AN ASSESSMENT OF THE ROLES OF HUMAN RESOURCE PLANNING TOWARDS ORGANIZATIONAL PERFORMANCE IN PUBLIC INSTITUTIONS: THE CASE OF NATIONAL INSTITUTE OF TRANSPORT (NIT)
AN ASSESSMENT OF THE ROLES OF HUMAN RESOURCE PLANNING TOWARDS ORGANIZATIONAL PERFORMANCE IN PUBLIC INSTITUTIONS: THE CASE OF NATIONAL INSTITUTE OF TRANSPORT (NIT)

By
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Dissertation Submitted to Mzumbe University Dar es Salaam Campus College in Partial Fulfillment of the Requirement for the Award Degree of Masters of Human Resource Management (M.Sc HRM) of Mzumbe University

November, 2013
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation/thesis entitled An Assessment of The Roles of Human Resource Planning Towards Organizational Performance in Public Institutions - A Case Study of National Institute of Transport (NIT), in partial/ fulfilment of the requirements for award of the degree of Master of Business Administration of Mzumbe University.

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Major Supervisor

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Internal Examiner

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I, Husna A. John, 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 a similar or any other degree award.

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This work has been made possible through the efforts and support of several individuals. However before all I would like to thanks the Almighty God for giving me health and strength to accomplish this work.

I acknowledge my heartfelt and deep sense of gratitude to my supervisor Dr. Mgonja, for his passion, encouragement, understanding in developing study design and successful conclusion of this study. Special thanks and appreciation is extended to my lecturers, and members of Mzumbe University for their assistance, guidance and counsel.
DEDICATION

I am equally profoundly grateful to my family especially my mumy and dady for their material and moral support during the whole time of my study. Thank you for the incredible inspiration, support, commitment and affection you showed me.

This work is dedicated to my family.
# LIST OF ABBREVIATION

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>HR</td>
<td>Human Resource.</td>
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<td>HRM</td>
<td>Human Resource Management.</td>
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<td>HRP</td>
<td>Human Resource Planning.</td>
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<td>NIT</td>
<td>National Institute of Transport</td>
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<td>SPSS</td>
<td>Statistical Package for Social Science.</td>
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ABSTRACT

This study assessed the roles of Human Resource Planning towards organizational performance in Public Constitutions - a Case study of National Institute of Transport (NIT), the main objective of this study was to examine the nature, challenges and strategies of human planning on organizational performance.

The specific objectives of the study are to examine the challenges of human resource planning, to establish the relationship between human resource planning and organizational performance, to recommend strategies to improve human resource planning, to assess the nature of human resource planning.

The data collection methods comprised questionnaire, interview and documentary review. Statistical package for social sciences was employed in data analysis. A descriptive cross-sectional study was used. A sample of 160 respondents was used. Simple random sampling was used to select respondents from each Department. The sample was obtained from Human resource officers, Commercial Officers as well as the Marketing officers.

In general the findings revealed that analyzing Human Resource Planning with regard to its nature, challenges and strategies to improve planning. Human Resource Planning if well planned can enable the institution to have quality Human Resources at the right time doing the right activity in the right place. Though with challenges in forecasting without certainty, contingency plans to overcome any unexpected occurrences have to be drawn.

On these grounds it is recommend that in planning for Human Resources different employee needs should be put into consideration, this is because different individuals have differing needs. This is line with making transfers, restructuring, rotations and other forms of adjustments.
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CHAPTER ONE

INTRODUCTION AND BACKGROUND INFORMATION

1.1 Background of the Study

Human resource planning is a process of ensuring that human resource requirements of an organization are defined and plans are made for satisfying those requirements (Scott, 1994). Many organizations both public and private have developed modes of human resource planning; organizations rely on the identification of staffing levels and competences needed in the future as well as an analysis of the present work force (Armstrong, 1964).

Strategic planning is important for public organization to assess the degree to which their mission has been achieved and take necessary actions to achieve it (Franklin, 2011). Crittenden, Stone, and Robertson (2004) argued that nonprofits could achieve greater benefits by applying Planning, which outweigh the costs involved in the implementation process. He suggested that nonprofits need to be aware of these potential benefits and how they will improve their performance as ultimately measured by mission achievement.

However, the relationship between Planning and organizational performance has been rarely examined in the public and nonprofit sector (Stone and Brush, 1996; Stone, Bigelow, and Crittenden, 1999). Also, most of the research has been confined to examining the nonprofit sector in the western society and very little has been conducted in nonprofits in developing countries. The current study attempts to build upon the recommendations by Robinson (1992) to empirically examine the effect of planning on nonprofit organization’s performance effectiveness in Egypt. An assessment of performance effectiveness was made using the multiple perspectives of performance measurement offered by the balanced scorecard.

The balanced scorecard, which originally consists of four perspectives list, was modified to include a fifth perspective which is volunteers’ development. The
modified tool was used to assess the impact of planning on nonprofit organization’s performance as reflected by mission achievement and to compare the performance of strategic versus non-strategic nonprofit planners.

In general, a few researches have been directed towards examining how planning can be used to improve nonprofits’ organization effectiveness using a multiple performance measurement tool like the like Egypt. However, there appears to be an ongoing interest in the study of Planning in public and nonprofit sector.

Kriemadis and Theakou (2007) and Robinson (1992) recommended that future research efforts should investigate the impact of planning on organizations’ operational and financial outcomes. They also advocate the necessity of advancing the study and practice of planning in public and nonprofit sector, hence, the balanced scorecard especially in third world developing countries (Blackmon, 2008; Franklin, 2011; and Kaissi, Begun, and Nelson, 2008).

The current research attempts to fill in this gap by studying how Planning can be used as means for improving performance effectiveness in nonprofit organization operating in using the balanced scorecard as the assessment approach.

Planning is very important to our everyday activities. Several definitions have been given by different writers what planning is all about and its importance to achieving our objectives. It is amazing that this important part of HR is mostly ignored in HR in most organizations because those at the top do not know the value of HR planning. Organizations that do not plan for the future have less opportunity to survive the competition ahead (Bramham, 1990).

Human resources are considered as most valuable yet the most volatile and potentially unpredictable resource, which an organization utilizes. If an organization fails to place and direct human resources of a business at the right time and at the right costs (Smith, 1971),
Serious inefficiencies are likely to arise creating considerable operational difficulties and likely business failure. By maintaining control over the quantitative and qualitative flows and stocks of man power the organization should function smoothly by having the right labour in his right place at the right time and cost. This requires the coordination of what is called supply forecasting together with the monitoring and assessing of productivity and technological changes (Armstrong, 2010; Timperley and Session, 1989). Hence, it is both a quantifiable and qualitative dimension in the successful planning.

1.2 Historical background of NIT

National Institute of Transport (NIT) is a Public Higher Learning Institution, established by the NIT Act No. 24. of 1982. Currently the Institute is under the Ministry of Transport. However, its history dates back in 1975, when it was formed for the purpose of the production of manpower for the transport and the allied sectors. The complexity of the transport Industry and the intricacies involved in its management necessitated the introduction of comprehensive training programme for the Sector.

National Institute of Transport (NIT) offers a wide range of business and science courses leading to award of post graduate, bachelor’s degrees, diplomas, certificates, as well as short course for drivers. The institute admits a good number of students from both within Tanzania and the rest of the world with a good number of employees that offer both teaching and administrative services to the clients and the institute at large.

However, in the recent years the National institute of transport has faced challenges with its human resource planning. These challenges faced by the institute include; changes in economic conditions, rapid changes in technology, matching individual interests with the organization’s as well as finance expenditure on human resources.
1.3 Statement of the problem

Different Organizations are faced with challenges of employing good employees in order to gain a competitive edge over their competitors in the same organization. Most organizations end up employing unskilled, inefficient employees who cannot perform to the required standards this is because organizations themselves give very little time to human resource planning because of lack of resources and skills, the time and effort required and the absence of relevant data to do so. It should also be noted that the worst of any organization is to put wrong people in the right positions at the right time (Rothwell, 1995).

However, it must be recognized that although the notion of human resource planning is well established in human resource management it does not seem to be established as a key human resource activity (Rothwell, 1995).

Human resource planning is a very vital component in an organization, so in order to have effective human resources; an organization has to carry out human resource planning (Hamel, 2000).

Despite the efforts done by the National Institute of Transport in carrying out human resource planning, it still faces challenges as reconciling human resource demand and supply, matching individual goals with organization’s which affect the organizational performance. Worse still the human resource planning has not done much to encourage employers to develop clear and explicit links between their businesses and Human Resource Plans and to integrate the two more effectively. Still it HRP hasn’t allowed for the better control over staffing costs and numbers employed hence enabling employers to make more informed judgments about the skills and attitude mix in the organization.

Therefore, this study aims at examining the assessment of the roles of human resource planning towards Organizational performance in Public Institutions with a case study of NIT.
1.4 Objectives of the study

1.4.1 Main Objective
The main objective of this study was to examine the nature, challenges and strategies of human resource planning on organizational performance.

1.4.2 Specific Objectives
With a view of carrying out a meaningful study the research was to be guided by the following specific objectives.

i. Assess the nature of human resource planning
ii. To examine the challenges of human resource planning.
iii. To establish the relationship between human resource planning and organizational performance.
iv. To recommend strategies to improve human resource planning.

1.5 Research questions
In order to achieve the above objectives, the following questions guided the study.

i. What is the nature of human resource planning?
ii. What are the challenges of human resource planning?
iii. What is the relationship between human resource planning and organizational performance?
iv. What are the strategies to improve human resource planning?

1.6 Significance of the study
The human resource department of (NIT) Tanzania would benefit from the awareness that will be created in addressing the role of human resource planning on improving organizational performance.

