1980) more than a decade ago, when they stated, “One of the factors that has hindered the growth of manpower planning is the lack of trained planners. Since manpower is needed at all levels of the public services, there must be an awareness of the need of planning, and there must be planning at all levels being national, regional and local although the details of planning and its implication will be different at each level. A human resources development unit should be the organizational base from which the country’s HRP development process is directed. Such planning units do not exist in most developing countries so to say.

2.5.3 Rapid expansion of services and employment

Recently there has been a concerted effort to increase accessibility to the public organization and education facilities. The quest to achieve the Millennium Development Goals is possibly a contributor to the expansion where in every ward there should be a secondary school and the efforts to achieve universal primary education and every village a dispensary .Tanzania has now achieved 97% primary school enrolment rate. Between 2005 and 2010, permission for recruitment was given to 146,000 positions and in 2010/11, 49,593 recruitments are to be made mostly to serve the health and teaching services. This coupled with limited and
decreasing financial resources seem to start affecting recruitment of new staff of other cadres and at the same time limit resources to improve public staff remuneration. The remedy in this case, other than controlled expansion of services, is increasing revenue so that capacity is there to meet the increasing wage bill. (URT, 2004)

2.5.4 Leadership capacity
In a recent study on leadership competency and quality in the public service linked to the leadership competency framework and the development of leadership programs, it was observed that an acceptable level of competency is present within the public service. However, the level of leadership quality desired has not been achieved as a result of some debilitating weaknesses affecting leadership effectiveness (WHO, 2004). These, if worked upon, can greatly enhance leadership capacity in the public service. Such inhibiting factors include the following: inability to hold subordinates accountable for meeting targets; failure to create a shared vision; insufficient attention to client needs and customer care; tendency to micro manage, inadequate delegation and encouragement of subordinates, inadequate collaborative skills.

2.5.5 Dependence on external finances for the reform program
The public service reform program is dependent on external resources. This dependence has been affecting the reform agenda in numerous ways. In the first instance it has led to one conduit for the reform resources (Gupta, 2006). The conduit is setting the agenda and dishing out resources, albeit somewhat involving the other party in agenda decisions. For this reason, ownership of the reform agenda by the resource recipient party has been cited as a problem affecting reform performance. To counteract the problem the recipient parties were later arranged to decide on which of the agendas they wish to implement and for what amount of resources, given a ceiling. Since this new approach was launched, there have been patiently waiting to see a change in attitude to the reform.

Secondly, the reform program is being implemented in phases, and within a phase of four years numerous interventions were to be introduced. Very new ideas like the
OPRAS system was to be introduced almost simultaneously with strategic plans, clients service charters, medium term expenditure frameworks etc (Baldwin & Ford, 1988; Barrington et 2003). The capacity to adopt and adapt the modernization agenda to suit country circumstances and to be implemented effectively is unlikely to be adequately there when the country was also liberalizing its economy and becoming a pluralist democracy. The achievements of the reform program, which are quite vast under the circumstances, must be considered remarkable. Thirdly, as the saying goes ‘the one who pays the piper decides on the tune.’

2.5.6 Human Resources Management not yet a strategic function
It obvious that the President’s Office, Public Service Management having the mandate on human resources management policies, will be primarily engaging itself with HR matters. A lower level of attention to HR issues is expected in other public institutions, especially when a robust framework is absent to ensure desired involvement of senior organizational leaders in HR. There are positive efforts already taking place, which includes the restructuring of the offices of the directorate responsible for administration and human resources through the creation of a superlative position responsible for human resources management to be supported by HR specialists (Baldwin & Ford, 1988; Barrington et 2003). It might be appropriate to also provide on a permanent basis, a management level committee which can meet regularly on a quarterly basis, to deliberate on HR issues. In this manner, the chief executives will have to dwell and lead on HR, just as they do on the sectoral issues they are responsible for. This arrangement is present in some public service organizations and may need to be uniformly established in the public service (UTR, 2004).

2.5.7 Cultural dimension
There is a challenge with the fact that we continue to propagate African values and uphold them when they contribute to contemporary institutional and national priorities, but at the same time reduce the strength of the values which affect the intentions to modernize, and be more effective and efficient. In the recent Africa Capacity Building Foundation Summit in Kigali Rwanda (February 8 – 9,2011), it
was reiterated by the present African leaders that Africa has to use its capacity in our heads more than the capacity in our hearts and increase the level of passion and commitment to performance. For the very robust frameworks adopted for professionalizing HR and implementing public service Charter to work effectively, the cultural dimension has to be addressed so that our values contribute to enhanced public service delivery and national development (Kavura 2006). Assessed the OPRAS system and concluded that critically, the cultural dimension has to be given more attention for the approach to succeed.

2.5.8 Capacity
There is acknowledgement that the capacity of the public service to deliver on its objectives is seriously under-developed and constrained by a range of factors including human resource management, human resource planning, human resource development, poor linkages and partnership between government and training providers, and an inadequate focus on norms, values, attitudes, and orientation of public officials. With regard to HR Planning capacity within the public service, it emerged departments lack knowledge, understand, and skills to develop and implement their HR Plans (Kavura 2006).

2.5.9 Organizational structures
Another constraint on the public service capacity to deliver lies in inappropriate organizational structures. Structures are often created on the basis of the need to perform certain functions without sufficient attention being paid to service delivery processes. Many departments have not designed and documented their service delivery models which should inform their organizational structures. This is a challenge to HR Planning because employees are incorrectly placed and not appropriately utilized according to their skills and competencies (Kavura 2006).

2.5.10 Restructuring
At provincial level, departments are faced with the challenge of constant changes in leadership and management positions which is the most extraneous factor affecting human resource planning. These changes result in departments being in a constant
state of restructuring and reorganizing. This lack of stability affects service delivery and internal departmental processes because a department’s strategic intents must always be aligned to the constant changes brought about. (UTR 2000) There is a lack of finality in some departments on the decentralization of functions, and this too makes human resource planning impossible.

2.5.11 Leadership and Accountability
There is a tendency within departments not to involve, or provide limited involvement of, the Human Resource Component in the strategic planning processes. The human resource function is seen as transactional and operational, and not strategic.
This results in lack of appreciation of the role of the human resource function to support the core business of the department by other line managers. This lack of buy-in and support from senior management resulted in the non approval of HR Plans and support for other key human resource functions (Baldwin & Ford, 1988; Barrington et 2003). Line managers do not take ownership of the HR Planning process as part of management responsibilities and this function is left to junior officials who feel disempowered and out of their depth as they cannot take strategic decisions.

