

# **KAMPALA INTERNATIONAL UNIVERSITY**

**THE ROLE OF HUMAN RESOURCE PLANNING IN THE DEVELOPMENT OF  
AN ORGANISATION: A CASE STUDY OF WAKISO DISTRICT**

**BY**

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**A RESEARCH PROPOSAL SUBMITTED IN PARTIAL FULFILMENT OF FOR  
THE A WARD OF A DEGREE OF SOCIAL WORK AND  
SOCIAL ADMINISTRATION OF KAMPALA-  
INTERNATIONAL UNIVERSITY**

**OCTOBER 2008**

## DECLARATION

I, hereby declare that the work contained in this proposal is original and has never been submitted to any Institution for award of a degree.

Signed..........

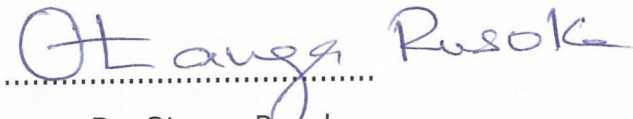
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### APPROVAL

This report has been submitted with the approval of the academic supervisor.



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Date.....16-10-2008

## **DEDICATION**

This work is dedicated to my beloved mother without whose love, support and care I would not have made it this far.

## ACKNOWLEDGEMENT

Special thanks go to Dr. Otange Rusoke for his guidance and advice. For without his assistance, this work and my course as a whole would be far much more challenging.

I would also like to extend gratitude to the respondents for dedicating their valuable time to filling my questionnaires and attending to the interviews.

Finally, I wish to thank all my friends for being good to me. I love you all. Thank you very much and may God bless you.

## TABLE OF CONTENTS

Cover Page .....	i
Declaration.....	ii
Approval.....	iii
Dedication .....	iv
Acknowledgement.....	v
Abstract.....	vii
<b>Chapter One: Introduction .....</b>	<b>1</b>
1.1 Background.....	1
1.2 Statement of the problem.....	3
1.3 Purpose of the study.....	4
1.3.1 Objectives of the study.....	4
1.4 Research Questions .....	4
Scope of the study.....	4
1.5 Significance of the study.....	5
<b>Chapter Two: Literature Review .....</b>	<b>7</b>
2.1 Overview of Literature .....	7
2.2 Definitions .....	7
2.3 Human Resource Management Process .....	7
2.4 Role Of HRP in development .....	9
2.5 Rationale of HRP .....	12
2.6 Factors Affecting HRP .....	15
<b>Chapter Three: Methodology .....</b>	<b>17</b>
3.1. Assembling Research Tools .....	17
3.2 Research Design .....	17
3.3 Area of study .....	17
3.4 Sample Size and Selection .....	18

3.5 Data Collection Instruments .....	18
3.6 Procedure.....	19
3.7 Analysis .....	19
3.8 Limitations .....	20
<b>CHAPTER FOUR: Presentation and Discussion of data .....</b>	<b>21</b>
4.1 Conceptualising the Findings .....	21
4.2 Background Information .....	21
4.3 Analysis and Presentation .....	21
<b>CHAPTER FIVE: Summary, conclusion and recommendation .....</b>	<b>32</b>
5.1 Summary .....	32
5.2 Conclusion .....	33
5.3 Recommendations .....	34
5.4 Areas for further research .....	36
References.....	37
Appendix .....	38

## ABSTRACT

This study was aimed at examining the role of human resource planning in the development of an organization. It is based on the following objectives: to identify the level of human resource management practices in an organization, to examine the role of human resource planning in the general development of the organization, to identify the factors affecting the human resource planning process.

Data was collected using purpose developed self-administered questionnaires from 40 respondents of both sexes who was selected using convenient random sampling.

It was discovered that the district is one of the most performing local council governments in Uganda. Wakiso district has spruced the Ministry of Local government development plan goals

A conclusion was made that Human resource planning has greatly impacted on the performance and development of Wakiso district. Effective and highly qualified employees have been taken on and they have played a significant role in development

It was recommended that government should be engaged in the Human Resource Planning process to provide necessary facilities, equipments and resources needed in the process of H.R.P and on top of that the government should follow up the funds allocated for Human Resource Planning so that it is not misused by those in charge of it.



## **CHAPTER ONE**

### **1.0 Introduction**

This chapter covered the background of the study, statement of the problem, objectives of the study, scope of study and significance of the study.

### **1.1 Background of the Study**

Modern personnel planning dates from the progress of human resource planning when it was used to allocate staff to develop career structures in conditions of acute shortages of skills. Traditionally management ensured that it could always obtain the personnel required whenever it needed them. However, as a discipline with a strong conceptual base, it did not fully arise until the works of Bartholomew (1967) at the University of Kent, Morgan at Cambridge and Smith (1970, 1971) at the UK's Civil Service Department. Much of the works in both institutions was concerned with the analysis (Bartholomew and Forbes 1970).

This stage of conceptual development was consolidated by the emergency of corporate view of human resource planning in the mid 1970's which continued through the 1980's particularly as advocated by Bal (1974), McBeath (1978) and Lynch (1982). The thrust of this view is that human resource planning follows from and is complementary to organizational strategy. The initial interpretation of this approach was that human resource planning was subservient to corporate planning, but this was criticized by Edwards (1983) who advocated that human resource analysis should influence corporate strategy development.