The policy makers in the service providing institutions will find the study useful in
formulating appropriate policies and programs that will create a good environment for proper human resource planning.
It will lead to enhanced favorable competitiveness of the NIT over other competitors in the same industry.

To the researcher the study will lead to partial fulfillment of the requirement for the award of a master’s degree in human resource management of NIT, Tanzania.

1.7 Scope of the Study
The study has dealt with an Assessment of the Roles of Human Resource Planning towards Organizational Performance in Public Institutions - A Case Study of National Institute of Transport (Nit). This institution has been selected for pilot testing of the Assessment of the Roles of HRP. The study focused on identifying the roles of HRP and Performance of the organization as a result of implementation of HRP.

1.8 Limitations of the Study
The following limitations were encountered by the researcher:

i. Financial constraint, there were so many requirements which were needed during the whole research exercise. The researcher did not have a sponsor to pay for the study. Therefore, she used her own meagre resources to meet the research expenses.

ii. Limited time, the research topic covered a wide area. Therefore, it needed a lot of time to reach the entire respondents.

iii. Confidentiality of information, some of the information were treated as confidential and, therefore, deny access to it by the researcher.

iv. Uncooperative attitude by potential respondents, This was a common problem where common people who did not know the importance of the research and even the educated once who were used to giving out the opinions and see nothing being done were not willing to cooperate with the researcher.
1.9 Delimitation of the study

The researcher made a close follow up of the questionnaires either by physical visits or by phone calls to ensure the complete participation in the study also through assurance that the information was to be used only for academic purposes. The questionnaires prepared were simple, short up to the point and attracts participants to fill them in.

Limited time and funds forced the researcher to limit her research on one location only that is NIT Dar es Salaam Region. The findings acted as a general reference to the other remaining regions. A researcher used some of the researcher assistants to cover the whole sample in a given in time.

By using his skills, experiences in the management, profession and theoretical orientation in research methods, the researcher thoroughly explained to participants about the study rationale and implication for them by participating in the study.

1.10 Organization of the Study

The study consists of Five (5) Chapters, Chapter one provides the back ground of the study, statement of the problem, research question both specific and main, as well as research objectives, the chapter further discussed the significances, the limitation and the delimitation and lastly finished by Organization of the study.

Chapter two deals with literature review where by several books were reviewed in the Theoretical Literature review and the several studies were reviewed in the Emperical literature review to enable readers have comprehensive idea on the topic under study. The research methodology, with its rational, instruments and methods that were used to collect data and analysis were all discussed in chapter three.

Chapter four presented the research analysis, findings and discussion in regards to research objectives and research questions and lastly chapter five discussed in a snap shot about the Summary, Conclusion, Recommendations and suggested further area of studies.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of selected existing theories and knowledge from literature on human resource planning and organizational performance. In so doing, the subject of inquiry was extracted in the light of previously conducted research and scholarly work.

2.1 The concept of Human Resource Planning

Whereas Bulla and Scott (1999) defined human resource planning as the process of ensuring that Human resource requirements of an organization are identified and plans made for satisfying their requirements, in the same line Walker, (2000), suggested that human resource planning is the process of identifying and responding to the issue of workers and charting new policies, systems and programs that will ensure effective human resource management under changing conditions.

However, Mullins (2003) defines human resource planning as the process of planning for the work force needs of an organization to ensure that the personnel needs are constantly met and this is achieved through demand and supply analysis. Where demand analysis involves analyzing internal factors such as the current and expected skills, requirements vacancies, departmental expansions and reductions. Every manager must make an estimate of the people he requires over a period of time to match the plan of the organization with needs of workers (Branham. 2000).

According to Randal (2000), human resource planning is the process that consists of developing and implementing plans and programs to ensure that the right number and type of individuals are available at the right time and place to fulfill organizational needs. Further still, Invancenrich, (1999) suggested that human resource planning is a process based upon the determination of an organization’s human resource supply and demand.
However, Cole (2002) says that human resource planning is critical to the success of an Organization's strategy and planning is tied to the nature of organizations. As organizations change and become more flexible and adaptable, the human resource horizon becomes shorter. He further stated human resource planning is a base upon which effective human resource management is constructed. More especially human resource planning is the forecasting of human resource needs for the organization and planning steps necessary to meet these needs.

According to Essemu, (1998), human resource planning is the biggest task of the personal manager, it is the process by which an organization ensures that it has the right number and the right kind of people in the right place at the right time capable of effectively and efficiently accomplishing the task that will assist the organization to achieve its overall objective.

2.1.1 Organizational Performance

Walker defined performance as the accomplishment of certain defined tasks or objectives. Ingmar et al.(2000) indicated that the impact of human resource management on organization of performance has emerged as a dominant research issue in the personnel field and some of the initial results have been provided. However, clearly the field needs more conceptual and empirical work in particular. There is need to develop and test a more sophisticated theory of human resource management, that is what human resource management accomplishes and how?

Empirically most work has been done on the relationship between human resource practices and firm performance.

The ability of persons to perform the job has a bearing on productivity Hiltiop (1995, Schuster (1986) all examined that the relationship between human resources are highly correlated with effective performance of any organization. The literature revealed that flexible human resource practices enhance organizational effectiveness (Munene, 1997).
James Walker regards performance as the junction of both effort and abilities, hardworking individuals with necessary skills, knowledge are likely to achieve much on their jobs. He argues that if performance is a function of effort, competence, human resource managers should only recruit employees with the right skills, knowledge and putting them in the right positions. Performance of organizations is described by Torrington and Hall (1991) who listed the determinants of performance:

- Performance determined by physical capacity, size, strength.
- Understanding and imagination
- Values in work
- It can be determined by skills.

Certain factors influence the levels of higher performance like skills and knowledge, human resource management is therefore concerned with efficient planning, deploying and utilization of people in the organization (Sturey, 1993) a department sets up plans to train, recruit, motivate to ensure maximum performance of the organization. For the employees to perform well, it’s necessary that all objectives are spelt out right; the employees available should form the basis of gauging.

Koontz et al. (2000) confirmed that it is necessary for the organization to establish systematic standards and norms of measurement as a yardstick of performance.

Balunywa (2009) when he was urging about public institutions he stated that poor performance of these enterprises is due to their resistance to change and failure to develop the performance.

According to Dodo (1999) the cornerstone of our civil service performance program is the production and implementation by all organizations. It is felt that this is one of the best ways to establish a new performance best management culture in an organization. Dodo further stipulates that performance agreements can be used sometimes as an effective management tool in the organization. He cited Ghana as it has already adopted these agreements in appointing employees to top-level positions. Under this agreement the organization in collaboration with the respective ministers
will set up a team to evaluate performance at the end of the year and submit appropriate recommendation to the office of the president.

2.1.2 Nature of Human Resource Planning

2.1.2.1 Characteristics of Human Resource Planning
Human resource planning involves making an inventory of current human resources in order to determine the human resource status for example the current size and kind of the human resources as well as work scope, the inventory involves examining the available employees skills and number of employees, the experience and age structure span of control (Randall, 1999).

Human resource planning also looks at broader issues relating to the ways in which people are employed and developed in order to improve organizational effectiveness (Armstrong, 2003). He further suggested that the basic purpose of human resource planning is to determine the right number of people required to do organizational activities and achieve organizational goals.

According to Vertter (1999), it’s a continuous process because the demand and supply of human resources is subject to environmental changes; therefore, it results in the development of programs of the acquisition and utilization, recruitment, performance appraisal training and selection.

2.1.2.2 Pre - requisites for Human Resource Planning
Coulter et al (2000) suggested that human resource planning requires job analysis and this refers to the systematic collection and recording of information concerning the purpose of a job, its major duties and the condition under which its performed, the contact with others that the job requires and knowledge, skills and abilities needed to perform the job effectively.

A planner for human resource should determine the level of skills required before the forecast is made there is need to concentrate on critical skills of particular jobs for instance focus on those departments whose shortage is most likely to affect the
organizational programs and those where labor has been raising sharply (Walker, 2000). Enrich (2002) contended that in order to make a contribution to the efficiency of the organization top management must ensure that it is fully integrated with other parts of the organization as a long term strategy therefore; it’s a function of every manager in the organization. It is necessary to have someone responsible to coordinate human resource planning over the whole organization.

Furthermore, Garry (2002), suggested that in a well-established organization you may find functional role in determining the future of human resources needs for example the finance department, production/operation sales and marketing, administration and human resource.

According to Butter (2002), it is important to note that the quality of human resource planning depends on personal records. Planning needs accurate, relevant and timely data in decision making, managers have realized the great importance of records due to the increasing size and complexity of one organization example of records include gender ratios, skills required place of birth, formal education, details about individual employees age and individual career objectives.

Additionally, human resource database is needed as it provides the nature of trends in the labor force like death, turn over, occupational changes and change in salaries and wages. But setting up, updating and maintaining a human resource records are difficult (Torrington and Hall, 2002). They further suggested that in other words planning will be based on inaccurate and misleading information therefore this kind of information should be readily available to the human resource-planning advisor.

In conclusion, therefore, the aforementioned conditions must be satisfied for an organization to be able to have an accurate prediction of the future of its human resource needs, before human resource planning is carried but the organization needs to define its objectives and overall objectives are established by the overall corporate plan from which the human resource plan is derived.
2.1.3 Categories of Human Resources

There are four categories of human resource staff that are important in human resource planning and these are existing staff new recruits, potential staff and leavers. Each of these categories requires different decisions to be made by managers concerned and some of these are set out below (Walker, 2000).

