

**HUMAN RESOURCES PLANNING AND EMPLOYEE PERFORMANCE
OF SELECTED SCHOOLS IN BUKOTO CENTRAL
MASAKA DISTRICT UGANDA.**

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In Partial Fulfillment of the Requirements for the Degree
Masters of Business Administration
Human Resources Management

By:

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DECLARATION A

This thesis is my original work and has not been presented for a degree or any other academic award in any university or institution of learning.

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DATE: 8th / Nov / 2012

DECLARATION B

I/We confirm that the work reported in this thesis was carried out by the candidate under my/our supervision.

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Dr. MANUEL O. SUMIL



DATE: 08 / Nov / 2012

APPROVAL SHEET

This thesis entitled Human Resources Planning and Employee Performance of selected Schools in Bukoto Central Masaka District, Uganda, presented by Sseviiri Joseph Mukasa Balikuddembe, in partial fulfillment of the requirements for the degree of Masters Business Administration, Human Resources Management, has been examined and approved by the panel on oral examination with the grade of

PASSED

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Panelist

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Grade: PASSED

DEDICATIONS

This work is dedicated to my beloved parents Mr. and Mrs. JMM Wasswa Baziwaane, sisters Suzan Babirye, Nansubuga, Lucy, Gonzaga, Lydia, Teddy Frances, Josephine, Cablin Namyalo and Joseph Mukasa K, John Mary and Thaddeus S Y.

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May the almighty reward everyone abundantly Amen.

ABSTRACT

This study is entitled Human Resources Planning and Employee Performance of Selected Schools in Bukoto central Masaka District, it was conducted in Masaka. The study was set to establish the relationship between Human Resource Planning and employee performance.

The study was guided by the following objectives; to determine the characteristics of respondents in terms of gender age and academic qualifications, to determine the extent of Human Resource Planning, to establish the level of employee performance of selected schools in Bukoto central Masaka District and to determine the significant relationship between human resources planning and employee performance.

The findings of the study were; there were more male respondents (60) representing 57.2% as the highest number, majority of respondents fell in the age bracket 26-33 years represented by 56 members (53%), and 58 respondents attained a Bachelors Degree (55.2%). The study also revealed that to a great extent there was Human Resource Planning with a mean mark of 2.55, it also revealed that there was a high level Employee Performance with a mean mark of 2.60, finally there was a significant relationship between human resource planning and the level of employee performance.

The study concluded that; there was a significant relationship between human resource planning and employee performance of 78.3%. Gaps were bridged which were identified by the study. The Mylon Hliynk Queuing model theory (1991) which guided the study was valid. New information was generated in line with the study objectives.

The study recommended that; practice of gender balance as for demography, focusing on the failed areas in human Resource Planning like improving working environment, making proper analysis of over all job performance among others. Regarding Employee Performance, Management of quality services should be done by heads of department, conserving the working environment, evaluating and discussing performance among others. Finally to reinforce the recommendations, then present findings and suggested remedies, and to disseminate evidence-based information and corporation.

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CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Internationally, Human resources have been unpredictable in terms of numbers and availability. The challenge has been faced by a number of managers and stakeholder of schools companies and organizations. Daft (2000), says in the confusion and uncertainty following a period of reorganization and downsizing, a crucial role for human resource managers is balancing the need for future workforce planning with creation of a climate of sustainability for the remaining workforce.

Lately human resources planning and employee performance focused on matching human resources demand with human resources supply. Forecasting human resources needs and planning the steps needed to meet them was largely a numbers game.

The process typically consisted of developing and implementing plans and programs to ensure that the right numbers and type of people were available at the right time and place to serve relatively predictable business needs according to Susan (2000). Today human resource planning has dramatically become a more dynamic volatile issue game.

In relation to the importance of human resources planning and employee performance, in the late 1970's and early 1980's, as in Milkovich (1991), major U S company encountered human resources related problems. They had weathered the storm of OPEC oil embargos. Oil prices were increasing worldwide and most companies had plans (to explore and produce), open up new oil fields in Abu Dhabi and expand transportation capacity. Attention was paid to issues like geological forecast, projected price levels and transportation but not human resources supply and demand patterns. The petroleum and chemical industry was not very labor intensive and so they always managed to adequately staff the past operations.