Human Resource Planning also called personnel planning implies the analysis of possible discrepancies in the future between personnel demand and supply. Personnel demand will be called personnel requirement and personnel supply will be called personnel availability. One type of human resource planning is the planning of short-term succession of managers or the assignment planning of positions to individual employees for the next year.

Another type however, may be executed to match the requirement for and availability of personnel for the medium and long-term. This type considers groups of employees; we call this the multi-category approach to Human Resource Planning.

Increasingly, long-term human resource planning is becoming critical to the effective functioning of organizations. The rapidly changing and highly competitive worldwide market place is causing firms to turn to their human resource for survival and competitiveness. Because there is a greater understanding that an organization's workforce cannot be turned around on dime, long-term H.R.P is gaining currency. It is an activity that demands integration of the skills and knowledge of the human resource planner and all other executives responsible for strategic planning. Although there are many types of long-term planning efforts, we use succession planning as our primary example of the process.

Many organizations now recognize that they can benefit from two-way linkage between business and H.R.P. With a two-way linkage, business plans are considered somewhat malleable in that they are influenced by human resource considerations, such as the cost and availability of labour. Such organizations realize that profitability requires that business objectives be linked to people-planning activities. If the right people are unavailable, performance goals cannot be met "A two-way linkage is

evident when astute managers no longer assume that every plan is doable" (Mills, 1985). Recently some organizations have moved toward having a completely integrative linkage between business planning and H.R.P. In these organizations, organizational effectiveness is facilitated by a human resource executive who is a fully participating member of the top management team. In this case business plans can be substantially modified by the human resource executive, and business results can be substantially improved.

The various authors of the last 30 years have defined Human Resource Planning according to their own disciplines. Philosophies, orientations and contextual frameworks. To facilitate the decisions, these contributions are grouped as strategy oriented definitions and process oriented definitions.

All in all, the activities of human resource planning is carried out by the human resource management departments or sections which have to manage human resource effectively and it also involves the use of people to perform duties which are necessary for organizational success. So, the human resource departments carry out functions or activities related to recruitments, hiring, interviewing, training, retention, promotion, separation and support of staff.

## **1.2 Statement of the Problem**

The organizational structure of Wakiso District consists of departments which include the human resource department, road department, the finance department, community based services department, court department, education department Land and survey, and the health department.

Though H.R.P has a role it plays in the development of an organization, this research was conducted mainly to find out the extent to which H.R.P has led to the development of Wakiso District.

### **1.3 General Objective**

The overall objective of this research was to find out the role of human resource planning in the development of an organization.

#### **1.3.1 Specific Objectives**

1. To identify the level of human resource management practices in an organization
2. To examine the role of human resource planning in the general development of the organization.
3. To identify the factors affecting the human resource planning process.

### **1.4 Research Questions**

1. What Human resource management practices are carried out in Wakiso district?
2. Do human resource planning practices impact on development and performance of an organization?
3. What factors affect human resource planning in an organization?

### **1.5 Scope of Study**

#### **Area scope**

The study was carried out in Wakiso District headquarters. The district is one of those that are doing well in terms of development. Wakiso district has exceeded the Ministry of Local Government development plan goals. Therefore, the

researcher chose the area because she wanted to find out whether it is the effective human resource planning that has led to better performance of the council.

### **Conceptual Scope**

The study sought to establish the human resource management practices, the impact of human resource planning and factors affecting human resource planning in an organization.

### **1.5 Significance of the Study**

The results of the study could be useful to organizations which lack the human resource planning activity to introduce it because of its role in the development of organizations.

The results could also be useful to the human resource planning departments on how to plan effectively to human resource and motivate staff for the development of organizations.

The results of the study could be useful to organizations for them to discover at early state the critical points in the labour force where shortages are more likely to develop or where there is insufficient use of labour.

The results could also be useful to organizations to provide a basis for development planning succession, training, recruitment, lay offs, transfers and promotions.

To a considerable extent it would be educative especially to students who wish to research and expand on this topic.

It will also contribute to the research's award of Bachelors degree in Secretarial Studies.

## **CHAPTER TWO**

### **Literature Review**

#### **2.1 overview of Literature**

This chapter reviews the literature related to the study. It addresses the role of human resource planning in the development of an organization, why human planning resource is being in organizations and the factors affecting the human planning resource.

#### **2.2 Definition**

##### **2.2.1 Human Resource Management**

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers.

Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

#### **2.3 Human Resource management Process**

According to Carter McNamara (1997), the Human Resources Management (HRM) function includes a variety of activities, and key

among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies. Usually small businesses (for-profit or nonprofit) have to carry out these activities themselves because they can't yet afford part- or full-time help. However, they should always ensure that employees have -- and are aware of -- personnel policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have.

Note that some people distinguish a difference between between HRM (a major management activity) and HRD (Human Resource Development, a profession). Those people might include HRM in HRD, explaining that HRD includes the broader range of activities to develop personnel inside of organizations, including, eg, career development, training, organization development, etc.

There is a long-standing argument about where HR-related functions should be organized into large organizations, eg, "should HR be in the Organization Development department or the other way around?"

The HRM function and HRD profession have undergone tremendous change over the past 20-30 years. Many years ago, large organizations looked to the "Personnel Department," mostly to manage the paperwork around hiring and paying people. More recently, organizations consider the "HR Department" as playing a major role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner.