Existing staff: Cole (2002), suggested that in order to plan for existing staff you need to conduct performance appraisal, productivity analysis, equal opportunities, training, remuneration and career development, to identify strength and weakness of existing staff. On the basis of the employees’ strength and weakness, training program may be instituted. Also the organization makes remuneration plans for the existing human resource, plan for adjustment and career development.

New recruits: On the side of new recruits, the human resource planner requires to know recruitment methods, selection procedures, induction training and terms of contract in order to plan how they will be selected (Armstrong, 2003). Further still, managers have to plan for inductions and training programs for new recruits, managers, therefore should also determine early enough the terms of contracts for the new recruits, which acts as rules and regulations.

Potential staff: These are people in the labor market who should be willing to join and work for the organization. The managers need to plan for recruitment methods, public relations wage or salary levels, employees benefits, therefore the management of the organization has to build a company reputation in order to attract and retain quality human resources, that is managers should make appropriate human resource plans to make the company productive (Butter, 2002).

2.1.4 Levels of Human Resource Planning.

Planning for human resources can take place at three different levels i.e. natural level or macro level of human resource planning, industry level or intermediate level of human resource planning and firm level or micro level of human resource planning (Cole, 2002).
Macro level of human resource planning: Here managers are concerned with the demand and supply of human resources at the national level. The focus at this level is on factors like population growth rate and composition, geographical mobility of labor among others. The overall aim means level of planning is to ensure that the future availability of human resources is in line with a country’s development.

Therefore policy makers must do human resource planning in order to ensure that the country has the right number and quality human resources to meet the goals of natural development (Butter, 2002).

Intermediate level of human resource planning: At this level human resource planning is concerned with balancing human resource demands and supply within an industry. The managers in the particular industry cooperate in order to ensure that they have the required human resources in the industry they are operating (Stonner, 2003).

Micro level of human resource planning: The emphasis is on balancing the demand and supply of human resources at the company levels. The organization of human resource planning can be at different levels for example plant, division and corporate levels. This is the responsibility of any particular company (Armstrong, 1999).

2.1.5 The process of human resource planning
Human resource planning as a process involves several interrelated activities. These activities include the following, specification of organization’s strategic objectives, environmental scanning, human resource audit, or current assessment of the workforce, human resource forecasting, action planning, control and evaluation of human resource planning (Balanunya, 2003).
**Formulation or classification of strategic objectives**
Before human resource planning can be done, the organization needs to define its objectives. This is because changes in future direction of the organization may involve substantial shifts in the types of employees required and the work to be performed. The choices available to an organization in this respect are constrained by the quality and quantity of its current human resources or that available in the external labor market.

The current extent, nature and potential of an organization’s human resources are thereby determinants of the organization’s adaptive ability. The role of this analysis is to define the capitalization required to implement the organization’s strategy in pursuit of sustainable success (Bramham, 2000).

**Environmental analysis and interpretation**
At the art of planning is the knowledge gained from scanning external environment for changes it involves the systematic identification and analysis of key trends and forces in the external environment having a potential impact on the management of the human resources. Changes taking place in the technological, economic, socio-cultural, legal or regulatory education and labor market environments are monitored for their impact on human resource strategies and programs.

Environmental analysis affects human resource planning because every organization must draw from the same labor market that supplies all other employers (Walker, 1990).

**Human resource audit**
This is the review of current human resource status- The human resource inventory must be prepared. The primary sources of the preparation for this inventory are the application forms filled by the employees at the time of selection, employee tiles and through job analysis. At the micro level, the analysis is made of current number of employees. Their job related skills, demographic make-up, performance levels, potential performance management competencies and work attitudes. Such an
analysis helps to identify current human resources strength and weaknesses of the organization (Cole, 2002).

**Human Resource Forecast**

This is done in order to estimate the labor requirements of the organization at the same time in the future and from where these resources will be obtained. Human resource forecast should be done within these planning periods. Short range, intermediate range and long range periods. These are two types of human resource forecasts that is to say demand for labor and supply of labor (Lindsey, 1997).

According to Mitzberg, (1998) human resource demand forecast is concerned with estimating the quantity and quality of human resources needed to meet the objectives of the organization. The demand of manpower can be forecast using information from the corporate plan, if these exist. Such plans express the organizations activity in such terms as production figures, sales figures and others.

In general, there are basically two types of approaches to assessing future demands for labor that is the objective and subjective approaches. The objective approach relies upon the projection of past trends and needs to take into account shifts brought about by changes in technology and organizational goals. Simple projection from the past to indicate the amount or type of labor required in the future can be related to results from work-study exercise or ratios of customers to staff. Techniques used can be work-study technique are time series analysis and regression models (Potter, 1999).

The subjective approach in its most basic form takes the form of managerial judgment about future needs. In some cases it can be an excuse for speculation and even guesses based on limited amount of data. Subjective techniques include executive judgment and dolphin technique (Jerry, 2003).

Human resource supply forecast measures the number of people likely to be available within and outside the organization that is to say external and internal labor
markets. Once human resources needs have been forecast then availability of human resources must be identified.

Forecasting availability considers both internal and external supplies. Although internal supplies may be easier to calculate, it is vital to analyze external supplies as accurately as possible. Analysis of external sources includes consideration of issues regarding the external labor market. These include net migration in and out of the area, changing workforce composition trends, actions of competing employees, government’s regulations and pressures among others.

It is particularly vital to identify early in planning process any categories of employees who might be difficult to recruit in terms of skills and numbers needed. This is necessary so that action be taken in time to prepare recruitment or training programs to meet the company strategy (Hunt, 2000).

**Action planning on reconciling human resource demand and supply**

At this stage the human resource planner reconciles the supply and demand of human resource forecasts. The human resource plans will have data showing the extent and nature of shortages and surplus of human resources. In case of shortages the planner can recruit, train the existing human resource, succession planning to fill particular position from the existing human resources.

In case of surplus then the planner can lay off some employees deemed unsuitable to continue working for the company, dismiss, rotate some workers to other departments, institute redundancy schemes so as to create a balance between human resource’ demand and supply (Stoner, 2003).

**Evaluation of Human Resource Planning**

There is need to assess the implementation of the human resource plan. Evaluation is aimed at establishing the extent to which human resource planning objectives have been achieved. These objectives can be taken as the specific reasons for human resource planning. The evaluation plans examines the extent to which the human
resource action plan has been achieved, that is to say whether retirement schemes have been developed some staffs have been dismissed, downsizing has taken place or new staffs have been hired (Zander, 2000).

2.2 Challenges of Human Resource Planning

The ability of an organization to meet its staffing requirements depends on the availability of talent. Because everyone in the total workforce for the next twenty years has already been born, it is instructive to analyze demographic information. Such information is provided by the bureau of labor statistics based on the census data and periodic labor supply studies. Hence, most organizations face a problem of demographic changes (Butter, 2002)

According to Cole (2002), the impact of the “baby boomer” on the labor market is yet another challenge most organization face in carrying out Human resource planning. The young group will not show significant expansion, portending, and possible future shortages of talent to meet needs or support growing number of retired workers. This is a challenge that most organizations face since they have to also plan for human resource wastage.

It should be no surprise the economic conditions do affect Human Resource Planning. Inflation recently a fact of life plays havoc with personnel costs. Recession places strains on management practices, strains that are often wrenching. In both conditions Human Resource Planning is a nagging concern for management to bear the burden of managing personnel as an economic resource with each expenditure viewed as a cost (Alcorso, 2003).

As costs of interviewing, recruiting, relocating, training and compensating employees rise, organizations are compelled to do a better job of planning. The costs associated with recruiting and orienting new employees are often astounding when the rates of attrition during the first years are taken into account (Armstrong, 2010).
The development and application of new technology have been significant in shaping organizations and management practices. The advent of advanced technologies in production and transportation systems, communications, computers, energy, medicine have brought major changes, all of which affect Human resource Planning activities. Technological change will undoubtedly pose challenges for further adaptation particularly in areas concerning Human Resource Planning (Ivan Cenrich, 2002).


According to Walker (1990), changing work attitude is a bid challenge facing organizations when planning for human resources. Changing employee attitudes toward relocations and transfers are creating new patterns of worker mobility in today’s organizations. Changes in individual work values and career attitudes are bringing strong pressures to bear on the work ethic and on management. Underlying this shift is the possibility that many human resources no longer flatly subscribe to the work ethic and instead choose to trade income and opportunity ties for a recasting of life values and activities. Aligning such individual goals with the organizations is a big challenge (Lynch, 2004).

2.3 Strategies to Improve Human Resource Planning

Forecasting human resource needs is an imprecise art, depending heavily on ‘the judgment of those involved in the process. There is no generally recognized procedure or set techniques the fits all circumstances and guarantees desired results, rather , the manager must construct a process which will ensure that all the right numbers, kinds of people will be at the right places , at the right time to meet

Training and development is a human resource planning concern. It is central element in human resource management and the principle vehicle for developing skills, abilities of employees other than thru job assignments and also it’s an important means of influencing management values, activities and practices in Human Resource Planning. The major problem in training and development is: “knowing why ‘training and development is needed”. Human Resource Planning calls for tailoring of programs to fit needs. This ensures continuous supply of human resource to an organization making Human Resource Planning easier to carry out (Singler. K, 1999)

According to Armstrong, (2003) advance planning can be used to improve objectivity of staffing plans, including Human Resource Planning, at an earlier stage in the planning cycle. It is not enough, many executives, argue for staff planning to be budgeted. Human resource needs must be considered in context long range Planning.

A number of organizations have found themselves short of talent when they are all set to implement broad capital expansion programs. Others have found themselves heavily over staffed with employees whose talents no longer fit the organization’s changing needs. In the years ahead, increased lead time will be provided to allow advance planning for staffing and related career development and organizational changes.