2.5.12 Role definition of the human resource function
Human Resource Components are of the opinion that they are disempowered and isolated from the core business of their departments. The human resource function, in all its aspects, is not taken seriously enough by line departments. It is not seen as a strategic function, but rather a “pliable” support function. The strategic human resource functions are located in junior level of staff. Varied difficulties are experienced with the recruitment and selection processes in the respective departments which are compounded by failure to align this process with the skills audit outcomes, as well as a shortage of HR Planning skills in the country. This has an impact on the attraction and retention of skilled and competent employees to drive departmental strategic processes. There is the existence of silos within HR Components and the plans created to manage the Sub-Components, where each has to compete for resources and attention within the broader framework of departmental
dynamics (UTR 2000). This view is also supported by the fact that fragmentation of human resource processes due to inherent functional silos in the way human resource organizations are designed, particularly in big departments, leads to inefficiencies and prolonged turn-around times for service delivery.

2.6 Conceptual Framework

The conceptual framework in this study considered both independent and dependent variables. There is a direct relationship between the challenges facing human resource in public organization that affects the effectiveness of HRP. The dependent variable (effectiveness of HRP, is influenced by the Independent variable challenges/obstacles facing HR in public organizations. Whenever there is a n absence of various HR challenges and obstacles, the HRP within the public organizations will be effective; and if there is a presence of various obstacle and challenges, the HRP will be ineffective. This means the effectiveness of HRP in public organizations depends highly on the absence of these challenges. In other words it can be said that, the challenges facing human resources in the organization depended on the ability of management to participate in planning human resources as the process and the ability of counterchecking challenges that are facing organizations through participatory approach from planning to implementation process. Thus the conceptual framework of the study. Figure 1.0 below summarizes the affirmation made above.
Figure 2.1: Conceptual Framework

Challenges/Obstacles Facing HRP

- Education and Technical Training
- Learning, Training and Motivation
- Organizations’ HRP Strategies
- Labor Mobility
- Workforce Demographics
- Organizations’ HR Strategies
- Lack of Appropriate, Ongoing Processes for Planning
- Insufficient Planning and Management Capacity
- Rapid expansion of services and employment
- Leadership capacity
- Dependence on external finances for the reform program
- Human Resources Management not yet a strategic function
- Cultural dimension

Ineffective HRP in Public Organizations

Source: Researcher’s Original Construction, 2013
2.7 Literature Gap

Moving to the above empirical studies it is evident that extensive studies have been done on assessing challenges facing human resources planning in Tanzania and the world at large. However, there is no published study on challenges hindering the effectiveness of human resource planning in Tanzania Buildings Agency. Therefore this study was intending to cover some of the missing literature. Additionally the literature gap on the challenges of human resource to the entire Tanzania Buildings Agency would intuitively be added into the existing literature.
3.0 Introduction
This chapter presents the research design which was employed to answer the main research questions as well as the specific questions. It would discuss the study areas as well as the sampling methods and techniques which are relevant for soliciting the needed data. The chapter would further address issues related to data collection, discussion, presentation and analysis.

3.1 Research Design
Research design is an overall plan or programme for doing research (Chamwali, 2006). Frank and Nachimias (1996) define research design as arrangement of conditions for data collection and data analysis in a manner that aim to combine relevance to the research purpose as well with economy in procedure. It involved decision regarding a research study. Thus the case study research design was employed in this study because of its flexibility in data collection, and analysis. It also emphasized on contextual analysis of fewer events in depths and breath of the study variable. In addition it is less expensive than other research designs like survey design.

3.2 Research Approach
Both qualitative and quantitative methods were applied. Basically Qualitative methods focused on what people perceptions towards study’s objectives and quantitative methods focused on frequencies and percentages for responses. Arly (2000) recommends the use of qualitative research as it can catch individual perceptions as well as its flexibility in data collection and research plan.
3.3 Population of the study area

The population is an aggregate of elements defined prior to selection of a sample (Kinnear and Taylor, 1996). The population as a term refers to a large group of people possessing one or more characteristics in common, on which a research study focuses (Cohen et al., 2001). It is a unity or group of units with one or more characteristics that are of more interest to the researcher. Targeted population comprised of all management staff, middle staff, auxiliary staff and those customers who provide and get services from Tanzania Buildings Agency Office in Dar es Salaam. This group was vital to this study, since, they are core stakeholders and they are available in Dar es Salaam region.

3.4 Sample Size and Sampling Procedures

A sample is a group of respondents drawn from a population under study (Kothari, 2000). During the study there were a sample which consisted of 100 respondents with the following distribution as shown in table 3.1 below.

**Table 1.1: Sample distribution (n = 100)**

<table>
<thead>
<tr>
<th>No</th>
<th>Category of population</th>
<th>Number of Respondents</th>
<th>Percentage</th>
<th>Sampling methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Management Staff</td>
<td>10</td>
<td>10%</td>
<td>Purposeful</td>
</tr>
<tr>
<td>2</td>
<td>Middle Staff</td>
<td>30</td>
<td>30%</td>
<td>Purposeful/Random</td>
</tr>
<tr>
<td>3</td>
<td>Lower level Staff</td>
<td>30</td>
<td>30%</td>
<td>Purposeful/Random</td>
</tr>
<tr>
<td>4</td>
<td>Customers</td>
<td>30</td>
<td>30%</td>
<td>Random</td>
</tr>
<tr>
<td>5</td>
<td>Total</td>
<td>100</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher, 2013

Purposive sampling methods were used to get respondents from the management. Purposive sampling also was used to get respondents from staff who served not less than 3 years. However, random sampling was used in selecting a total of sample unit to be employed. For the case of customers’ random samplings was applied.
3.5 Data Collection Methods and Instruments

The study employed two different sources for data collection, namely secondary and primary sources. While secondary data were obtained through various ways including library and Internet documents, primary data were obtained by means of questionnaires and interviews. These sources will be employed because of the fact that they are complimentary to each other (Kothari, 1999).

3.5.1 Questionnaire

This was the main data collection method to be used by the researcher. In specific terms, the researcher made use of personal administration of the questionnaire in order to increase level of response and enhance accuracy. The questionnaires were filled by individuals at TBA who were randomly selected from different departments. The respondents included the Management staff, middle staff and lower staff.

3.5.2 Interview

This aimed at gathering deep knowledge on the respondents’ view on the studied phenomena. An – open ended and closed ended questions were employed. The method were used as it provided the opportunity for the researcher to uncover new clues, to open – up new dimensions of a problem and to secure vivid description and memories as well as eliciting accurate and inclusive accounts based on the informant’s personal experiences. This method would help to elicit personal histories in examining the phenomenon (Rubin, 1995).