## **2.4 Role of Human Resource Planning in the Development of an Organization.**

Because the purpose of H.R.P is to ensure that the right people are in the right place at the right time, it must be linked with the plans of the total organization. Traditionally, there has been a weak one-way linkage between business planning and H.R.P. Business plans, where they exist, have defined human resource needs, thereby making H.R.P a reactive exercise. A description of conditions in the 1970's was provided by Walker (1978) in the opening article of the inaugural issue of human resource planning. Organizations often give up service to the role of human resources in the achievement of business objectives yet it has significant roles in their development as follows.

H.R.P is designed to ensure that personnel needs will be constantly and appropriately met. It is accomplished through analysis of internal factors, such as current and expected skills needs, vacancies, departmental expansions, reductions and factors in the environment such as the labour market. The use of computers to build and maintain information about all employees has enabled organizations to be much more efficient in their planning of human resources hence the development of an organization.

As director Ram Tarneja emphasizes; "Management can ensure control of labour costs by avoiding both shortages and surplus of manpower", this is done through human resource planning. He suggests that under estimation either regarding quality or quantity of manpower requirements would lead to shortages of performance, whilst over-estimation would result in avoidable costs to the organization which will lead to its underdevelopment.

H.R.P makes a firm to achieve higher levels of profitability, higher levels of productivity and higher value thus meeting the needs of the organization, shareholders, investors, customers, employees and finally the needs of the society (Schuler and Jackson, 1996). The skills, knowledge and experiences of employees have economic value in the market place and also potential value to an organization because they enable it to be productive and adoptive.

Many researchers have argued that H,R.P is vital in order for an organization to achieve organizational success (Pfeiffer, 1994; Jackson and Schuler, 2000; Barnery, 1991). To illustrate, Tokesky and Kornides (1994) asserted that employees are increasingly being asked to be a source of competitive strength and vitality, trying to show the relation between human resource management and organizational success. In turn H.R.P is increasingly used to acknowledge the importance of employees as corporate assets and how they are contributing to the development of an organization through H.R.P.

H.R.P helps an organization to determine optimum levels of training and identifying training needs. Among such practices, training and development are of primary importance. According to Jackson and Schuler (2000) the strategic impact of training is very important, because it serves many strategic purposes. Apart from aiming employees with the necessary abilities to perform well at their current future tasks, training also offers opportunities for employees to share many experiences and develop on understanding and helping attitude towards each other. So, this speeds up the process of the development of an organization and employee commitment. When employees train needs are identified, they are trained

more specifically for certain skills and they become more willing to work for valued results.

Furthermore, strong commitment results in less absenteeism and turnover rates, because employees are becoming intensively loyal to the organization. Besides, commitment aims to ensure that employees can use all their skills at tasks they perform. (Jackson and Schuler, 2000). Although training can be very costly and training budgets require a large amount of money, in the long run it proves to be critical to the success and development of an organization's efforts. As Barney (1991), training enriches human resources with high productivity.

H.R.P helps organization to plan for high talented personnel due to changes in their availability, technology and succession. Rapid technological changes mean jobs in the future are sure to differ from jobs in the present (Zuboff, 1988); however, as an indication of the fact that psychologists are now more often dealing with problems of intermediate term planning, research efforts are underway to develop procedures for conducting future oriented "strategic" job analysis (Arvey, Salas and Gailluca, 1989; Schneider and Kontz 1989 and for identifying the managerial competencies that are necessary for effective performance in the future (Deluca, 1988; Goodstein, personal communication, February 9<sup>th</sup> 1989). Because job analysis results are the foundation on which most human resource programs are (Page & Van De Vroot, 1989), the development of sound future H.R.P is a challenge that planners for human resource must meet before they can realize their potential as contributors to the long-term effectiveness of organizations.

H.R.P helps in economic conditions force downsizing, that is to say organizational restructuring, including mergers and acquisitions and the

work force reductions that often follow. From their experiences with massive lay-offs in the past few years, organizations, organizations have become increasingly sensitive to the importance of H.R.P programs for dealing with the effects of lay-offs. Many organizations are trying to minimize the negative efforts of lay-offs through redundancy planning, outplacement counselling, buy-outs, job skill retraining, creation of transfer opportunities, and promotions of early retirements ("early retirement"; 1987).

H.R.P helps in length of the feedback cycle of manpower policies. If noticed for example lack of experienced employees in the organization, this cannot always be remedied in the short-term. In case of a shortage of experienced employees, one may hire people from other organizations who have the required experience, but the hiring and working in of these people might take about two years. Another possibility for remedying the discrepancy would be the development and training of employees (Barber 1968), but this might take 5 – 10 years of human resource requirement and availability, both qualitatively and quantitatively, the signaling and analyzing of possible discrepancies in time.

## **2.5 Rationale for Human Resource Planning**

Lynch (1982) identifies two aims of corporate human resource planning namely to ensure the optimum use of personnel currently employed and to provide for the future staffing needs of the enterprise in terms of skills, numbers and ages. He focuses on the development of personnel strategies to get the right number of employees, with the right level of talent and skills, to achieve the right objectives to fulfill the corporate purpose.