There was a big problem very complicated but easy to solve. However because U.S did not have an elaborate planning program for human resource, employee performance became costly and competitive for them to stay in business and meet the demand of Middle East so to accomplish her objectives.

Nationwide like the U.S did not predict for human resources shortages and its effect to employee performance, so to the selected secondary schools of Bukoto central Masaka district in Uganda.

According to Francis Agula the assistant commissioner for secondary schools of the Ministry of Education as cited in monitor publications of 1st Feb 2010, pp 17 and 18, he said that teachers literally flee from workplaces all the time to different settings. That when the ministry advertises vacancies the response is always good and on posting them some do not report to their respective schools. Because of this it then creates a shortage at some schools and it affects the normal progress of work, poor performance, wastage of government funds and poor planning implementation.

These are effects of failure to predict such circumstances as one of the planning activities and so the ministry of education has realized the need to staff in time and adequately. It has called for candidates to enroll in the education career to bridge the gap.

Human resources planning therefore consider both demand and supply for human resources in relation to the school's strategic plan. It is important to consider the major forces that can influence shortages of human resources by using basic forecasting techniques to predict future demands and determine internal and external labor supplies to predict future supply.

Through human resources planning schools, organizations can gather and use information to support decisions about investing in human resource activities. It is a two-step process that involves forecasting future human resources needs and then planning how to adequately fulfill and manage this need Ivancevich (1994). It is the estimating the size and make up of the future work force.

The human resource manager's job is therefore to anticipate and plan exactly for such contingencies, to choose the most relevant information on which to base forecast and establish objectives and evaluate results.

A number of schools and organizations have computerized human resource information systems with lots of data of current and previous employees but when to identify the important information and analyze it in a way that supports vital objectives is a problem. Human resource planning is the only tool to use like any other human resource activity to improve employee performance.

Statement of the Problem

In Uganda the Ministry of education realized that a number of teachers flee from work places all time setting for different careers and as a result a number of shortages were encountered which affected employee performance in schools. (Feb. 1st monitor publications 2010:17,18) This was further proved by the absence of a clear promotion program, peaceful working environment, under motivation among others leading to poor quality services and delayed delivery, environmental degradation and misuse of resources for personal benefits.

It is therefore upon this background that this study was carried out specifically to investigate the failure for human resources planning and employee performance in selected schools with specific reference to Bukoto Central Masaka District, in terms of failure to plan for human resources, employee performance and extent of human resources planning.

Purpose of the Study

1. To determine if there is a significant relationship between human resources planning and employee performance in selected schools of Bukoto central Masaka District.
2. To bridge the gap identified in other studies
3. To validate existing information in relation to the theory to which the study was based.

4. To generate new information based on the findings of the study.

General Objective

To investigate the correlation between human resources planning and employee performance of selected secondary schools in Bukoto central Masaka district, Uganda.

Specific Objectives

1. To determine the characteristics of respondents in terms of gender, age and education level.
2. To determine the extent of human resources planning.
3. To establish the level of employee performance of selected schools in Bukoto central Masaka, Uganda.
4. To determine if there is a significant relationship between the extent of human resources planning and the level of employee performance of selected schools in Bukoto central Masaka, Uganda.

Research Questions

The study addressed the following questions.

1. What is the characteristic of respondents in terms of gender, age and education qualifications?
2. What is the extent of human resource planning in selected secondary schools?
3. What is the level of employee performance of selected schools in Bukoto central Masaka District?
4. Was there a significant relationship between the extent of human resources planning and the level of employee performance of selected schools?

Scope of Study

The study was carried out in selected secondary schools of Bukoto central Masaka district, Uganda.

Geographical Scope

The study was carried out in Masaka district Bukoto central constituency. It is 120 km along Kampala Masaka and 10 km from Masaka along Kiwangala road off Mbarara highway.

Content Scope

The study concentrated on planning for human resources and academic performance of selected schools in Bukoto central, Masaka Uganda.

Time Scope

The study covered events that took place between the years 2008 to 2011.