3.5.3 Observation

Observation was conducted during working hours. This technique was used to determine how the service delivery took place such as proper time to start customer care. Also it was used to check the reliability and validity of information collected through other techniques.
3.5.4 Documentary Review
Sources of secondary data includes books, publications, articles and electronic media that are covers literatures regarding to challenges hindering the effectiveness of human resources planning to the entire development of an organization. The University main Library, Internet, and other main sources of information for this study will thoroughly be used.

3.6 Data Analysis
Data which were collected from the field were recorded, tabulated, computed and described depending on the type of information. The instruments used were such as interviews, discussions, documentary review and questionnaire. Data will be interpreted and given relevant description (Silverman, 2002). Data collected through questionnaire with options were recorded, tabulated, frequented and computed into simple percentages by the use of Statics Package for Social Science (SPSS) a computer software programme. For items that demand the respondents to mention, give reasons or opinions, rank coding was used so that to meet the research task.

3.7 Expected Results of the Study and Its Implication
Generally, the study was expecting to come up with central issues supporting challenges hindering the effectiveness of human resources planning to the entire development of an organization. It was expected to show the challenges and the extent to which they have been a hindrances/obstacle to the effectiveness of human resource planning in Tanzania government organizations. The research was also expected to come out with recommendations, suggestions and pinpointing other areas that need to be researched, depending on the nature of the findings. Lastly the report would be submitted at Mzumbe University-Dar es Salaam Campus College as a partial requirement for the award of the degree on Masters of Science in Human Resource Management (MSc.HRM).
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

4.0 Introduction

This chapter covers the presentation, analysis and discussion data that were collected in the field. The data concerning the assessment of the challenges hindering the effectiveness of human resources planning in Tanzania Public Organizations basing on the proposed organization were collected through various methods namely questionnaire, open and closed-ended interview.

This study was carried out at Tanzania Buildings Agency headquarters in Dar es Salaam. Tanzania Buildings Agency was launched in year 2002 as part of the Public Service Reform Program (PSRP) and in accordance with the Executive Agency Act. No. 30 of 1997. As stated earlier, the main objective of this transformation is to provide quality and affordable accommodation to the government and the public servants through efficient and affective provision of service.

However, before presentation, analysis and discussion of the empirical findings, the characteristics of respondents are presented, and analyzed since they play a significant role in determining the validity and reliability of data which were collected.

4.1 Characteristics of the Respondents

Structured interview and semi-structured interviews were conducted to two management staff and middle level staff respectively, as well as to ten customers. These were director of human resource and administration, procurement manager, senior human resource officer, and senior accountant. The ten customers were representatives from companies that work with the TBA in various consultant services and Real Estate Management. The rest of the respondents were given
questionnaires in which they were required to fill in accordance to their understanding and working experience.

4.1 Gender

The study was expecting to cover about 100 respondents that are 90 employees from TBA and 10 customers of TBA. However, the research findings shows that, the respondents who participated in the research for both questionnaire and interview were only 87 respondents which is about 87% of the total respondents who participated in the study. About 37 (42.5%) were female and 50 (57.5%) were male. (Refer figure 4.1.1 below)

**Figure 4.1: Respondents’ Gender**

![Gender Pie Chart]

Source: Research findings, 2013

4.1.2 Education Level

The level of education of the respondents were sought to be very important in the study hence were included. The academic trends has an important contribution to the study as it enable the researcher to determine the academic level of respondents so as to be in position to determine how their responses will assist in analyzing the research goals. The study revealed that the employees at TBA are mixture of
different cadres having qualifications from secondary schools to university level; where some have also attended various postgraduate programs.

Research findings indicated that, 5 (5.7%) of respondents who participated on the study using questionnaire and the interview were secondary schools, 25 (28.7%) were certificates and diploma holders, 47 (54%) were of degree level and 11 (12.6%) were master holders. None of the respondents was of a PhD holder. The figure below shows a sample of the respondents by academic qualifications.

**Figure 4.2: Education Level**

![Bar chart showing education level distribution](image)

Source: Research findings, 2013

**4.1.3 Type of Employment**

The research findings indicated that, out of 87 respondents who participated in the study, 10 (24.1%) who were customers of TBA were employed in public and private organizations, 77 (88.5%) were employed in TBA-HQ. Figure 4.1.3 Respondents’ Employment level
4.1.4 Position
As far as employment level in the respondents’ respective organization is concerned; findings from the scoped areas of the study indicate as follows. About 6(1.1) respondents were in managerial level, 24(27.5) were in Middle level and 57(65.5) were at the lower level staffs. (Figure 4.1.4. below)
Figure 4.4: Respondents Employment position

![Bar chart showing employment positions]

Source: Research findings, 2013

Working Experience

Also, finding shows that 26 (29.8%) of respondents who participated on the study using questionnaire have been working for 1-10 years, 37 (42.5%) having experience of 11-20 years and 24 (27.5%) have working experience of 20 years and above.

Figure 4.5: Working Experience

![Bar chart showing working experience]

Source of research 2013

4.2 General awareness of HRP in TBA
Human resource planning takes place within the context of the organization (Heller, 1999).

Basing on the specific objectives that the research intended to research on, the study had also a purpose of studying employees’ awareness of HRP in their organization. The research showed that, it was only about 27% of all respondents that could give a concise and comprehensive understanding of HRP. For example one of the employees argued that:

“HRP implies the process that identifies current and future human resources needs for an organization to achieve its goals. It includes creating an employer brands, retention strategies, absence management strategy as well as recruitment and selection”.

Another one argued that

“HRP helps to create a bridge between the management of HR and the organization’s overall strategies for achieving its goals and objectives”

The rest of the employees’ that is 73% could not manage to share their awareness and understanding of HRP within their organization. The idea behind this variation is that, the organization per se has no organizational HRP that cut across the whole organization, or that can be considered as the roadmap of it. It was seen that it has only departmental human resource plans. That is each department has its HRP plans in terms of numbers and skills of the employees. This reflects the idea of Armstrong (2006) who argued that although the notion of human resource planning is well established in the HRM vocabulary, it does not seem to be commonly practiced as a key HR activity. There has been little research evidence of increased use or of its success. It was further seen that lack of organizational HRP has been a great challenge and main obstacle to the organization performance. The challenges are detailed explained below

4.3 Challenges hindering the effectiveness of human resource planning in Tanzania- public organizations
Effective human resource planning is a perquisite for successful human resource management practices. Human resource management through HRP helps to maintain sufficient staff levels for current productivity and projected company or organization growth. It is a process of determining manpower needs and formulating plans to address or meet these needs (Gupta, 2006).