Undoubtedly, there are many factors that account for the increased attention directed to H.R.P but environmental forces – globalization, new technologies, economic conditions and a changing work force seem particularly potent (Dumaire, 1989; Dyer and Heyer, 1984), organization need t plan for resource because:

The changing characteristics of the work force, which is but one important environmental factor, make the need for planning evident. The changes in the work force are unpredictable because the functional and geographical mobility of employees is often low. The changing demographics in the workforce mean there will be fewer entry-level employees, so competition among employees will increase. In addition, the changing demographics changes in the abilities, skills, interests and values of tomorrow's work force for example, shortages of many types of skilled workers are imminent, including tool-and-die makers, bricklayers, shipbuilders, mechanics, machinists and engineers. Even if an organization will train new employees, the tasks may be difficult as the U.S Navy has found (Johnson & Packer, 1987).

Increasing complexity of organizations. The importance of H.R.P in large and complex organizations has been described by Kentz and O'Denel (1974). As organizations change more quickly so will the knowledge, skills and behaviors needed from employees. This means that people working in organizations will be asked continually to adjust to new circumstances. Whereas organizations are seeking changes from employees, employees will be demanding that organizations change to meet the needs of the increasingly diverse workforce thus the need for H.R.P.

The ongoing changes in today's business environment. These changes mean that the future cannot be easily anticipated by simply projecting past trends. As the focus of planning moves from short-term to

intermediate term the question "what will we need?" is less easily answered and so become more dominant. For intermediate-term planning, there is also more uncertainty related to the question. "What will be available".

Consequently, H.R.P for the more distant future quickly raises the question "how can we determine what will be needed and what will be available?" In other words more technical attention should be directed to the problem of forecasting. As in short-term human resource planning, the twin problem, of forecasting, demand and forecasting supply both must be addressed before objectives can be established and programs developed.

To establish the best balance between organization facilities and manpower resources. These include furniture, computers, cars among others particularly human resource requirement depends on the level of organizational resources. The organization plan provides future organization activities in the sense of levels and types of production or services. The starting point for the organization plan, which is therefore the basis for the manpower requirement, is the forecasted demand for the products or services of the organization which in turn depends on such factors as the market share and the economic situation.

The increasing potential for both technical and managerial obsolescence is another critical issue calling for human resource. Rapid changes in knowledge make it difficult for professionals, engineers, and managers to remain adept at their jobs. It has been speculated that entrants in the labour force in the 1990's are retained more than ten times during their work lives, and half of what today's managers, scientists, and professionals know will be obsolete by the year 2000.

The salary structures in organizations also call for H.R.P. The salary costs for the organization depend heavily on the evaluation of the personnel distribution, particularly on the number of employees in different grades and ranks, but they may also depend on the evaluation of the age distribution. Medium and long-term forecasts of salary costs are useful in the case of an irregular age distribution or any irregular distribution of any other salary determining factor.

## **2.6 Factors Affecting Human Resource Planning**

Human resource planning in particular succession planning senior managers is an ongoing change for firms, in large part because of constantly changing business and external environments.

Balancing current needs of organizations and their employees with these of the future is one factor affecting human resource planning. The criterion against which this balancing act is measured is whether employees are currently at the right place doing the right things but yet are ready to adapt appropriately to different activities when organizational change is needed. Similarly psychologists involved in H.R.P can use the effectiveness of their current activities and their readiness to engage in the new activities needed to face the challenges of the future as the criteria which they evaluate their own performance.

The lack of career planning and career management is another roadblock to human resource planning. Career planning is the process of identifying career goals and establishing activities that must be accomplished to retain these goals. H.R.P is essentially about moving people around. To do

this effectively requires that both the company and the individual make the right choices. The company's path to set objectives is important, and individuals can better fit into this path— and even enable it—if they have an idea of where they as individuals are going. Employee empowerment and self management are helping organizations and individuals figure this out. Career management is the assistance provided by an organization to aid its employees in their careers.

Lack of top management support. 85% senior managers devote less than an hour per month to analyze implementation of the strategy. Lack of top management support frustrates those in charge of H.R.P. Again inaccuracies are caused when forecasts from several operating divisions are merely totaled together without a critical scrutiny. Thus, the eliminations arise from both the uncertainty of forecasting itself as well as at times from the methods used in H.R.P. However, with experienced gain through H.R.P, this road block can be removed with hard data and bottom-line facts that demonstrate the effectiveness of human resource planning.

Inaccuracy plans as it is difficult to prepare long-range forecasts accurately. Changes in economic conditions, technology, marketing conditions and labour force conditions tend to make long-range forecasts unreliable. However, there is greater danger in not forecasting at all. It is possible to a certain extent to predict with a reasonable degree of accuracy based on experience the future vacancies from retirement, deaths and resignation. However, it is more difficult to anticipate which particular member of the personnel will be required to be so replaced. It is also risky to take action on general estimates of personnel requirements which are not specific enough.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Assembling Research Tools**

This chapter identifies the ways and methods from which data was sought and collected and the techniques that were used to extract data from respective sources.

#### **3.2 Research Design**

The study was descriptive in nature and it involved both qualitative and quantitative research methods. The researcher also used a cross sectional research design because it helps collect data from knowledgeable and pre-determined respondents, and thus can, lead to the generation of representative and reliable data. Quantitative methods were employed to obtain quantifiable data while the qualitative methods helped in investigating the respondent's views on the impact of Human resource planning on the performance of an organization.