Theoretical Scope

The study is based on the Queuing Model theory (Rothwell, W.1996) stated the recognition of optimum numbers of required human resources in an organization influenced Performance.

Significance of the Study

To contribute to the existing knowledge about planning for human resources for the head teachers of Masaka reminding potential employers of the importance of planning for human capital and creating references for scholars.

To create awareness to schools, organizations and institution stakeholders the benefits of planning to achieve better performance

To present a reasonable wider study on one of the managerial basics which sometimes is not a subject matter to potential employers due to the high level of unemployment, that not even the system of hire and fire should be lightly taken but also planned for.

To help head of institutions find staffing strategies for future human resources such that employee selection is not a haphazard process of looking around for people to fill vacancies.

To help institutions get assured on how to have people of the right type numbers, well organized, effectively managed and focused on performance and service delivery.

Enabling institution heads learn the principal importance of planning in terms of hinging between actions and consequences. In Milkovich (1991), *Human Resource Management*, without planning we have no way of knowing what assessments are useful whether we are moving in the right direction, which of our actions are achieving the greatest results and how to integrate the different activities so that they complement one another. Therefore individuals will be able to learn the need to connect activities and their results.

Highlighting the dangers of neglecting planning for human resources and how it can easily become a collection of activities each independent of the other focusing on its own goals other than the priority set objectives

To enlighten heads and stakeholders that a clear human resources development plan leads to high opportunities for strategic partnership that allows schools, companies and organizations share the benefits, risks and implementation costs.

To make it easier to evaluate progress and present effective information providing for the small success that are encouraging and motivating for the schools and can show funders human resources planning track.

Operational definitions of key terms

For purposes of this study, the following terms are defined as they are used in the study.

Human Resources Planning- activities of forecasting demand and supply of human resources and the various courses taken to maintain the availability of human resources

Employee Performance- level of personal performance as being influenced by the quality of human resources in terms of gender, age and academic qualifications

Extent of Human Resources Planning- degree of recruitment, composition and conserving available resources

Academic Qualifications- level of academic Excellency of human resources as an influence of performance and productivity.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Experts/Authors

Human resources planning:

Milkovich (1991), *Human Resource Management*, defines it as the gathering and using information to support decisions about investing resources in human resource activities. It involves assessment of current staffing needs through answering questions like how many and what kinds of employees are present in terms of skills and training necessary for the future. Here we are much more involved in material content than simply counting the numbers of current human capital in the organization.

It is done by reviewing the available data. When result oriented managers begin the change process prematurely and impatiently push for solutions without accounting their starting point and the history that led to the current situation. So reviewing information of employee productivity, skills, competence, training level, rate of turnover absenteeism and attitude is essential.

Use of the skill inventory or manager's inventory to note what kind of skills, abilities, experiences and training of current employees keeps track of these organizations and easily determines whether a particular skill is available when needed.

The inventory shows the names, characteristics and skills of people working for the organization. It enables you to know the quality of human resources, what they do and cannot do.

Through this, schools, institutions and companies are aware of the skills of the prospective employees to be replaced, those who have quit, retired, fired and those present who need to be relocated for new or more work ranging from file drawers to extreme complex computer data bases.

Human resources forecast- it is the estimating of the numbers of people currently employed by the organization who will be available to fill various vacancies at some future time, Gitman (2002), *The Future of Business* .

A number of methods can be used ranging from simple to the most complex methods to predict the organization's demand for human resources and the likely supply that will be available to meet the demand. In Susan (2000), *Managing Human Resources*, the type of forecast used depends on the timeframe and type of organization, size and dispersion, accuracy and available information. This forecast is derived from a broad information base that includes careful analysis of external conditions present and potential skill levels within the organization job design, management philosophy, budget, projected staff turnovers and transfers in the organization.

Judgmental forecasting is one of the methods that can be used. This relies on informed experts especially managers to provide data on current and projected productivity levels, market demand and sales as well as current staffing levels and mobility information. Usually the Delphi technique is used where experts take turns at presenting their forecasts and assumptions to others who revise them in their own forecasts. This combined process continues until viable composite forecast emerge. However this method relies on less data than the statistical methods like the linear and multiple linear regressions.