However, the research has identified various challenges or obstacles that are hindering HRP at TBA and other public sectors at large. There are factors affecting human resource plans that should be taken into consideration. The challenges are both internally and externally oriented. These are as follows:

### 4.3.1 Internal Challenges

Studies which have been conducted on HRP have pointed out that HRP may be hindered from the organizational internal factors for instance management challenges. This happens whereby the management fails to plan accurately in accordance to the strategic goals and objectives of the organization concerned. According to the findings, this failure is associated with the following factors:

- **Financial Constraint:** A human resources section often makes decisions based on the projected financial return of hiring a candidate, but lack of adequate and sufficient fund has contributed to the failure in HRP. This is due to the reason that planning is always preceded by money, simply because the plans may sound very optimistic but, without sufficient funds, the plans cannot be implemented. The research showed that human resource planning, forecasting, career development and succession planning capacity are still poorly developed. It was argued that

  “A major source of this challenge is the poor economic condition that necessitates setting of budget ceiling on personnel emoluments which limit recruitment of required staff and the replacement of existing vacant posts.

This situation reflects the idea given by Gupta (2006) who comment that manpower planning is a time consuming and expensive exercise. A good deal of time and cost are involved in data collection and forecasting. This has been even a challenge in the private sector where under current arrangement there is no clear mechanism to put issues of staff recruitment, promotion, retention and pension arrangements, and these factors demotivates staff to the great deal.
i. Law and rules governing the Public Sector

The research showed that laws and regulations governing the Tanzania public sector have been of great challenge to HRP plans and the organizational performance as well. It was observed that; Tanzania public agencies such as TBA whenever have a vacant post or when in need of workers; it has no a mandate power to recruit, select and employ workers. It is only the Recruitment Secretariat under the President office that recruit employees on behalf of TBA and other Agencies as stated above. For instance during the study one among the human resource officers interviewed stated that;

*The organization formally has a system of acquiring interns for two years for the sake of developing them to acquire skills and experiences planning to employ them once they finish the internship. But currently they cannot employ them because it is the recruitment secretariat which has the mandate power to employ on behalf of the government. And when the recruitment secretariat advertises those vacancies, these interns are placed in the same pool with new applicants. As a result the secretariat does recruit and employ new candidates/fresh from school and bring them to TBA, instead of the interns who have already experiences. As a result this new comers cannot deliver as expected, which in turn affect work performance in TBA.*

ii Knowledge/HRP Skills

The human resources section works with the managers of all of the other departments to create staffing plans that will sustain the company and allow for future growth. But when staffing projections are not accurate, the plans of the human resources section are affected. Bad planning by departmental managers, such as not projecting how many qualified engineers for instance the production department will need in the coming year, can cause the human resources section to have to scramble to meet the agency's needs. This situation was seen at TBA during the study. It was revealed that before the establishment of the Agency, it was known as the directorate of building under the ministry of works. This department was changed to be independent agency namely Tanzania Building Agency under the ministry of works, whereby it moved with or inherited its directorate employees to establish the agency.
This historical formulation has been of great challenges to the organization as it has led to high existence of knowledge and skill gaps among its employees. It was seen that skills gaps are most in areas of technicians, supplies officers, record management assistants, accountants and secretaries. For example during the research, it was revealed that Principle technicians is supposed to have full technician certificate (FTC). On the other hand the research have shown that the organization have technicians who were merely inherited from the former directorate of buildings to TBA and promoted to senior technicians level without having the full technician certificate. This is contrary to Public Service Management and Employment Policy in recognition that employment, appointment and promotion must be based on the principles of qualifications, competitiveness, transparency and merit. This means that HRP is used as a number game. There is too much focus on quantitative aspects to ensure the flow of people in and out of the organization, without taking into consideration that jobs nowadays are becoming more and more knowledgeable-oriented (Prasad, 2005). Such an exclusive focus overtakes the most important aspects such as quality of human resources, career planning and development skill levels, morale which are likely to suffer to such unbalanced approach to human resource planning (Gupta, 2006).

As a result when assigned duties and responsibilities they cannot deliver as expected due to lack of essential skills that a technician is required to have. It was further argued that

“in the TBA-regional offices, whenever a manager travel, he/she cannot delegate the office to the technicians, because they do not have the required skills”

This has been a great challenge to the organizational performance, due to the fact that some are untrainable due to age and it will be cost full for the organization to retrench them.

Moreover; despite the lack of skills among some employees, in terms of numbers it was seen that it is still inadequate. The organization is required to have 353 employees in order to perform will its duties region-wise and nation-wide. Unfortunately there are about 269 employees with the deficit of 84 employees. This
implies that the organization is experiencing what is technically called overutilization (Prasad, 2005). This is a situation in which the abilities of human resources are utilized beyond required level. However, while this may be beneficial to the organization in the short terms because of lower employees costs per unit of task or output, it may be dysfunctional in the long terms because of employee burnout and subsequent, withdraw from the organization. Other impact of this situation is that some workers are overloaded with works, and in some instances the work are not finished on time. For example during the study it was seen that due to deficit of workers, engineers, quantity surveyor, architect have one to ten projects to supervise. This has made them to fail to meet for instance deadline works such as consultant services, feasibility studies and detail design of some projects, few to mention. In some cases those technical works such as project design and Budget of quantity surveyor are sometimes outsourced to private companies and firms especially when the workers for such duties are overduted to the extent that they cannot finish them on time.

*This means that if each engineer or quantity surveyor could have two to four works to supervise, the projects could be done very effectively, efficiently and within the timeframe.*

This supported by (Townley, 1998) that human resource utilization in respect to numbers and quality, is very important for the organization as well as its human resources. By achieving parity (fully utilization of human resource), the organization builds a culture of high work performance, long-drawn under or overutilization is costly affair. Moreover, even employees feel happy when they have a feeling that they are contributing to their full capacities.

**iii Management Support**

The research showed that there is no enough management support as far as the issues concerning human resource planning are concerned. The research showed that,

*The management can make a decision for retrenchment of the employees that have no required qualifications and employ competent one of the required skills and knowledge. However management has not managed to do this decision. In the*
absence of support and commitment from the top, human resource experts find it difficult to obtain vital inputs (Gupta, 2006).

On the other hand Prasad (2005) said that if there is active involvement of top management in the preparation of human resource plans, it is expected to appreciate the real value of human resources in achieving organizational effectiveness.

v. Lack of accurate and reliable Data Base

Information is the life-blood of an organization particularly in the case of systems and contingency approach of managing. Human resource information systems is a systematic procedure for collecting, storing, maintaining and retrieving data needed by an organization about its human resources and various activities that are relevant for management (Chandra, 2007). Although human resource information system is not a core function of HRM, but it is known as supporting functions of HRM. However, as a supporting function is important in managing human resources because it contributes to the effective performance of core functions of HRM, and in special; way HRP so to speak.