#### **3.3 Area of the Study**

The study was carried out in Wakiso District Headquarter. The area was selected because it is the researcher's home district and it is one of the districts that have spruced the Ministry of local government development plan goals.

### **3.4 Sample Size and Selection Method**

The researcher adopted simple non random sampling technique in obtaining the sample size because the study was confined to a small geographical scope. This was done in order to get a greater degree of representativeness and decrease the probable sampling error. Using stratified non random techniques, the researcher purposely selected 40 respondents.

Key respondents included 10 members from the personnel department, 10 Local Government leaders (CAO, CFO, Chairman, Vice Chairman, Speakers, and the Personnel officer; and finally 20 junior staff.

The researcher used stratified non random sampling method because she had some knowledge about the respondents and the study area.

### **3.5 Instruments**

Questionnaire: This was designed by the researcher to collect data with structured questions basing on the objectives identified. This helped in determining the characteristics of the respondents in terms of location, age, educational level, job title, length of service.

Interviews: This was used in case respondents found questionnaires difficult to understand, or unwilling to fill them out.

Literature search: This was based on available literature on the subject of the study. The source of literature was the main library of Makerere University.

Observation: This enables the researcher to be sure that the information given in the questionnaires is true and not biased.

### **3.6 Procedure of Data Collection**

An introductory letter from the coordinator BSES enabled the researcher collect primary data.

### **3.7 Data Collection**

Primary and secondary sources of data were used. Responses from the staff of the human resource department Wakiso District headquarters by use of questionnaire and the interview guide, constituted the primary source.

### **3.8 Data Processing and Analysis**

After data collection had been completed, the researcher edited, and analyzed the responses into meaningful categories and findings.

The responses of the subjects were categorized in frequency counts, score tables, pie charts and with varying percentages calculated basing on the total number of observed frequencies. Interpretations and conclusions were made according to the number of scores on each item.

Field notes were written and work edited at the end of each interview to ensure accuracy in recording and consistency in information given by respondents. Themes were identified and put in coding categories. A scheme of analysis was worked out following the coding categories, using questions and the most occurring ideas.

### **3.9 Limitations of the Study**

Though the study was successfully accomplished, the researcher encountered a lot of limitations during the various stages through which the study was evolved.

Information. Some respondents are used to the culture of being given something in return for information provision.

Attitude. Managers has a negative attitude towards the whole exercise and could not allow to be interviewed. However other members especially those from the human resource department were willing to be interviewed and to provide necessary information.

## **CHAPTER FOUR**

### **PRESENTATION AND DISCUSSION OF FINDINGS**

#### **4.1 Conceptualising the findings**

In this chapter, the study findings are presented and the interpretations made. This is done in accordance with the objectives and research questions that guided the study. The socio economic characteristics of the respondents are also incorporated in chapter four to give a basis of analysis of the findings on other variables.

#### **4.2 Levels of Human Resource Practices and Process**

In the first research objective, the study sought to find out the level of human resource practices in Wakiso district:

##### **4.2.1. Identification of activities involved in HR Planning**

In item 2 in the questionnaire, the study sought to establish what was entailed in Human resource planning in Wakiso district. The responses on this issue are presented in table 1 below:

**Table 1 Showing the Activities involved in HR Planning**

<b>Response</b>	<b>Number of respondents</b>	<b>Percentages</b>
Selection of employees	20	50
Training workers	10	25
Budgeting	08	20
Promotion and termination	02	05
<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Primary Data**

Results in table 1 above indicate that majority of the respondents (50%) reported that human resource planning involved more of selection and recruitment of employees. This includes the invitation of intending applicants, scrutiny of the candidates and organizing interviews for the applicants.

Followed to the above are the 25% who reported that H.R Planning involved more of training of new employees. It was revealed that, it is the duty of the H.R department and personnel office to ensure that employees get the necessary training so that they can effectively perform their duties. They workers have to be briefed on what is expected of them and they are provided with the training on how to go about with the job. This is done during the orientation and the target for this is to ensure that the new employees get to learn the organization behaviour of the work place so that they can perform to their best.

The above findings are in line with Carter McNamara (1997),who reported that the Human Resources Management (HRM) function includes a variety of activities, and key among them is deciding what staffing needs you

have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies

20% of the respondents said that budgeting for employee's benefits was the major activity involved in H.R Planning. It was discovered that budgeting for employee's benefits was a core issue in human resource planning in wakiso district. The researcher came to a realization that it was the work of the Chief finance officer together with the Chief Administrative officer (CAO) to ensure that the employee's welfare and monetary needs in the district are met.

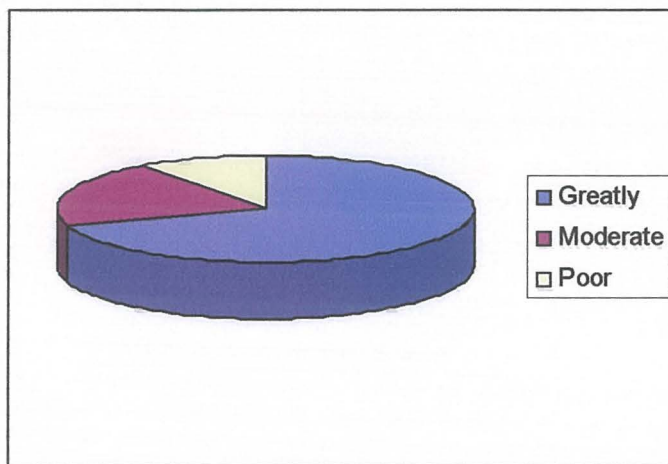
The least percentage (5%) reported that H.R. Planning involved the promotion and termination of employees. This can be attributed to the fact that there are few dismissal cases reported in the district. It was observed that promotions are made and approved by the District service commission committee. This explains why the personnel officer is less involved the promotion and or termination of employees.