Through estimating the quality of employees needed produces advance estimates of the organizational staffing requirements. This method relies greatly on human judgment or gut instincts about future conditions and is commonly used by individuals who indulge in food products for example planners at Unilever one time attributed much of their global success to gut instincts Maljers (1990).

Estimations involve analyzing external conditions in terms of social, economic and political situations. It considers the state and its legal framework, the available human capital market and competition, the technologies available whether capital or muscle oriented.

This method considers the future human capital requirements like the job designs, planning and budgets, management policies and philosophy, systems and affirmative action or the equal employment opportunity act.

In Ivancevich (2001), *Human Resource Management*, trying to estimate how many and what kind of workers will be needed in the future is a difficult task especially to institutions that experience rapid changing environment like the information technology industry. Some of these techniques are advanced to handle such challenges of using estimates in the planning process for human resources.

- Through the expert estimates where a mathematically sophisticated approach to employment forecasting based on experience, guesses, intuition and subjective assessments of available economic and labor force indicator is established.
- Through trend projection based on past relationship between factors related to employment and employment itself and common in business where sales levels are related to employment needs.
- Developing a graph showing past relationship between sales and employment.
- Modeling and multiple predictive techniques however it is more sophisticated and relates many factors to employment. They mathematically model the organization and use simulations with methods like the Markov model – develops a matrix to show the probability of an employee's moving from one position to another.
- Unit-demand forecasting or bottom-up approach where unit managers analyze person-by-person, job-by-job needs in the present as well as in the future however this approach is more quality oriented of employees.

Therefore developing an action plan to settle any discrepancy between the two estimates and eliminate any gap. When there is a human capital shortage employees willing to work overtime can be filled in.

In case of a shortage of highly skilled employees, training and promotion of present employees and hiring less skilled employees or recalling previously lay off persons can work. In Ivancevich (2001), *Human Resource Management*, using contingent workers to deal with temporary human resources shortage gives many companies more flexibility.

In case of surplus alternative actions like attrition, early retirement, demotions lay off and termination can be adopted although they are the most difficult management decisions to take.

Employee Performance- it is the production of valid results. Gitman etal (2002), *The Future of Business*, human resources planning stages begins with a review of corporate strategies and a policy. By understanding the mission of the organization planners can understand human resources needs and perform. Therefore it requires to first note that the process is indeed essential for organized skill building and so provides the necessary resources, support, commitment and participation from relevant departments to ensure performance.

The plan quality and commitment to it will increase when key managers and employees at all levels perform in order to contribute to its formulation and implementation. This will also allow hiring consultants to help responsible departments organize themselves.

Where performance is realized transparent assessments and analysis can be made to identify gaps between the current and future skills base required as well as the current and future job opportunities.

Identify objectives describing and prioritizing steps to be taken and ensure planning addresses the needs that are fundamental in nature by drafting specific objectives and indicators of success. In Gitman etal (2002), *The Future of Business*, concentrating planning on manageable set of issues limit planning to key priority areas through focusing on the company's competences or resources that enable it to perform better than its competitors. This makes the plan easier to explain after all managers and employees will be able to identify problems or

challenges or alternatives being addressed. It will also reduce the levels of risks and uncertainties and the probability of unpleasant surprises.

Use of both numeric and judgment methods because planning is much an art as a science and therefore requires a thorough understanding of interrelated environment and organization factors that provide clues about where the company or institution should be moving in the future, resource availability and problems at hand. The numeric data will help in the numbers to be interpreted systematically tapping knowledge of employees at different levels and allow the company learn from past experience and profit from collective employee judgment. Gitman et al (2002)

Avoiding paralysis of the analysis in this stage it is very important for everyone involved in the planning process to see planning for human resources as a means to an end (improve performance) rather than an end in itself. Paper works, technical reports, statistical tables and other supporting documents should not make the planning process a myriad of details where a few specialists can understand. Successful implementation should call for acceptance by those responsible to make it happen and this will only be seen when people understand why they should do what they are being requested to do or requested to perform.