The effectiveness of HRP depends on the timely availability of relevant information regarding the contingent factors which are considered while formulating human resource plans (Prasad, 2005).

Such factors are organizational strategy and action plans defining the volume and area of operations, nature of human resource market, employee turnover rate, and employee productivity. If the HR information system has not been well developed in an organization, the projections for future may at best be in form of some pluses and minuses. Sometimes, these projections become more frustrating than the non-existence of such projections. This is means that an absence of reliable data, it is not possible to develop effective human resource plans (Gupta, 2006).

The research revealed that the scoped organization for the study as well as some government agencies has not an accurate database for the HRP, which in turn has led to the situation that some of the human resource practices such as training and
development to be done manually. An adequate database should be developed for human resource to facilitate human resource planning (Pfeiffer, 2000).

vi. **Organization’s Structure**

Organization structure is a basic framework within which the manager’s decision making behavior takes place (Prasad, 2005). Organization structure basically deals or is the pattern of relationships among various components or parts of the organization. This prescribes the relationships among various activities and positions.

The research showed that, the TBA organization structure is still a challenge towards the affectivity of HRP. This means even if organizations have a HRP, still its structure can be an obstacle towards the accomplishments of its goals objectives. During the research it was seen that at TBA, human resource section is just a unit within a directorate of business support—figure below. This means that it does not work as an independent entity like other areas such as directorate of real estate or directorate of consultancy. It was recommended that, since human resource is a general overseer of all HR activities within the organization, there is a need to separate it from the directorate of business support, and becomes a directorate of human resource and administration. This will improve its performance particularity in addressing HRP challenges as well as other HR issues. This is due to the reason that HR is a staff function, and it must be a corporate –strategy making group. Refer the figure below.
Figure 4.6: TBA’s Current Organization’s Structure

Source: TBA, 2013
4.3.2 External Challenges

These are human resource outside influences that can impact an organizational activities or business. Various external factors can impact the ability of HRP to contribute towards an organization’s business or investment to achieve its strategic goals and objectives. There are number of external factors that are leading to ineffectiveness of HRP in public organizations. These external factors might include competition; social, legal and technological changes, and the economic and political environment. As far as the research is concerned; these factors had the various implication to the organization researched. These are as follows:

Economic Environment: economic environment is always flexible and in constant change which in turn affect both business and service oriented organizations. This can be seen in various dimensions such as

Capital—whereby organizations need funds for machines, buildings, office tool and inventories.

Labor—availability of qualified labor determines the price of labor and then affects HRP.

Price Level—the input of an organization are determined by price level of input and output in another side. When the price of input goes up while price of output is dropping, this may result to inefficiency.

Government Fiscal and tax policies—the organizations’ collection and surplus depends on the governments’ fiscal policies and taxation

Customer—this is the most important factor for the successful of any organization. Customers determines the number and type of personnel needed, the increase in customer implies the increase in manpower in order to meet the demand. In TBA it was found that currently there are a lot of customers particularly the government ministries and the agencies with many projects who are customers to the organization. TBA has the statutory mandate to provide consultant services and even to build all government employees’ residential buildings. Such a mandate requires the organization to have a required number of employees such as engineers, quantity surveyors, technicians with the relevant knowledge, skills and attitudes. However it was seen that currently the works are many, but man power is low. This has led the organization failing to archive its strategic goals and objectives as expected.
i. **Technology**

With the introduction of new technology, man power outlook should change in terms of number, quality and operational time. The research found that there are still some technological problems that are facing the organization. These are as follows:

Lack of satisfactory application of required and modern technology, for example there are few and outdated computers in some departments.

Technical problems and IT knowledge on some technology was found to be limited to workers. For instance, the maintenance of different software requires special system administrators. The organization has to outsource technicians from outside the organization for that service on payment basis.

Few training programs and refresher courses were found to be a problem because majority of employees responsible for these technological devices denies the availability of courses on the proper use of the devices.

Some important information on the computers can be affected by viruses following the improper use of computers by some employees.

Lack of human resource information system (HRIS). The organization researched has no this system for its employees that it was seen that that they have only the public service payment system (Lawson) while studies shows a key component of the country’s Public Service Reform Programme, Phase II, was to promote e-government and knowledge management as a means of improving governance and service delivery.

ii. **Social Factors**

Social attitudes, beliefs and values of particular environment may negatively affect the employee performance and may cause labor mobility thus disturbing HRP. For instance this study revealed that about 90% of employees who are working in TBA-headquarters, those working in TBA-Dar es Salaam region and even those who are being recruited are not interested to go and work in the upcountry, which is in TBA-regional offices.
iii Political Environment
The way the government has to regulate organizations is through political changes and enactment of laws

iv Competition
Competition in the human resources field is different than almost any other department in the company. When it comes to finding the right talent, the organization will be competing with every other organization in the area. If organization needs logistics people, then it needs to compete with any other company in the labor market, regardless of what the company sells. This has been of great challenge to TBA’s performance. It was discovered that, the organization can train some employees particularly those professional cadres such as accountants, engineers and technicians for the purpose of meeting current and future organizational employees pipeline. Unfortunately; due to completion, such employees can decide to resign their duties and join private companies. Another challenge which was seen is that; some technicians once employed and works for at least two years do request permission for further studies in order to become engineers. This has become a great challenge because an engineer cannot work without technicians who act as an assistant. Hence promoting all technicians to engineer’s level is impossible, while at the same time the technicians want training in order to be and work as engineers in the organization.

Also it costs money in relocation fees to bring in qualified employees from out of a company's immediate geographic location. Even transferring employees from other corporate offices can be expensive. The preference for human resources professional is to reduce costs by hiring candidates from the immediate geographic area. But when the talent pool in the local labor force does not match the needs of the company, that can cause human resources plans to change.

v Mechanization
Mechanization or automation level refers to the application of new technology within a work. The study has found that the Organization’s effort towards the use of new
technology was found not yet effective, for instance lack of HRIS which in turn leads to the HRP goals and objectives planned in advance to remain unsuccessful.