Improved human resource information can be one of the strategies to overcome challenges of human resource planning. Reliable personnel data should be maintained so as to be used for analysis and planning purposes. To achieve this, data on changing work activities, work load demands and organization patterns will be necessary elements in the human resource data base (Walker, 2000).

According to Garry (2002), top management must ensure that its fully integrated
with other parts of the organization as a long term strategy. He further contends that it is necessary to have someone responsible to coordinate human resource planning with the overall strategic plan of the organization to ensure consistence in goals and objectives the organization intends to achieve.

Developing, installing and administering a program of personnel resources planning for all levels of professional and managerial positions based on coordination of strategic business plans and inventory of current availability of human resources. This would therefore shortfalls and coordinates development of candidates for future needs with other units of management of human resources department, and with the appropriate operating executives. This coordinates data into corporate needs, review and communicates the information gathered to the appropriate managers to ensure coordination (Jerry, 2003).

2.4 Importance of Human Resource Planning

Planning is imperative for Public Organization (Ramanathan, 1982). Griggs (2003) admitted that Planning leads to improved organizational performance in either for profit or not for profit organizations. This is due to its ability to align the behaviors of any organization with its future desires and also to the fact that the rules guiding strategies, tools, and planning theories apply similarly to both types of organizations. Planning allows Public Organization to better understand their external environment then formulate strategic plans aimed at effective performance (Moxley, 2004). He argued that Public Organization use mission-based planning to communicate their purpose to various stakeholders groups. This improves their legitimacy and secures stakeholder’s support which is important for mission achievement.

Public Organization has a wide range of Planning models and approaches which can be used to accomplish their performance (Franklin, 2011). Trainer (2004) added that these models serve as a chart in guiding the Planning processes thus, they offer clarity, save workload, and focus organization’s attention on important Planning practices.
There components which addresses the utility of using Planning in Public Organization operating.

First: mission which covers nonprofits’ purpose of existence, core values, behavioral standards, and strategy. Second: strategy content, which covers generic strategic decisions developed to fulfill the mission. Third: environment, which covers the analysis of internal as well as external environments of the nonprofit organization. Forth: organization’s structure and Human Resources approach which represent the main elements to implement nonprofit’s strategy. Fifth: process, which refers to strategy development that addresses deliberate and emergent strategic decisions of the non-profit organization (Rhodes and Keogan, 2005, 125-127).

2.4.1 Environment(s)
Public Organization’ internal environment is composed of organization’s capacity, management, leadership, and internal networking. This might create dilemmas in managing the internal environment which becomes somehow complex (Blackmon, 2008).

Public Organization’ external environment is composed of government regulatory bodies, private organizations, other nonprofits, citizens, donors, and beneficiaries (Barman, 2002). As majority of Public Organization are based on donors’ funds, Stone, Bigelow, and Crittenden, 1999 argued that external funders have a greater influence on nonprofits’ strategic management efforts.

2.4.2 Missions
The third component of Rhodes and Keogan’s (2005) Planning model is mission. Developing mission statements in Public Organization is an integral part of their Planning efforts and should be considered as the core of the balanced scorecard assessment process (Blackmon, 2008).

The mission has to be aligned with the organizations’ goals and objectives to facilitate the implementation of strategic plans. It can either impose restrictions or provide opportunities for the organization depending on its chosen strategic direction.
(Brown and Iverson, 2004). However, in all cases, missions have a long lasting effect on nonprofit Planning practices (Rhodes and Keogan, 2005).

2.4.3 Human Resources Management and Structure
The fourth component in Rhodes and Keogan (2005) Planning model is human resources management and structure. Several authors advocated the strategic view of human resources management and that it has to be incorporated into nonprofit’s overall Planning efforts so that it can further be utilized as a strategic rather than traditional support function to promote for greater competitive advantage (Cakar, Bititci, and MacBryde, 2003; Macpherson, 2001).

The researcher agrees with authors’ contention about the strategic role of human resources management and how it can be an integral part of organization’s planning efforts. Accordingly, the payoffs of managing human capital strategically have to be measured in terms of employees’ continuous learning and growth potential which is one of the key performance measurement indicators presented by the balanced scorecard. This is what the proposed research attempts to examine.

2.4.4 Implementation
The fifth component is implementation. Effective Planning is not a guarantee to successful strategic management efforts in either for profit or Public Organization. The implementation stage carries the greater weight in making strategic management efforts successful. Implementation is interrelated with the other components of the Planning model developed by Rhodes and Keogan (2005).

These components include human resources management, organization’s structure, operational plans, and monitoring. Thus, implementation is a critical component of organization’s Planning model as a tool to promulgate for better strategic management practices in nonprofits.
2.5 **Emperical Literature Review**

According to the Study conducted by Franklin (2011) of UK in Egypt a Case of Zaike Organization noted that Public Organization need to function at the highest level of operational efficiency and performance effectiveness because they are using public and donors’ funds. The findings also show that in nonprofits organization planning due to their exclusive reliance on public and donors’ funds. Consequently, they can utilize planning to retain public credibility by being accountable to donating bodies who want to make sure that their money is best channeled through nonprofit activities for some good reasons.

Another study by Handoussa (2008) An Increasing Importance of HRP a Case of Ministry of Social Solidarity using the sample of 800 employees declared that the number of Public Organizations in Italy is continuously increasing. However, there is a difficulty in estimating their accurate figure. The findings showed that the ministry of social solidarity has estimated the total number of nonprofits in Italy to be 21,500 in 2007. These organizations are mainly concentrated in the north where urbanization and well developed social capital prevail. He indicated that 7,652 nonprofits operate in Lower Italy primarily in Cairs and Jecks and 7,502 operate in Upper Italy.

A study by Hassan (2010) on the Determinants of Successfully HRP, using the case of Public Health Hospitals Staff in Norway showed that among the determinants of HRP success is the relevance of services provided to social needs, which is a sole assessment of customers in this case the Patients, the study found out that the effectiveness of these organizations is based on well-known performance benchmarks (this represents the financial perspective of the balanced scorecard) and the application of strong governance mechanisms. Thus, effectiveness of Public Organization should be evaluated using a multi-dimensional approach like the balanced scorecard.

The study concluded that Human resource planning aims at fulfilling the objectives of manpower requirement. It helps to mobilize the recruited resources for the
productive activities. The human resource planning is an important process aiming to link business strategy and its operation. The importances of human resource planning are as follows:

A study conducted by Cresswell (2012) titled future of HRP significance involving the sample of 450 Canadian Shield Organization respondents, showed that Human resource planning ensures that people are available to provide the continued smooth operation of an organization. The study simply concluded that human resource planning is regarded as a tool to assure the future availability of manpower to carry on the organizational activities. It determines the future needs of manpower in terms of number and kind.

Another study on Coping with Change by Bogdan (2012) of France titled Coping with Change, the study used the sample of 400 employee of Northern Province of France revealed that Human resource planning is important to cope with the change associated with the external environmental factors. The study concluded that HRP helps assess the current human resources through HR inventory and adapts it to changing technological, political, socio-cultural, and economic forces.

A study by Walker (2012) on Recruitment of Talented Personnel showed that another purpose of HR planning is to recruit and select the most capable personnel to fill job vacancies. It determines human resource needs, assesses the available HR inventory level and finally recruits the personnel needed to perform the job.

Gifford (2011) conducted a study titled Development of Human Resources; the study showed that Human resource planning identifies the skill requirements for various levels of jobs. Then it organizes various training and development campaigns to impart the required skill and ability in employees to perform the task efficiently and effectively.

Harrison (2012) shows that Human resource planning measures that the organization acquires and utilizes the manpower effectively to achieve objectives. Human
resource planning helps in assessing and recruiting skilled human resource. It focuses on the optimum utilization of human resource to minimize the overall cost of production.

The study by Crittenden (2011) of the Filipino’s Public Parastatal on Uncertainty Reduction, one importance or great of HRP is associated with reducing the impact of uncertainty which are brought by sudden changes in processes and procedures of human resource management in the organization. Human Resource Management: Importance of Human Resource Planning

Another study conducted by the Board of HR in South West Wales on the roles of Human Resource Planning in organization performance is the process of determining and ensuring that the organization has adequate number of qualified persons available at the proper times. The same number of employees should be able to perform jobs which meets the needs of the organization and provides satisfaction for individual employees. There were several importance of Human Resource Planning such as, Provides quality workforce, Reduces labor costs, Facilitates rise in skills, Effective motivation, Safety of health.

The study by Cakar (2012) revealed that one of the Importance of Human Resource Planning is that effective Human Resource Planning fulfills the organization needs for a quality workforce. Quality workforce aids in giving a company a competitive advantage over its rivals, Another Importance of Human Resource Planning according to Cracker is that a proper Human Resource plan reduces labor costs substantially by maintaining a balance between demand for and supply of HR i.e. works as a cost saving device for the company.

Unlike Cracker the study by Brown (2004) of India showed that on among the roles of HRP is the Facilitation skills, abilities and potential of the workforce through training and development. The findings further shows that Training employees helps them improve in their working capacity thus tend to develop to a quality workforce, but also Effective motivation is another Importance of Human Resource Planning.
An effective Human Resource Plan provides multiple gains to the employee by way of promotions, increase in salary and other fringe benefits. This definitely boosts employee morale.

The study by Blackmon (2008) of Bangladesh shows that there are several importance of Human Resource Planning one being safety of health of the employees which in turn improves the organization performance. The findings show that HRP provides for welfare, health and safety of its employees thus leads to an increase in productivity of the employees in the long run.

The study concluded that Now-a-days, so many opportunities are present for the efficient Human Resource manager in any organization. The requirement of HR manager is increasing as many reputable institutions are offering specialized discipline in the field of human resource management.