The findings also concur with Carter McNamara (1997) who noted that large organizations have looked to the "Personnel Department," mostly to manage the paperwork around hiring and paying people. More recently, organizations consider the "HR Department" as playing a major role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner

#### 4.2.2 Identification of the Extent to Which H.R.Planning is Effective

Item 3 in the questionnaire aimed at finding out whether H.R.Planning was effective in Wakiso District. The findings on this issue were presented in the pie-chart below:

**Pie-Chart 1: Showing the extent to which H.R.Planning Is Effective**



**Source: By the researcher from the field**

As can be observed on the pie-chart above, majority 70% reported that H.R. Planning is very effective. It was discovered that the district is one of the most performing local council governments in Uganda. Wakiso district has spruced the Ministry of Local government development plan goals. This is because there are formal channels at the district headquarters where employees can air out their views. For example, the district headquarters have a suggestion box which is intended to collect the worker's views and complaints.



Employee's social and leisure needs are provided for example the workers are given leave as a method to motivate them and also have change to fulfill their personnel goals.

The respondents revealed that selection and recruitment of employees in is on merit and the best candidates are employed. There is effective training of employees in that the staff the personnel office has ensured that employee's training needs are met. This has contributed to the effective performance of the district.

The findings above are in agreement with Jackson and Schuler (2000) who revealed that H.R.P helps an organization to determine optimum levels of training and identifying training needs. Among such practices, training and development are of primary importance. the strategic impact of training is very important, because it serves many strategic purposes. Apart from aiming employees with the necessary abilities to perform well at their current future tasks, training also offers opportunities for employees to share many experiences and develop on understanding and helping attitude towards each other. So, this speeds up the process of the development of an organization and employee commitment. When employees train needs are identified, they are trained more specifically for certain skills and they become more willing to works for valued results.

20% said that the human resource planning was moderately effective while the least percentage 10% said that H.R.Planning was very ineffective.

This can be attributed to the fact that in most cases, employee selection and recruitment in Wakiso district is politically influenced. The respondents revealed that employment appointments and contracts are only given to those who supported the ruling political party. If one was suspected to ally with the opposition side, they would be denied a job at

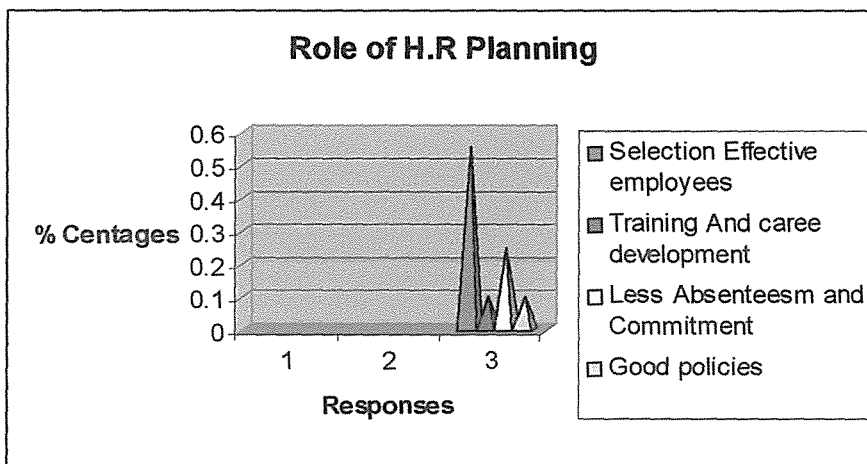
the district headquarters. It was discovered that right people were not given the right jobs as jobs at the council involved bribing and corruption.

#### 4.3 ROLE PLAYED BY HUMAN RESOURCE PLANNING IN THE DEVELOPMENT AN ORGANISATION

In the second research objective, the study sought to find out the role Human resource planning has played in development of Wakiso district.

The findings on this issue are presented in the pyramid below:

**Graph 1: Showing the Role of Human Resource planning**



**Source: By the researcher from the field**

As can be observed in the pyramid above, It was discovered that human resource planning has significantly influenced on the development of Wakiso district.

Majority 50% of the respondents reported that effective Human resource planning has led to recruitment of highly qualified employees and they have played a significant role in development of Wakiso district. For example, it was mentioned that the district has realized improvement in all

departments as a result of taking on experienced and highly qualified persons. The district is an education centre with the largest number of the best performing schools in the country.