4.4 Important human resource practices that are affecting organizations, employees and job applicants.

In the course of the research, the researcher intended to know from the respondents at TBA various human resources practices that when practiced do affects the organization employees and job applicants. The research revealed that the respondents were in position to mention and explain a number of human resource practices which although were not very purely inclusively to TBA, but once practiced can really have impact not only at TBA, but also in other Tanzania public organizations as far as employees performance as well as various job applicants are concerned. These are as follows:

4.4.1 Favoritism and Biasness

The research revealed that an organization such as TBA can have a well developed HRP which in turn can aid various decisions within the organization. Although the research showed that these practices are not done at TBA, about 47% of the respondents at TBA agreed that, when HR decisions such as promotion, training needs, demotions, recruitment and selection are done under the umbrella of favoritism and basing on information which is biased, the fruits of HRP will not be realized not only at TBA but even other public organization once those kind of practices are allowed. This is due to the reason that the organization cannot have right employees, of the right number, of the right skills and place.

4.4.2 Personal interests

Personal interests such as corruption and bribe have adverse effects on the success of HRM functions and in special way HRP. Although the research did not find these various HR decisions that are done under the umbrella of corruption and bribe at TBA; most of the respondents argued that these practices are among the factors that can have an impact on the performance of the public organizations, TBA being one among them. This is due to the fact that issues of corruption can cause the
organization to recruit candidates with inappropriate qualifications, which in turn can lead the organization to have incompetent candidates that cannot deliver as expected.

4.4.3 Training and Development

Human resource training and development is a process in which the employees of an organization are continuously helped in a planned way to acquire or sharpen their capabilities required to perform various tasks and functions associated with their present and future expected roles, develop their general enabling capabilities as individuals so that they are able to discover and exploit their own inner potential for their own and organizational development purposes, and develop an organizational culture where superior-subordinate relationships, team work and collaboration among different sub-units are strong and contribute to the organizational health, dynamism and pride employees (Prassad, 2005).

The basic need for HRD is to develop competencies, skills, values in people at all levels in the organization. The research revealed that HRD&T is very essential to any organization due to the fact that it is human resource that create value to the organization, and unlike other resources, it is only human resources which can be developed and increased to an unlimited extent. It was seen that its positive impacts to the organization and employees in particular can be seen only when it is done within the context of HRP, because it is a continuous and planned process. In Contrary it can have an adverse effect to both organizational and employees performance and achievements.

Apart from the significances of HRD to TBA in particular and other organization in general whether its public or private; during the interview the researcher was also interested to know to what extent, TBA have managed to foster or practice HRD. Responding to the researcher, one of the Senior human resource officer argued that, 

“HRD at TBA is covers all employees at the organization and is open to every employee in accordance to the public servants policy in Tanzania as it addresses that in the interest of developing and maintaining the skills of their workforce, all public organizations shall develop a training and development programme, based on the skill requirements identified in the human resource plan. However when coming to the issue of practicing it; not all employees have the qualifications of being enrolled
within HRD program. This is due to the fact that, currently HRD at TBA is being faced with a number of challenges”.

The first challenge is that some employees want to go for further studies/training on the field or course which is outside their careers. For example, the research showed that an employee may be a holder of bachelor degree in civil engineering, but may request from the management a permission to do a bachelor degree in procurement and supply. Under such circumstances, such employee cannot be allowed for such course because, it is not only very far from his/her career but also he/she was employed to work as an engineer at TBA. Above all the organization have qualified employees on the area for procurement and supply, and there is no need for it to use funds to train an employee on areas outside his/her career, simply because any short or long training for an employee is geared towards enabling such employee to be more competent on his/her areas for better performance.

Secondly, the research showed that, there is another challenge facing the practices of HRD at TBA from age perspective. It was seen that currently at TBA, there are some employees that are untreatable due to the fact that their age have gone to the extent that, if they will be allowed from further training or studies; by the time they will finish the training they will be over the retirement age of which such training will not have any contribution to the organization. Hence there is no need to allow them for further studies. For example during the research the researcher managed to get a vivid example concerning this challenge of age at TBA. It was argued that currently there is one secretary who is above 55 years of age. Academically; this secretary is of standard seven who was inherited as the secretary of the former directorate of building under the ministry of works to TBA under the same ministry. This secretary has asked the management a permission to allow her to go for further studies. She wants to go and do secondary education, then after to join university. The research showed that, the management has refused to give such permission on the ground that although she have the right for further training, but due to age such a permission for further studies will not benefit the organization because by the time she will finish
she will have already reached the retirement age which is 60 years for the Tanzania public servants.

Another challenge is lack of qualifications. The research revealed that, there are some employees at TBA who really want for further studies but due to lack of qualifications that are need for their enrollment to university level, they cannot be enrolled. The cadres of employees who are faced with this problem are those technicians with full technician certificate (FTC). They want to join university for bachelor degree, but unfortunately they do not have the required qualifications.

4.5 The role and the effectiveness of HRP process and its forecast techniques within the Tanzania-public organizations.

Human resource planning is concerned with ensuring that the organization obtains and retains the human capital it needs and employ them effectively (Armstrong, 2006) it is fundamentally about matching human resources to the strategic and operational needs of the organization and ensuring the full utilization of those resources. It is concerned not only with obtaining and keeping the number and quality of staff required, but also with selecting and promoting people who fits the culture and the strategic requirements of the organization. Thus the key goal of HRP is to identify current and future human resources needs for an organization to achieve its goals (Gupta, 2006).

In the course of the research, the following were the role and effectiveness of HRP in Tanzania public organizations and specifically TBA.

4.6.1. Defining Future Personnel Need

Planning defines future personnel need and this becomes the basis of recruiting and developing personnel. In its absence, there is likelihood of mismatch between personnel needed and the employees that are available. The research showed that lack of systematic HRP has resulted into large scales understaffing and overstaffing in many public organizations in Tanzania. Hence it is by only having an effective HRP that the public organizations and in special way TBA can be in position to define its current and future personnel requirements.
4.6.2 Coping with Changes
During the research, it was seen that, due to both internal and external factors such as free trade, foreign investment and development of Information and Communication Technology (ICT). This means that every organization, being public or private is trying to compete on the basis of technology and managerial talents which have resulted into global talents war. It was argued that, in that war, only those companies will survive which adopt a formal, meticulous HRP. This is due to the reason that, change in technology has attached more premium to knowledge, skills and competencies resulting into surplus manpower in some areas and shortage another areas. HRP helps in creating a balance in such situation as through this, manpower needs and availability can be identified much in advance (Prasad, 2005).

4.6.3 Providing base for Developing Talents
Responding to the researcher on the role of HRP to public organization, one of the human resource officers argued that

“Jobs are becoming more and more knowledge oriented, which has resulted into changed profile of manpower. Because of increasing emphasis on knowledge, there is shortage of certain category of employees and there are frequent movements of employees from one organization to another, in which the replacement costs of such employees are very high”.