An HR manager brings manpower in the organization and it is very tough enough for the manager which candidates to be selected finally. For that, HR manager advertises vacancies, makes a short list from the uncountable applications to the interviews, then selects the best one for the recruitment and then arranges internal proper training session. It is a tough procedure to recruit the best candidate. The HR manager has to make it sure that he uses the best of his specialized knowledge for getting the best among the candidates applied and to sustain its manpower assets in the best process.

The study by Barman (2011) of Indonesia covered some key roles which assist in realizing as to why HR management is significant in the organization, the study mention several roles such as Advertising, selecting and recruiting the best candidate among many candidates according to the required number of employees, Training and developing of the recruited employees to meet the organization’s success, Maintaining the employees records and documents and making it sure that all their details remains private, Managing the payment aspects of the employees including their compensation, perks and advantages and so on, Keeping a track on the employee conduct, performance and attitude inside the organization, Motivating the
employees to stick to the organization via constant appraisal, admiration and appreciation techniques because it helps them build up their morale and remains the employee loyal inside the organization and Lastly Keeping a track on the transformation and changes that retain happening inside the organization.

Anastasi (2012) shows how change is inevitable in the organization and an HR manager holds it. He also plays a role in employee retention as just hiring the best employees is not enough, avoiding the turnover of the employees. He or she observes others and creates a good environment in the organization, creates strong relationships among the employees, after all enhances the professional image of the organization through working hard and also utilizing the best of the employees.

According to the study of Anastasi (2012) there are key factors as to why Human Resource planning is significant in the organization. An HR manager is the one who maintains tasks of the recruitment, training, motivating, quality of the human asset, creating a good atmosphere in the organization. An HR manager is not just an employee, he is the man who stands out as the ultimate source of supplying the organization with human resource, the most resource it needs. In this way Human Resource Department is being opened in the organization and to maintain that department human resource planning is important!

Amaratunga (2012) conducted a study on how HRP can Assuring Adequate Staff Levels, the findings showed that a primary function of human resources planning is making certain that various company departments have sufficient staff to complete all the work required to meet the organization’s goals. The business owner also must make sure that the workload is balanced -- no individual or department should be so overburdened with work that it is impossible to complete all assigned tasks on time. The results of this type of poor human resource planning include heightened stress levels for employees, burnout, missing deadlines and mistakes and errors. All of these outcomes negatively affect productivity and may result in higher employee turnover.
The study by Al-Shammari (2007) of Egypt using the Sample of Three Government Parastatal with the total employees of 3800 with the intention of findings Matching Skills to Current Organizational Needs As the company grows, the management function becomes more complex. Instead of everyone reporting to the owner, layers are added to the organization structure. The management team must supervise additional employees. Addressing these changing needs requires the business owner to determine if the current management team has the necessary experience and skills to succeed in a larger, more structured, more complex organization. If he identifies gaps, he creates new positions and hires new people.

According to the study of Richards, (2007) HRP Building an Ethical Business Culture A business owner often creates a code of conduct for employees to follow which defines what is considered ethical -- good -- conduct in dealing with customers, suppliers and co-workers. According to Richard (2007) the aim of building an ethical culture can be furthered by bringing on new hires that have a track record of high ethical behavior. This may require a more in-depth interviewing process in which the hiring manager asks candidates how they have dealt with ethical dilemmas on the job. Just because a sales manager has a track record of meeting or exceeding quotas in past positions, he may not live up to the ethical standards the owner wants to set for his organization.

The studies by Johne (2009) showed that HRP plays an important role on organization performance by providing or Finding Team Players, according to Johne (2009) A critical but difficult aspect of human resource planning is determining whether prospective new hires will fit in with existing members of the team. The owner wants to foster a harmonious work environment characterized by open and honest communication, so the more specifically he can articulate the corporate culture he seeks to create, the better the chances that candidates for new positions can articulate why they believe they would fit in.

Another study by Grosby (2010) on importance of HRP in organization performance is through identifying Employees Ready for Advancement, according Grosby (2010)
Human resource planning should include creating a path for advancement for each employee. The managers must assess which employees are ready to move up in the organization and which might need more seasoning in their current positions. He wants to make sure his organization is developing its own in-house managerial talent, and he may provide education and training opportunities to move the employees down the path toward taking on additional responsibilities.

2.5 Conceptual Frame Work

As the early literature reveals the performance of any organization depends on the nature of human resource hired by the organization. Robinson (2001) contends that without human factor profits, wealth, good image and all other good things, which make the organization successful, would not occur. Human resource is the magic ingredient, which turns everything into reality.

Therefore Peter Drucker (1999) confirms that human resource planning of competent human resource is the greatest opportunity for the improvement of performance and results. He stipulated that competent workers are the most productive, the most versatile and the most resourceful.

The right human resource planning process must be followed for any organization to receive the required and possibly qualified employees, the person to handle human resource planning exercise must be knowledgeable about the job. High quality employees with necessary skills and knowledge about the job will definitely lead to higher organizational performance when fully utilized.

In conclusion therefore the performance of any organization depends on its human resources, the human resource department must make sure that only qualified personnel should be put in place at the right time and fully utilized to ensure maximum returns.
2.6 The Conceptual Framework

Source: Adopted from Armstrong (2010)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design and methodology that was used to gather and analyze data. Research methodology refers to a systematic way applied to solve the research problem (Kothari, 2004).

Hence this part of the research presents research design, area of the study, population of the study, sample and sampling technique, data collection methods and lastly data analysis. The study intends to assess the roles of human resource planning towards organization performance in public institutions (the Case study of National Institute of Transport).

3.2 Research Design

This study adopted a case study research method. The researcher effectively studied The National Institute of Transport, the primary and secondary data was collected. It is a method of study in depth rather than breadth (Kothari, 1990).

The design was chosen because it was easily manageable during the process of data collection and provides possibility of making a thorough and intensive observation over salient features of individual. Also it will provide an opportunity for in-depth analysis of the unit to be studied.

3.3 Area of Study

It is very important for a researcher at the planning stage to clearly specify the area of the study and define the area to be researched (Cohen et al, 2010). The study was conducted at National Institute of Transport (NIT). The reasons for conducting this study in National Institute of Transport (NIT) was because it is the Head Quarter of Tanzania IT institutions but also it was the place where the researcher worked and
therefore it would have been easier for her to easily access data and all the vital information necessary for the study

The selection of NIT in Dar es Salaam was also purposively following financial and time constraints on the side of the researcher. Kinondoni Municipality was selected purposively basing on the indications of poor human resource planning and working environment found in the area.

3.4 Research Approach

This study adopted both qualitative and quantitative research approaches. Qualitative research is used to explore and understand people's beliefs, experiences, attitudes, behavior and interactions Cresswell (1994)

While, quantitative research is the systematic scientific investigation of quantitative properties and phenomena and their relationships. The objective of quantitative research is to develop and employ mathematical models, theories and or hypotheses pertaining to natural phenomena (Bogdan 1992).

The qualitative research approach helps the researcher to understand particular social situation, event, role, groups or interactions. In addition, the approach is explorative and discovery by nature (Bogdan and Biklen, 1992). Thus, qualitative research was selected because it is largely an investigative process where the researcher makes sense of social phenomenon by contrasting, comparing, replicating and classifying the object of the study (Creswell, 1994).

3.5 Study Population

Population refers to a group which the researcher is interested in gathering the information, as well as drawing conclusion on (Crowl, 1993). This study was conducted at National Institute of Transport in Dar es Salaam. The focus of this study was to cover all departments in which the study was considered. The total number of the population in the study area was 170 employees.
3.6 Unit of Analysis

One of the most important ideas in a research project is the unit of analysis. The unit of analysis is the major entity that one analyzes in the study. The unit of analysis in our study is the individual employee as we are searching on role played by HRP impact to organization performance.

3.7 Sampling Procedure and Sampling Techniques

3.7.1 Sampling Procedure

After the researcher obtaining a list of respondents from all department units allocated at NIT and number of employee from every unit, then, researcher divided the population into two major groups, who were administrators and subordinates according to their position and responsibilities in the departments.

3.7.1.1 Purposeful Sampling

It involved the selection of, top-level management, middle level management, and lower level management from every department included in the study. In this case, 19 (24%) of the respondents from management group who included Principal, Directors, head of other departments and other unit officers. Senior human resources manager and managing director were also to be selected due to their position as decision marker in different levels.

3.7.1.2 Simple Randomly Sampling

This involved the random selection of specific number of representative from a list of subordinates in the population. In this case every respondent from selected centre had equal chance of being included in the sample. In this case 61 (76%) respondents were selected from the population to represent academic staff and supporting staff as well.

3.7.1.3 Sample Size

The sample is a small number of respondents drawn from the population, of which the researcher is interested in gaining information and drawing conclusion. The sample size consisted 160 respondents as indicated on Table 3.1 bellow.
To get respondents, a list of employee were picked up from the human resource office. The institutes have one principal, two directors, five managers and twenty one officers. Therefore no sampling method was to be employed to get them since the required number tallied with what was available.

To get required number of academic staffs and supporting staffs purposive sampling method was applied to get number of those who served NIT for more than five years. Since the number is big, random sampling method was employed to get the required number of respondents.

3.8 Ethical Consideration
A researcher clearance letter was obtained from the Vice Chancellor of the Mzumbe University which introduced the researcher to the Dar es Salaam Regional administrative secretary, who then issued an introduction to the Administration of NIT.