The above findings confirm what Zuboff, 1988); (Arvey, Salas and Gailluca, 1989; Schneider and Kontz 1989 reported that H.R.P helps organization to plan for high talented personnel due to changes in their availability, technology and succession. Rapid technological changes mean jobs in the future are sure to differ from jobs in the present (however, as an indication of the fact that psychologists are now more often dealing with problems of intermediate term planning, research efforts are underway to develop procedures for conducting future oriented "strategic" job analysis and for identifying the managerial competencies that are necessary for effective performance in the future (Deluca, 1988; Goodstein, personal communication, February 9<sup>th</sup> 1989). Because job analysis results are the foundation on which most human resource programs are (Page & Van De Vrout, 1989), the development of sound future H.R.P is a challenge that planners for human resource must meet before they can realize their potential as contributors to the long-term effectiveness of organizations.

It was also revealed that due to effective human resource plans, the district has spruced the Ministry of local government district development plan goals. This can be attributed to the fact that there is highly motivated, efficient and effective labour force with a low labour turnover. This is because through H.R.P at the District the needs of employees are worked upon employees are being trained through H.R.P, this making them efficient and effective and even be well motivated this bringing about development of the District. Wakiso district has been able to meet the society needs like renovating of roads, construction of schools,

hospitals in various villages in the district and more children joining schools thus meeting the district needs. The skills obtained by personnel through training and experience have improved the economic value of their market hence enabling it to be productive hence the development of the District.

Through Human Resource Planning, the District has managed to reduce on its labour costs hence being able to manage their pay roles. This is so because there's balancing of district facilities and manpower resources. The facilities of the District match with the personnel available to the District hence there is no wastage of facilities and personnel, this bringing about reduction of costs because they do not have to pay to maintenance costs of facilities exceeding personnel and the same applies to personnel.

The findings are also in line with (Schuler and Jackson, 1996) who said that H.R.P makes a firm to achieve higher levels of profitability, higher levels of productivity and higher value thus meeting the needs of the organization, shareholders, investors, customers, employees and finally the needs of the society. The skills, knowledge and experiences of employees have economic value in the market place and also potential value to an organization because they enable it to be productive and adoptive.

The respondents agreed that the work conditions in Wakiso district are favourable. This can be attributed to the fact that the employees are paid on time and their social and leisure needs are met. It was discovered that as a motivational strategy, Wakiso district administration provides employees with training needs so as to improve on their skills, and be able to cope with the new technology. There are also formal channels for where employees can air out their view. According to the employees,

these have created an enabling environment since employees' views are listened to.

25% of the respondents reported that effective H.R Planning has contributed to less absenteeism and highly committed employees in the district. This can be attributed to the fact that employees are happy with the conditions of work since their social and monetary needs are met. It was revealed that employees in wakiso are paid on time and are given the necessary training to perfect their duties.

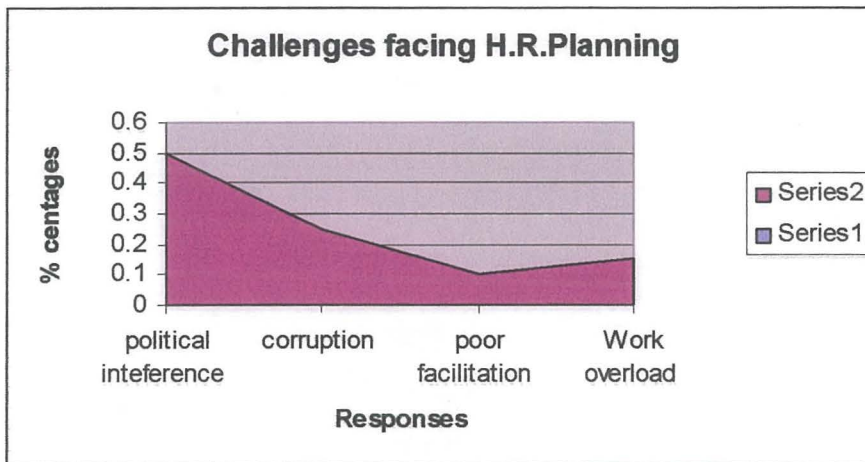
The findings above are in line with Jackson and Schuler, 2000 and Barney 1991 who revealed that strong commitment results in less absenteeism and turnover rates, because employees are becoming intensively loyal to the organization. Besides, commitment aims to ensure that employees can use all their skills at tasks they perform. Although training can be very costly and training budgets require a large amount of money, in the long run it proves to be critical to the success and development of an organization's efforts. Training enriches human resources with high productivity.

10% of the respondents reported that HR Planning has led to passing of good administrative policies and provision of training needs of workers respectively. This can be attributed to the fact that the right employees are selected and this explains why the district has met its development plans.

#### 4.4 Challenges Hindering Human Resource Planning in Wakiso District (Research objective three)

In the last study objective, the researcher sought to find out the challenges that hinder human resource planning in Wakiso district. The findings on this issue are presented in

**Graph 2: Showing the challenges of HR Planning**



**Source: By the Researcher from the field**

Results above indicate that majority 50% of the respondents reported that political interference is the greatest challenge facing H.R Planning in Wakiso district. The researcher came to a realization that human resource and personnel planning are being affected by the political interference of politicians. Politics has for long had an influence on recruitment and selection of employees in that it is only people who support and or belong to the ruling political parties (NRM) that have great chance of getting jobs in Wakiso district. It was revealed that in most cases, highly qualified and experienced people have been left out because they do not belong to the ruling party.

Corruption as a result of political interference has also be a great challenge for human resource planning in Wakiso district. 25% of the respondents reported that corruption tendencies were exhibited in the H.R department. This can be attributed to the fact that many employees do bribe so that their relatives can be offered jobs.