Therefore an organization must be ready to face such an eventuality by ensuring that an effective HRP is in place and operating accordingly

4.6.4 Forcing Top Management to Involve HRM
The research revealed that; systematic HRP forces top management of an organization to participate actively in total HRM functions, an area that has been neglected by most of the organizations.

About 95% the respondents from the Human resource department at TBA comment on the necessity of HRP in the organization on the ground that such an involvement have an immediate positive impact of the organizations performance, because the organizations do think and decide as team
4.6.5 Identifying HR requirements to meet organization’s objectives

Taking direction from organizational objectives and plans, HRP help organizations to have forecasting needs for human resources and forecasting supply of human resources, which when taken together, help to identify gap between human resources need and the availability. This gap may be in two forms, either there may be surplus human resources or there may be shortage of human resources. Through this way an organization can decide either to recruit from within the organization, or by recruiting from the external markets. For example the research done in TBA-HQ have shown that the organization have technicians who were merely inherited from the former directorate of buildings to TBA and promoted to senior technicians level without having the full technician certificate, and still there are some of them who are being promoted under the same system. This is a dilemma which can easily be addressed by HRP. If HRP was in place could show that there is no need of promotion for those technicians due to lack of full qualification, and instead the organization should recruit from outside (external labor supply).
5.0 Introduction
This section presents a summary of the study derived from the analysis and discussion in the previous chapter above. The conclusion, recommendations and suggestions to address the challenges hindering the effectiveness of human resource planning in Tanzania public organizations in general and Tanzania building agency in particular. The final part of this chapter will cover further suggested areas of study/research in accordance to the nature of findings above.

5.1 Summary of the Study
The twenty first century is unique in the pace at which change occurs. The business and environment of organizations is more complex and dynamic compared to the environment of 15 years ago. This is the age of, an age of contradictions-economic growth, ICT, recessions, shortage of skilled workforce as well as an increase of in the percentage of skilled unemployed, massive layoffs as well as large scale recruitments. A question emerges: is planning and specifically Human resource planning in this age of discontinuous change? Is it feasible or even possible for organizations to develop future business plans and forecasting human resource requirements? Although Mintzberg (1994) commented that the most successful strategies are vision, not plans, planning remains critical and it is more challenging now.

However human resource planning is not carried out in a vacuum (Agarwala, 2007).organizational goals and objectives provide the context for HRP. The HRP process examines the implications of business strategies and goals on human requirements, that is the number and type of people required; the training they will require; and whether the organization will have to employ additional employees. Hence, HRP is a proactive process. It anticipates changes in industry, market place,
economy, society and technology to ensure that the organization is well prepared to meet these changes when they occur.

In summary, the researched has portrayed a number of challenges that are hindering the effectiveness of HRP. the followings are those challenges: (i) Financial Constraint (ii)law and rules governing public organizations, (iii)competition (iv)social factors d (v) organization’s structure (vi)low management support(vii) lack of update HRIS(viii) skills(ix)technology. The study has also examined various HR practices that affect organizations as whole, employees and also the role of HRP in public organizations.

It can be seen that these challenges has been an obstacle to the performance of TBA as it has been seen above the main problem is the organization is not having the t of employees in that are required to be in place in terms of numbers and the relevant skills. That’s its why it was seen that overutilization of overloading tasks in some employees, failure to meet deadlines tasks/projects as well as outsourcing of some works that can be done by the organization itself is the order of the day at TBA.

5.2 Conclusion

Human resource planning is the process of determining the number and kind of human resources required in an organization for a specific time period in the future, which in turn serves as a guide to management of human resources. In recent years, interest in human resource planning has increased due to shortage of certain skills, trade union pressures, technological changes, organization changes, demographic changes, legislations(Gupta, 2006).

The Government of Tanzania had taken important and necessary steps to introduce policies, laws, regulations and procedures broadly aimed at improving governance and performance in the public service. The Government also had recognized that compliance with policies and procedures was essential to achieving its objectives (Tanzania Case Study, January 2007).

The research has revealed that not all government sector and agencies have managed to abide to these steps and improve their performance.
Despite the fact that, Tanzania had made enormous strides over the past decade in improving the areas of human resource management within government particularly by shifting from the concept of personnel management to human resource management; however, there are still significant challenges to be addressed, particularly given the limited resources and the strategic importance of human resource. The research has demonstrated the number of challenges facing human resource management and in special way human resource planning. This picture of challenges implies that organization such as the scoped area of this study has a long way to go if at all such challenges will prevail. On the other hand it calls for immediate formulation of some strategies to address these challenges so at the organization to realize its vision, mission and the strategic goals and objectives

5.3 Recommendations

Most of the respondents during the study particularly from the areas of human resource were not happy with the situation facing the organization as far as those challenges facing the organization are concerned. In addressing and overcoming those challenges various comments, suggestions and recommendations are recommended for TBA and in other public organizations at large.

Human resource planning should be established cutting across the whole organization, and it must be balanced with the organization’s plans and objectives. The methods and techniques that will be used to develop the HRP should take into consideration on that objective, strategies and the environment where the organization is working. This is supported by Armstrong (2006) who argued that the degree to which human resource planning can be carried out systematically depending on the nature of the organization. If the future is fairly predictable, then formal planning might be appropriate. If it is not, the approach to human resources planning might have to rely on broad scenarios rather than precise forecasts. the process or methods of developing human resource planning are summarized as follows:
- Organizational strategic plans: this defines future activity levels and initiatives demanding new skills
- Resourcing Strategy planning to achieve competitive advantage by developing intellectual capital-employing more capable people than rivals, ensuring that they develop organization specific knowledge and skills, and taking steps to become an employer of choice.

Scenario Planning: this implies assessing in broader terms where the organization is going in its environment and the implications for human resource requirements. For instance, since 2000s there have been in an increase in foreign investment in Tanzania for both public and private sectors. Currently there are numbers of building towers that are being constructed by the government agencies and organizations as part of their investment.However, most of these projects are being constructed by foreign and Tanzania private companies such as Group Six International, Estim Construction Company Limited, China Railway Engineering Corporation Jiachang but few to mention. This is a challenge to TBA, that why it is not taking these contracts, and basing on the research, lack of an effective and efficient HRP could be one of the contributory factors.

- Demand supply forecasting: estimating the future demand for people in terms of numbers and skills, and assessing the number of people likely to be available from within and outside the organization.
- Labor turnover analysis: this implies analyzing actual labor turn over figures and trends as an input into supply forecasts.
- Work environment: this means assessing the environment in which the people work in terms of scope it provides for them to use and develop their skills and achieve job satisfaction.