3.9 Data Collection Methods
In this study, data was collected from both primary and secondary sources. Primary data was collected from the field through questionnaires and structured interview guides. Further, secondary data was collected from documentations such as scholarly papers, publications and the relevant documents.
3.9.1 Primary Data Collection Sources

According to Elhouse cited in Rwegoshora (2006), primary data are those which are collected for the time and are thus original in character. In this study both questionnaire and interviews are the major data collection instruments that were used. This is because; data which was not captured through questionnaires then was being captured in interviews.

3.9.1.1 The Questionnaires

The questionnaire is quite popular, particularly in case of big enquiries (Kothari, 2008). In this study Questionnaire was used to capture overviews and general information about system implementation. This technique has various advantages, it has the nature of inclusiveness as well as the ability to collect large amount of data in short period of time, but also it covers the wider geographical area, it gives respondents great freedom to express their views the way they want hence the chance of being bias is very minimal.

This method minimizes costs and the similar data which is collected can be interpreted and compared hence the possibility of getting the accurate and reliable data is high. However as pointed out by Kothari, this method has its shortcomings low rate of return of the duly filled in questionnaires, possibility of ambiguous replies as well as difficult to know whether willing respondents are truly representatives (See Appendix II A and B).

3.9.1.2 Interviews

Interview is a research instrument for data collection that involves the collection of data through direct verbal interaction between researcher and respondents. This method was involved presentation of oral-verbal stimuli and reply in terms of oral-verbal responses (Kothari, 1990). In this study, both structured and unstructured questions were employed to collect primary data.

The researcher used interviews which contained broad topics or areas to be covered in the interview. It served as the suggestive reference during the interviews. It was aided through focusing on salient points relating to the study.
3.9.2 Secondary Data Sources

Secondary data means the data that are already available, the data which have already been collected and analyzed by someone else (Kothari, 2004). They are not original because they have already been processed by others. These may either be published or unpublished materials. One of the major sources of secondary data is documentary review; this method entails the use of various relevant documents. In this study documents like various reports patterned to this study were consulted.

Apart from relevant reports, other documents like files, publications, journals, magazines and other office records were reviewed. Documents like policy and strategy was also to be used as a secondary data. More details about system originality and its functionality were reviewed so as to know the current status of the system implementation.

3.10 Validity and Reliability of the Research Instruments

To ensure validity and reliability of the data to be collected, questionnaires, and interview was tested in a small sample with the aim of ensuring their effectiveness and accuracy in getting intended data from the field. This helped the researcher to justify and correct the instruments before the actual process of field data collection (Creswell, 1994).

3.11 Data Analysis Plan

The data analysis plan assisted the researcher to have a good plan on how information to be collected from the field so as to analyze and communicate during the study. Such planning also helped the researcher to prepare instruments like forms for recording the information before going into the field. This enabled the researcher to have a mental picture of how the results are to be recorded, processed analyzed and communicated.

Thus, the data collected from the field was recorded, compared and describe according to the type of instruments were used to collect that information as follows:
Information obtained through questionnaires and interviews to be recorded, tallied and converted into percentages for interpretation and descriptive reporting.

Regarding data from interviews, responses were grouped by themes and the themes were described in the form of statements. Similarly, information obtained through observation and documentary review was subjected to content analysis. These data was matched with the relevant research questions for interpretation and conclusion.
CHAPTER FOUR

RESULTS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter seeks to analyze and summarize data and present findings on Human Resource Planning on organizational performance in NIT. The respondents were asked to state their gender and the following were the results.

Table 4.1 Gender of respondents
The respondents were asked to state their gender and the following were the results.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>90</td>
<td>56%</td>
</tr>
<tr>
<td>Female</td>
<td>70</td>
<td>44%</td>
</tr>
<tr>
<td><strong>Total population</strong></td>
<td><strong>160</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Research data, 2013

The respondents were categorized as Male and Female making a total population of 160 respondents out of which 56 percent were Male and 44 percent were females.

Table 4.2 Age of respondents
The respondents were asked to state their age and the following were the findings.

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 – 25</td>
<td>10</td>
<td>6%</td>
</tr>
<tr>
<td>26 – 30</td>
<td>30</td>
<td>19%</td>
</tr>
<tr>
<td>31 – 35</td>
<td>52</td>
<td>33%</td>
</tr>
<tr>
<td>36 – 40</td>
<td>60</td>
<td>38%</td>
</tr>
<tr>
<td>45 and above</td>
<td>8</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>160</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Research data, 2013
Majority of the respondents lied in the range of 36 years to 40 years. This accounted for 38 percent from this age group, followed by 33 percent in the age range of 31 years to 35 years, few respondents lied in the age range of 45 years and above which accounted for 5 percent.

Table 4.3 Marital status of respondents

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>60</td>
<td>38%</td>
</tr>
<tr>
<td>Married</td>
<td>90</td>
<td>56%</td>
</tr>
<tr>
<td>Divorced</td>
<td>5</td>
<td>3%</td>
</tr>
<tr>
<td>Widowed</td>
<td>5</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>160</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Research data, 2013

Of the respondents, 56 percent were married which was the vast majority, 38 percent were unmarried 3 percent were widowed and 3 percent were divorced.

Table 4.4 Duration of service of respondents

The respondents were asked to state the number of years worked in the institution, the following were the findings.

<table>
<thead>
<tr>
<th>Working Experience</th>
<th>Male</th>
<th>Female</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-3 years</td>
<td>10</td>
<td>15</td>
<td>16%</td>
</tr>
<tr>
<td>3-6 years</td>
<td>60</td>
<td>50</td>
<td>69%</td>
</tr>
<tr>
<td>7-10 years</td>
<td>6</td>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td>10 years and above</td>
<td>4</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>70</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Research data, 2013

According to table 4 above, the biggest percentage of employee 69 percent have worked with NIT between 3-6 years, while 16 percent have worked for 3 years, and only 7 percent have worked for 7-10 years and the rest 4% had worked for 10 and above years.

4.1 Findings on the Nature of Human Resource Planning

The following table summarizes the respondents’ views towards the elements of
Human Resource Planning at NIT.

Table 4.5  Elements in human resource planning

<table>
<thead>
<tr>
<th>Element</th>
<th>Agree</th>
<th>Disagree</th>
<th>Undecided</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRP is a key element departments carryout</td>
<td>100</td>
<td>40</td>
<td>20</td>
</tr>
<tr>
<td>HRP prerequisites should be considered</td>
<td>150</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>HRP involves making an inventory</td>
<td>90</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>HRP is a prime responsibility for management</td>
<td>120</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>HRP is subject to environmental changes</td>
<td>60</td>
<td>70</td>
<td>30</td>
</tr>
<tr>
<td>All categories of HR should be planned for</td>
<td>130</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>HRP is a continuous process</td>
<td>125</td>
<td>10</td>
<td>25</td>
</tr>
</tbody>
</table>

Source: Research data, 2013

The above table shows the respondents’ position towards various elements of human resource planning. Over 70% of the respondents were in agreement with various elements of human resource planning.

According to the Human Resource Department NIT Tanzania, it makes an inventory of its current Human Resources so as to determine the Human Resource needs of the institution. The inventory in involves the number of staff and their relevant skills, gender ratios, and also the work scope. This is in agreement with (Randall, 1999) who stressed that the current number of human resources, age structure should be considered when carrying out the inventory. 80 percent of the respondents agreed that making an inventory, is a key element in Human resource planning, 8 percent disagreed and 12 percent were undecided.

Planning for Human Resources is a prime responsibility of management to ensure effective utilization of present and future Human Resources. The Human Resource Department in conjunction with other Departments plan for any Human resource requirement. In the same line, (Ivan Cenrich, 2002), argues that management has the responsibility to plan for its human resources. 92 percent of the respondents agreed that it is a prime responsibility of management, and 8 percent were undecided.

In NIT Tanzania, all the departments are charged with the responsibility to keep all personnel records (Human Resource Department, NIT Tanzania). NIT has embarked on keeping proper records of its entire staff so as to make Human Resource Planning
easier for the respective departments. According to the respondents, 80 percent agreed that it is vital to keep records, whereas 8% disagreed and 12 percent were undecided.

In a bid to ensure consistence in overall plans for the institution, NIT Tanzania has integrated Human Resource Plans with the overall institution’s corporate strategy. The integration of human resource plans helps the institution to make long term plans. Full integration of the Human resource plans is important to make long term strategies.

In NIT Tanzania, planning for all the categories of human resources is requirement in order to have a competitive advantage in terms of having quality human resources. Plans fo4r the existing staff are carried out for example remuneration, also other categories such as new recruits, and potential employees in the labor market, and also leavers who would want to retire, this is in line with what (Walker, 2002) who emphasizes planning for all staff in the organization. According to respondents, 80 percent agreed that all categories should be planned for, 16 percent disagreed and only 4 percent were undecided.

The Human Resource Department in NIT Tanzania carries out Human Resource Planning on a reasonably regular basis, this is due to environmental changes in the labor market which affect the a1read drawn plans for Human Resources. Therefore, in a bid to overcome such changes, NIT carries out Planning for its Human Resources for the institution to ensure that it has the required number of employees.

4.2 Findings on the challenges of Human Resource Planning

Challenges are inevitable aspects of planning since planning involves making forecasts of the future, which is uncertain. In a bid to plan for its Human Resources, NIT Tanzania has encountered challenges.
The respondents were asked to give their views on the effect of new technology, the following were the results.

**Figure 4.1     New technology**

![Graph showing percentages of agreement, disagreement, and undecision on the effect of new technology on Human Resource Planning.]

Source  Research data, 2013

From the Figure above, 70 percent agree that the new technology has affected Human Resource Planning, 18 percent disagree and 12 percent were undecided.