In addition, the money meant for human resource improvement and training is swindled by the top officers. This has affected the performance of employees since they are no motivated. Worse still, is poor facilitation in that the is poor facilitation of employees. It was discovered that the workers have no sufficient tools for example the secretaries complained that the offices are no well facilitated and that they lack modern ICT tools. This has hindered the work at the district.

It was also reported by minority (10%) that poor facilitation was a challenge to H.R. Department. For example some workers in different departments have to go long distances for training but transporting them is a problem, maintaining them during training is also difficult hence this being a serious problem during H.R.P, to add on that employee needs are different with the Districts needs so this also making it difficult to plan for Human Resource at the District.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

In this chapter, conclusions and recommendations were made. This was done in accordance with the four objectives of and research questions that guided the study. Finally cases for further research were suggested.

#### 5.1 Summary of findings

This study was aimed at finding out the role of human resource planning in the development of an organization.

The researcher specifically identified the level of human resource management practices in an organization, examined the role of human resource planning in the general development of the organization and finally identified the factors affecting the human resource planning process.

It was discovered that Planning is very effective in Wakiso District as the district rated as one of the most performing local council governments in Uganda. Wakiso district has spruced the Ministry of Local government development plan goals

It was also found out that Human resource planning has greatly impacted on the performance and development of Wakiso district. Effective and highly qualified employees have been taken on and they have played a significant role in development.

Finally, political interference was discovered as the greatest challenge faced in human resource planning in Wakiso district. The researcher came



to a realization that human resource and personnel planning are being affected by the political interference of politicians

## **5.2 CONCLUSIONS**

### **Human Resource Practices and Process**

According to the study findings, 70% reported that H.R. Planning is very effective. It was discovered that the district is one of the most performing local council governments in Uganda. Wakiso district has spruced the Ministry of Local government development plan goals. Therefore, a conclusion was made that there is effective Human resource planning in Wakiso District and H.R.Planning involves more of selection and recruitment of workers, budgeting for district employees, meeting employees benefit packages, termination of employees.

A conclusion can be drawn that employee's needs are met by the human resource department

It concluded that the communication relationship among employees and senior staff is friendly

### **Impact (Role) of Human Resource Practices and Process**

A conclusion was made that Human resource planning has greatly impacted on the performance and development of Wakiso district. Effective and highly qualified employees have been taken on and they have played a significant role in development.

It was also agreed that the work condition in Wakiso district is favourable and that that there are strategies that are aimed at ensuring staff motivation.

### **Challenges Faced (Research Objective Three)**

political interference is the greatest challenge faced in human resource planning in Wakiso district. The researcher came to a realization that human resource and personnel planning are being affected by the political interference of politicians.

Corruption and poor facilitation of the personnel department were also cited as a challenge to human resource planning in that the money meant for human resource improvement and training is swindled by the top officer

### **5.3 Recommendations**

The following recommendations were made in accordance with the research findings and objectives that guided the study:

#### **Human Resource Practices and Process**

It was discovered that HR plans are no effective because of political interference, therefore the researcher recommended that government sets up policies that will ensure independence of human resource and personnel departments in local governments.

It is also recommended that politics be discouraged in planning and management of local government activities.

Employees need to be involved in decision making and this improves their motivation and sense of belonging to the organisation.

## **Effects (Role) of Human Resource Planning**

Basing on the study findings, it can be recommended that the H.R. Departments be well facilitated as they can significantly impact on performance of an organisation.

The government itself should be engaged in the Human Resource Planning process to provide necessary facilities, equipments and resources needed in the process of H.R.P and on top of that the government should follow up the funds allocated for Human Resource Planning so that it is not misused by those in charge of it.

Other local governments should learn from Wakiso district on how in provide better working conditions for employees. The study led to a realization that employees in Wakiso district are happy with the work conditions.

## **Challenges Hindering Human Resource Planning in Wakiso District**

It is recommended that politics be discouraged in human resource planning and that personnel department be left to perform independently without interference from politicians.

There is need to provide employees with the necessary training as this will improve on their skills and performance and hence development of Wakiso district.

#### **5.4 Areas for Further Research**

There is a need to carry out a study the role of Human resource planning on the development of an organization in another area other than Wakiso district.

A study can be carried out to assess the role of ICT on Human resource performance of an organization.

Finally, a study can be done to establish the effect of Human resource planning of motivation of employees.

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## QUESTIONNAIRE

Dear Sir/Madam,

I am a third year student of Kampala International University who is undertaking a research on the "Role of human resource planning on the development of an organization". It is my humble request that you provide necessary information on the questionnaire provided, and any assistance rendered will be highly appreciated and information given will be taken as highly confidential and will be limited to study purposes only. Thank you for your cooperation.

### Level (Practices) of human resource planning

1. Who is in charge of human resource planning in Wakiso District?

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2. What activities are involved in Human resource planning in Wakiso district?

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3. How effective is Human resource planning practiced in Wakiso district?

a) Greatly  b) moderate  c) poor

If you agree above, explain why?

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### Role of Human resource planning

4. How has HR. Planning impacted on performance and development of Wakiso district?

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5. What strategies are used to in promoting employee motivation in Wakiso district?

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**Factors affecting Human Resource Planning**

6. In your view, what challenges have hindered Human resource planning in

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