- Operational effectiveness analysis: this means analyzing organizational productivity, the utilization of people and the scope for increasing flexibility to respond to new and changing demands. The figure below gives a diagrammatic presentation of the procedures given above in developing organization’s HRP and in special way for TBA.
The research shows that, if TBA could develop its organization’s HRP basing on the procedures shown above, it will be in good position to address the challenges previously mentioned above, and will be one among the competitive public agency in terms of performance in Tanzania.

The period of a human resource plan should be appropriate to the needs and circumstances of the organization. The size and structure of the organization as well as the changing aspirations of the employees should be taken into consideration.
Human resource planning function should be properly organized at TBA. A separate cells, section or committee may be constituted within the human resource department to provide adequate focus, and to coordinate the planning effort at various levels so as to establish organization’s HRP.

Before starting the new human resource planning process, the support and commitment of top management should be ensured. Moreover, it was argued that, the exercise should be carried out within the limits of its budget. There is no use formulating plans which cannot be implemented due to financial constraints (Gupta, 2006).

To be successful, human resource planning requires active participation and coordinated efforts on the part of operating executives. This means that formulating human resource plans is a shared task between top management, line managers and HR Department (Prasad, 2005). Top management is involved in HRP process because ultimately, it approves various plans of the organization as whole. Such participation will help to improve understanding of the process and there by seeing its impact through effective and efficient performance.

There is need of adequate database of human resource planning for the organization which will enable it to have a clear picture of the current and future employees’ pipeline.

The quantity and quality of human resources should be stressed in a balanced manner. The emphasis should be on filling current and future vacancies with right people rather than merely matching existing employees/ people with the existing jobs. Upwad mobility of staff at TBA should be considered according to the skills, competencies, length of service rather than on aggregate basis.

Moreover, Human Resource Planning is of the primacy nature, and therefore, it precedes all other HRM functions (Prasad, 2005). Without HRP, no other functions can be undertaken in any meaning full way.
In broader meaning of the term, HRM is one of the fundamental strategic roles of the HR functions. HR can make a major contribution to developing the resource capability of the firm and therefore its strategic capability by systematically reviewing the organization’s strategic goals and objectives and by ensuring that plans made will ensure that the human resources are available to meet those objectives. HRP translates the organizational objectives and plans into number and kind of personnel needed to achieve those objectives. To make this contribution; organizations through their HR departments need to:

i. To ensure that they are aware of the strategic plans of the organization, and can provide advice on the human resource implication in those plans

ii. To pin point out to management the strengths and weaknesses of the human resources of the organization, and the opportunities and threats they presents, to that these can be considered when developing business plans.

iii. Be capable of scenario planning in the sense that they can identify future issues concerning the acquisition, retention and employment of people, and advice on methods of addressing those issues

iv. To understand the extent to which quantitative assessments of the future demand for and supply of people may be feasible and useful, and know the methods that can be used to prepare such forecasts

v. Be aware of the scope to deal with future requirements by introducing various forms of flexibility

vi. Be capable of preparing relevant and practical resourcing plans and strategies for retaining people, based upon understanding of the internal and external environment of the organization, and the amplifications of analyses of labor turnover

vii. Thus HRP is focusing on the acquisition and development of the human capital required by the organization. Without a clear-cut planning, estimation of the organization’s human resources need is reduced to mere guesswork (Prasad, 2005).
5.5 Area for Further Studies

The findings from this study has demonstrated a weakness in areas of human resource planning, as well as lack an effective human resource information system. Therefore, further studies can be done on the assessment applicability of human resource planning in comparison to Tanzania public sector. Another study can be done on the evaluation on the applicability of e-governance to the Tanzania public sector.
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APENDIX I: Questionnaire

Section A

Questionnaire on the study of Assessment of Challenges Hindering Effectiveness of Human Resources Planning Tanzania-Public Organization: A case of Tanzania Building Agency(TBA).

Dear Respondents;

I am carrying out a study on the above mentioned topic. This study is an attempt of filling the missing gap that has been left on the challenges hindering the effectiveness of human resources in Tanzania-public organizations. Please find enclosed questionnaire that you are requested to respond to in order to enable the researcher to carry out the study successfully. There is no right or wrong answer. Please feel free to provide your comments. Your information will be treated with the highest confidentiality it deserves and the information will be used for the study purpose only. This study is part of requirement for partial fulfillment of my graduate studies in Master’s of Science in Human Resources Management (MSc.HRM) of Mzumbe University-Dar es Salaam Campus College

N0:…………………

A. Personal details.

1. Sex:

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2. Age

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<td>54-59</td>
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<td>60 above</td>
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3. Education level
Primary school □ 1 Secondary school □ 2

Diploma □ 3 Bachelor degree □ 4
Master degree □ 5 PhD □ 6
Others □ 7 Mention________________________

4. Duration of employment/membership for customers (years)

- Below 1 year □ 1
- 1-5 □ 2
- 6-10 □ 3
- 11-15 □ 4
- 16-20 □ 5
- 21-25 □ 6
- 26-30 □ 7
- 31 above □ 8

5. Working position in the organization

- Management staff □
- Middle staff □ 2
- Auxiliary staff □ 3
- Customers □ 4

B. General awareness human resources planning (All respondents)

6. What do Human resources planning imply according to you?

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

7. Is there any reason to have human resources planning in the organization?

8. Yes □ 1 (if

why)___________________________________________________________________

9. No □ 2 (if

why)__________________________________________________________________

10. How do you think organizational ought to be?

_________________________________________________________________
_________________________________________________________________

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11. What are the Challenges facing Human Resource Planning in your Organization

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

12. What are the various approaches to human resource planning in Tanzania public sectors?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

13. What are the important human resource trends that are affecting organizations, employees and job applicants?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

14. What is the role and the effectiveness of HRP process and its forecast techniques within the Tanzania-public organizations?

________________________________________________________________________

________________________________________________________________________
15 Do you take part in Human Resource Planning of your Organization?
   (i) Yes (-----)
   (ii) No (-----)

16 What are the Advantages of having Human Resource Planning in your Organization and the public organization at large?

17 How can capacity Human resources planning influence entire development of an organization?

18 How the human resource planning and workforce planning can improve the performance of the organization?
19. How does your organization increase the line manager capability to handle people management responsibilities

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

20. In your experience and knowledgeability; do you think that Human Resource Planning in your organization has enabled it to be effective in terms of its strategic goals and objectives?
(i) Yes (-----)
(ii) No (-----)
If NO What are the reasons?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

21. How long have you been with this company?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

END

Thank you so much for your participation!