Also from the interview conducted, rapid development and application of new technologies has had an impact on planning for Human Resources. The new technologies calls for training of staff so as to be equipped with the relevant skills in applying such technology for example security system software, technicians to repair any network problem or even machines. (Ivan Cenrich, 2002) argues in the same line that technological changes have a great impact on human resource plans for organizations.
The following figure shows the respondents views on the challenge of employee attitudes

Figure 4.2   Employee attitudes

From Figure 4.2 above, 63 percent of the respondents agreed that changing employee attitudes affect Human Resource Planning, 25 percent disagreed and 12 percent were undecided.

In addition to the above, from the interviews conducted, the planning body has faced a challenge of assigning duties that require employees to change geographical location. Most employees have a negative attitude towards working in upcountry regions. (Walker. 1990) also argues in the same line by stressing that changing employee attitudes toward relocations creates a new pattern of worker mobility.

The following table shows the respondents views on the issue of changing technology.
Figure 4.3  Changing economic conditions

Source  Research data, 2013

From the table above, 63 percent of the respondents agreed that the changing economic conditions have had an impact on Human Resource Planning, 25 percent disagreed and only 12 percent were undecided. In the same point of argument, (Alcorso, 2003) asserts that changing economic conditions play havoc with personnel costs when planning for human resources.

Figure 4.4 below shows the respondents views on the issue of matching individual interests with the institutions.
From the respondents views, 50 percent agreed that matching individual interests with the institution is a challenge that is affecting Human Resource Planning, 38 percent did not agree with the view while 22 percent were undecided. In other findings through interviews, different individuals have differing expectations, therefore the planning unit of NIT has faced a challenge in harmonizing individuals’ expectations with the institution’s goals, this is in relation to promotion, transfers, salary increment to mention a few.

Also, (Lynch, 2004) stresses that aligning an individual goal with the organizations is a big challenge.

**Other findings on challenges of Human Resource planning**
The following table shows the respondents’ views on other challenges faced when planning for their human resource when they were interviewed.
**Table 4. 6  Other factors affecting human resource planning**

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Agree</th>
<th>Disagree</th>
<th>Undecided</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Freq</td>
<td>%</td>
<td>Freq</td>
</tr>
<tr>
<td>HRP is affected by demographic changes</td>
<td>20</td>
<td>13</td>
<td>100</td>
</tr>
<tr>
<td>HRP is affected by future environmental changes</td>
<td>110</td>
<td>69</td>
<td>40</td>
</tr>
<tr>
<td>HRP is affected by changing labor laws</td>
<td>30</td>
<td>19</td>
<td>100</td>
</tr>
<tr>
<td>Top management has not offered full support</td>
<td>50</td>
<td>31</td>
<td>108</td>
</tr>
</tbody>
</table>

Source: Research data, 2013

From the respondents’ views, 13 percent agree that demographic changes affect Human Resource Planning in comparison with 63 percent who disagree and 25 percent who are undecided. 69 percent agree that the environmental changes affect Human Resource Planning, 25 percent disagree, and 7 percent were undecided. Majority of the respondents 63 percent disagree that Human Resource Planning is affected by changing labor laws, while 19 percent agree and 19 percent were undecided. Of the respondents, 31 percent agree that top management has not offered full support while 68 percent disagree and 2 percent were undecided.

4.3  **Findings on strategies to improve Human Resource Planning**

In a bid to ensure effective and efficient use of its Human Resources, NIT has proactive strategies to improve Human Resource Planning.

The respondents were asked to suggest strategies to improve human resource planning; the following table shows their views on training as a strategy.

**Table 4. 7  Training**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Agree</th>
<th>Disagree</th>
<th>Undecided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and development is vital in HARP</td>
<td>120</td>
<td>10</td>
<td>30</td>
</tr>
<tr>
<td>Percentage</td>
<td>75%</td>
<td>7%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Source: Research data, 2013
Of the respondents, 75 percent were in agreement that training and development is vital in Human Resource Planning, 7 percent did not agree, and 19 percent were undecided. The institution also offers interactive personalized training, on the job rotations and personal mentoring from senior management to provide a comprehensive learning experience. This strategy has seen NIT attract and retain high quality employees. This is line with (Singler K., 2000) who stresses that training is a principle vehicle for developing skills and abilities.

The following table shows the respondents views on the HR information system as a strategy to improve HRP.

**Figure 4.5 HR information system**

Source: Research data, 2013

From the respondents view, 88 percent agreed that Human Resource information system can improve Human Resource Planning, 2 percent disagreed, and 10 percent were undecided.

Also, from the interviews conducted, the institution has a Human Resource information system that is well updated: the data includes the number of employees, and other relevant information that is necessary for planning purposes. A well kept and updated database is maintained to enable reliable Human Resource forecasts and adjustments where required. In the same line (Walker. 2000), reliable data on human resources helps to make informed decisions and make necessary changes.
The following table shows the respondents views on advance planning as a measure to improve human resource planning.

**Figure 4.6  Advance planning.**

![Pie chart showing percentage of respondents' views on advance planning]

Source Research data, 2013

From the above table, 94 percent of the respondents agreed that advance planning can be used to improve Human resource Planning, 2 percent disagreed while 8 percent were undecided. Advance plans also are used to improve the objectivity of staffing plans. This helps the NIT to determine Human Resource needs in advance so as to carry out budgets well knowing the future needs. The institution has embarked on contingency plans that would cater for any unforeseen occurrences since the economic, technological and other environmental aspects are dynamic. This is in line with (Armstrong, 2003), who stresses that advance planning improves the objectivity of staffing plans.

The following table shows the respondents views on installing a program of personnel resources to improve human resource planning.
### Table 4.8 Installing a program of personnel resources

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Agree</th>
<th>Disagree</th>
<th>Undecided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Installing a program of personnel resources can improve HRP</td>
<td>120</td>
<td>35</td>
<td>5</td>
</tr>
<tr>
<td>Percentage</td>
<td>75%</td>
<td>22%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Source: Research data, 2013

Of the respondents, 75 percent agreed that installing a program of personnel resources planning can improve Human Resource Planning, 22 percent disagreed and 3 percent were undecided.

The program was found out to have helped the institution to have the right number of people doing the right tasks and also identifying any shortfalls in human resource needs as they occur. The program also has enabled NIT to integrate the Human Resource Plans in the overall corporate strategy. In the same line, (Jerry, 2003) stresses that installing such a program helps to coordinate data into corporate needs and make managerial positions based on gathered information.

### 4.4 Chapter Conclusion

NIT has taken a considerable step to efficiently plan for its Human resources, from the respondents view, it is clear that the institution has faced challenges with an average of 50 percent agreeing with the questions asked. Though faced with challenges in Human Resource Planning, it has devised means to counteract such challenges this is reflected in the respondents’ views of over 65 percent agreeing with strategies put in place, this has enabled the institution to compete favorably. The Human Resource Plans have also enhanced the staff wellbeing. Human Resources are valued as an important resource in the smooth operation of institution’s activities.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This Chapter presents a summary of the study, conclusions, recommendations as well as identifying areas for further research.

5.1 Summary of findings
The research aimed at analyzing Human Resource Planning with regard to its nature, challenges and strategies to improve planning. The research study was guided by the following objectives: to assess the nature of human resource planning; to examine the challenges of human resource planning; to recommend strategies to improve human resource planning; and to establish the relationship between human resource planning and organizational performance. As a whole, the study reveals the fact that Human Resource Planning if well planned can enable the institution to have quality Human Resources at the right time doing the right activity in the right place. Though with challenges in forecasting without certainty, contingency plans to overcome any unexpected occurrences have to be drawn.

Planning is an embracing activity of the organisation. Organisations must plan in order to establish where they are, where they need to be and have a way forward on how to get there. Human Resource is an important function of the organisation which leads to the adequate resource utilisation of the right people to do the right tasks at the right time and in the right way. This leads to acquisition of goals in an efficient and effective manner.

5.2 Conclusion
From the above discussions, Human Resource Planning is one of the key elements that have to be considered, if NIT has to get the best out the employees, the Planning for them should be top priority in enabling the institution to realize its set goals and
objectives. Basically, planning for human resources involves setting the required objectives, analyzing the environment, carrying out an audit of Human Resources, making a forecast, reconciling the demand and supply of Human Resources and evaluating the implementation. If the mentioned steps are followed, Human Resource Planning is an efficient tool to achieve the goals and objectives of NIT.

5.3 Managerial and Policy Recommendations

Planning for Human resources should be carried out regularly so as to discover any shortfalls as they may arise. The planning Unit for Human Resources of NIT should also involve the employees in the plans they make so that they feel part of the company and also this would prepare them in case of any change.

Different departments in NIT should coordinate in order to have their Human resource needs catered for when planning for the institution as a whole. This should be accompanied with proper Human Resource records kept and an updated database so as to make plans based on accurate records.

It is also recommend that in planning for Human Resources different employee needs should be put into consideration, this is because different individuals have differing needs. This is line with making transfers, restructuring, rotations and other forms of adjustments.

5.4 Policy Recommendations

The Public Sector in Tanzania lacks the formal means necessary for effective performance reporting. Thus, the Tanzanian government has to activate the role of the ministry of social affairs, as a solid regulatory body, in overseeing the role and supporting the needs of Public Organization.

The ministry responsible has to offer more professional training for the managers of Public Sectors on how to use HRP planning protocols into their strategic
management agenda. The ministry has a responsibility to offer them the technical and financial support needed. Also, managers of these Public Sectors can be trained on the use of formal performance evaluation tools.

The Tanzanian government can mandate the use of HRP and systematic performance assessment tools as means to improve accountability measures over the Public Sector. For example, the government can develop and pass either the Government Performance or results Act (GPRA) of 1993 (Blackmon, 2008; and Franklin, 2011) or performance based budgeting system to the ministry of social affairs as an effective governance tool. Following this could allow Public Sector to justify how effective are they in offering valuable public services.

Consequently, the ministry in charge can allocate more funds to only Public Sector which adhere to this act by using strategic planning and performance assessment in a systematic fashion.

The ministry of social affairs has to find some ways for mutual cooperation and coordination among Public Sectors in providing the various public services needed by the society.

More inclusion of women and youth leadership should be encouraged and promoted through the managerial development of women and youth potentials.

5.4 Areas for Further Research

The researcher feels that there is need to research on the following areas in.

i. Techniques for career planning.

Human resource planning and organization and productivity.

Future research can examine the primary impediments to utilizing both HRP protocol in the management of Tanzania Public Sector and the balanced scorecard for performance effectiveness assessment.
ii. Further research can examine and analyze the impact of different HRP planning models on improving Public performance effectiveness. Based on this analysis, practical recommendations can be given on what are the strategic planning models that best suit the nature of nonprofit organizations in Tanzania.

iii. Further research can apply a mixed methods approach for this scientific inquiry. For example, the inquiry can start by a qualitative phase represented by interviewing each stakeholder group (customers, employees, financial executives, board members, and volunteers) respectively, in order to better reflect their own perceptions about and assessment of performance effectiveness of their organizations. This can add more insights on how to further develop the survey to be used in the second quantitative phase.

iv. Further research can investigate the impact of strategic planning on Public organizations’ performance effectiveness using multiple indicators of performance effectiveness that are beyond the mere accomplishment of their mission statement.

v. Future research can examine organizational financial performance data to avoid self

vi. A retrospective longitudinal research design can be adopted in future research efforts to measure the proposed relationships among research constructs. This will allow multiple measurements of the phenomenon to be made over wider time intervals.

vii. Future research on Public Organizations needs to question if there is a direct, one to one, causal relationship between Public Organization performance and strategic planning or other factors might intervene (Griggs, 2002). The only way to measure this is to conduct experimentation and control for the effect of potential extraneous variables.
REFERENCE


Hamel O’ Connel (2000), Does training really work?: The returns to in company training in industrial and labour relations review 54(3) pp245-647.


APPENDICES

NATIONAL INSTITUTE OF TRANSPORT (NIT) TANZANIA
QUESTIONNAIRE ON HUMAN RESOURCE PLANNING AND
ORGANISATIONAL PERFORMANCE

Dear respondent, this study is about human resource planning and organizational performance in NIT. You have been identified as a key informant, please spare a few minutes of your busy schedule to fill this questionnaire. The responses will be aggregated to the organization and used purely for academic purposes. Your honest and sincere responses are highly appreciated and shall be treated with utmost confidentiality.

Please tick in the appropriate box where applicable with alternatives YES or NO then give your responses where required.

QUESTIONNAIRE TO EMPLOYEES

Section A: Background information

1. Name of your department at NIT

………………………………………………………………………………………………..

Sex of Respondents

   a) Female ( )   b) Male ( )

2. Age range

   i. 18-25 ( )
   ii. 26-30 ( )
   iii. 31-35 ( )
   iv. 36-40 ( )
   v. 45 and above ( )

3. Level of education

   i. Primary ( )
   ii. Ordinary / Advanced Secondary School ( )
NATIONAL INSTITUTE OF TRANSPORT (NIT) TANZANIA
QUESTIONNAIRE ON HUMAN RESOURCE PLANNING AND ORGANISATIONAL PERFORMANCE

Dear respondent, this study is about human resource planning and organizational performance in NIT. You have been identified as a key informant, please spare a few minutes of your busy schedule to fill this questionnaire. The responses will be aggregated to the organization and used purely for academic purposes. Your honest and sincere responses are highly appreciated and shall be treated with utmost confidentiality.

Please tick in the appropriate box where applicable with alternatives YES or NO then give your responses where required.

QUESTIONNAIRE TO EMPLOYEES

Section A: Background information

1. Name of your department at NIT

................................................................................................................................................................

Sex of Respondents

   a) Female ( ) b) Male ( )

2. Age range

   i. 18-25 ( )
   ii. 26-30 ( )
   iii. 31-35 ( )
   iv. 36-40 ( )
   v. 45 and above ( )

3. Level of education

   i. Primary ( )
   ii. Ordinary / Advanced Secondary School ( )
iii. Ordinary / Advanced Diploma
iv. First Degree
v. Masters
vi. PhD
Others (specify)  

Mention your area of specialization.

4. What is your length of service in NIT?
   i. Less than 3 years
   ii. Three to six years
   iii. Seven to ten years
   iv. More than ten years

SECTION B: NATURE OF HUMAN RESOURCE PLANNING
5. Do your organisation practice Human Resource Planning for its employees?
   Yes ( )  No ( )

If yes, state the nature of Human Resource Planning available in NIT.

6 All categories of human resources should be planned for in NIT?
   Yes ( )  No ( )

If yes, what categories of human resources should be planned for?
7 HRP is a prime responsibility of management in order to ensure effective utilization of Human Resources; do you agree?
Yes ( ) No ( )

If yes, state how human resources have been utilized.

8 Are you satisfied with the level of Human Resource Planning in your organization?
Yes ( ) No ( )

Give reasons for your answer.

Please give suggestions in order to improve on HRP in your organization.

9 Are there any other aspects that are important when carrying out Human Resource Planning in NIT?
Yes ( ) No ( )
If yes, mention any other aspect that is important when carrying out Human Resource Planning in NIT

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B. CHALLENGES OF HUMAN RESOURCE PLANNING
1. Are there challenges that have affected Human Resource Planning in your organization?
   Yes (  )    No (  )
   If yes, mention the challenges.
   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................

2. Suggest possible measures to overcome the challenges of HRP in NIT.
   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................

SECTION C: STRATEGIES TO IMPROVE HUMAN RESOURCE PLANNING
   (i) Suggest strategies to improve human resource planning.
   (ii) ...........................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................
SECTION D: ORGANIZATIONAL PERFORMANCE

• What has affected your performance in NIT?
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…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………..............

How could your performance be improved?
…………………………………………………………………………………………
…………………………………………………………………………………………
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• NIT arranges various programmes that have been aimed at improving organizational performance.
Yes (     ) No (    )

If yes, state them.
…………………………………………………………………………………………
…………………………………………………………………………………………
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• Suggest some other strategies that can be adopted by NIT in order to improve on its organizational performance.
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………………………………………………………………………………
SECTION E: HUMAN RESOURCE PLANNING AND ORGANIZATIONAL PERFORMANCE

1. There is a relationship between human resource planning and organizational performance.
   Yes ( )   No ( )

   If yes, state the relationship between human resource planning and organizational performance
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................

2. Human resource planning has not affected organizational performance in NIT.
   Yes ( )   No ( )

   If yes, give reasons
   ........................................................................................................................................
   ........................................................................................................................................
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   ........................................................................................................................................

3. In your opinion, what could be done in order to improve on organizational performance in NIT?
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   ........................................................................................................................................
Thank you for your cooperation
QUESTIONNAIRES TO THE ADMINISTRATORS AT NIT

Section A: Background information

1. Name of your department at NIT

2. Sex of Respondents
   a) Female (   )   b) Male (   )

3. Age range
   i. 18-25 (   )
   ii. 26-30 (   )
   iii. 31-35 (   )
   iv. 36-40 (   )
   v. 45 and above (   )

4. Level of education
   i. Primary (   )
   ii. Ordinary / Advanced Secondary School (   )
   iii. Ordinary / Advanced Diploma (   )
   iv. First Degree (   )
   v. Masters (   )
   vi. PhD (   )
   Others (specify) .................................................................
   Mention your area of specialization.

4. What is your length of service in NIT?
   i. Less than 3 years (   )
ii. Three to six years ( )
iii. Seven to ten years ( )
iv. More than ten years ( )

SECTION B: NATURE OF HUMAN RESOURCE PLANNING

5. Do your organisation practice Human Resource Planning for its employees?
   Yes (  ) No (  )

If yes, state the nature of Human Resource Planning available in NIT.
.................................................................................................................................
.................................................................................................................................
.................................................................................................................................

6 All categories of human resources should be planned for in NIT?
   Yes (  ) No (  )

If yes, what categories of human resources should be planned for?
.................................................................................................................................
.................................................................................................................................
.................................................................................................................................
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7 HRP is a prime responsibility of management in order to ensure effective utilization of Human Resources; do you agree?
   Yes (  ) No (  )

If yes, state how human resources have been utilized.
.................................................................................................................................
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69
8. Are you satisfied with the level of Human Resource Planning in your organization?
   Yes (  )    No (  )

Give reasons for your answer.
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Please give suggestions in order to improve on HRP in your organization.
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9. Are there any other aspects that are important when carrying out Human Resource Planning in NIT?
   Yes (  )    No (  )

If yes, mention any other aspect that is important when carrying out Human Resource Planning in NIT.
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C. CHALLENGES OF HUMAN RESOURCE PLANNING
1. Are there challenges that have affected Human Resource Planning in your organization?
   Yes (  )    No (  )

If yes, mention the challenges.
2. Suggest possible measures to overcome the challenges of HRP in NIT.

SECTION D: STRATEGIES TO IMPROVE HUMAN RESOURCE PLANNING

(i) Does your organization have strategies to improve human resource planning?
   Yes ( )   No ( )

   If yes, mention the strategies that your organization has to improve human resource planning.

(ii) Mention any other strategies that can be of importance to improve Human Resource Planning in NIT.
Mention any other issue related to Human Resources Planning in relation to Human Resource Management that can be of importance to enhance Human Resource Management in the Organization

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Are there approaches you use during human resource planning?

Yes (       )       No (    )

If yes, mention them.

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