Human resources planning should be continuous and capable of adapting to changes in technology, competition, international trends and labor industry conditions i.e. consider the employee/employer relationship, terms and conditions which are prescribed by law, Law Development Centre, *the Labour Union Act 6*(2006). Results need to be dedicatedly monitored continuously to detect major deviations from initial assumptions and expectations.

Human resources planning should question future directions alternatives and priorities made. Such approaches can be used to maintain performance and actions in line to relevant changes in the internal and external environment.

Scheduled retreats of key managers and employees, consultation workshops, environment scanning and creating standing cross-functional committees of executives and key employees to monitor progress, identifying current or emerging problems and recommendations to collective actions are influential to performance.

Carrying out evaluations of human resources planning process using both measurable data (qualitative) and employee/employer perception or judgment (quantitative information) and Such information to be clear, positive and answering questions that individuals may have using the best communication mode.

Assessing future human resources planning conditions In Gomez (2002:189), the business world is changing faster that even the most sophisticated planning techniques may not predict it accurately. The longer the time frame the more likely that unforeseen circumstances will make action plans based on forecast moot.

Ideally; - It is also observed that In the course; poor estimates for demand, miscalculations of the effects of international competition, inability to predict technology innovations and change in the economic and legal system are prone to happen.

Hierarchical reporting relationships- The traditional approach to planning is from top-down with the CEO and senior executives and perhaps the planning department establishing objectives and laying out general business strategies. Managers at lower levels devise implementation methods and operation plans to supply objectives and strategies set at top. However separating plan makers and implementers usually develop the lower managers begrudgingly try to put into practice what normally does not benefit them and instead are impose onto them ending into underperformance.

Haphazard human resources planning which can lead to severe budget crisis for which management may sometimes see laying off of large numbers of employees as the only solution yet there are effective planning decisions that

have more healthy and friendly that can be adopted including curtail hiring, induced voluntary retirement and resignation to reduce the pay roll by offering financial incentives and other non staffing methods evaluated as part of human capital planning.

Management related huddles which may cause lay off workers whose critical skills may be needed in another area but because planning did not account for staff reduction in the whole set up, affecting performance.

Making planning a self-contained activity especially when individuals engaged in the planning activities become enamored with the process that they almost become a close-knit group, divorced from the rest of others making Managers and employees become cynical about objectives and suggestions for actions coming from specialized planning departments.

Extensive bureaucratization making planning the province of specialists with a tendency to generate paper work and elaborate reports accompanied by fancy oral presentations sometimes becoming overly quantitative and formula drove. As a result the logic behind recommendations becoming difficult to understand and lack common sense or fail to address any problem.

Inflexible adherence to activities and processes making institutions, companies or firms becoming overly committed to a course of action ignoring clues of changing direction Making individuals tend to justify sunken costs, continuing to defend decisions in spite of disappointing results like the Apple producer of Macintosh computers for royal users, that in spite of its drop in sales due to the failure of its software to be compatible with IBM the then market leader, they were so obstinate in producing more Ivancevich,(2001), *Human Resource Management*. There should be room for flexibility and adaptability to the prevailing conditions.

Financial command may predominate moments when it is impossible to afford employing individuals of particular skills due to limited financial resources. Planned expenditures for wages and salaries must be balanced

against plans for adding machinery and increasing inventories. Human resources planning should account for the budgetary allocations for staffing based on a realistic appraisal of human resources requirements. So hiring should not be faster than the overall budget permits henceforth the human resource department should work closely with the accounting and financial department while planning for realistic marketing income and cost projection so not to frustrate performance.

The labor union Act, 2006 employment Act, 2006 and the occupational safety and health Act, 2006 of the laws of Uganda address labor agreement and the provisions regulating transfers, demotions discharges, bidding on job opportunities and lay off procedures, rules in the contract concerning transfers and promotions strikes and demonstrations, health, entitlements and others. All affect jobs to be filled by external/internal recruits and performance.

The contract system where some consider seniority as a factor when laying off and recalling the laid off done in the reverse order of lay off. In this case the labor union has to be seriously considered and its impact in the planning process for human resources.

Henceforth; Situational analysis and environment scanning must be adopted as a strategic plan and it is through human capital management and relations that schools and firms can implement this. In Ivancevich (2001), *Human Resource Management*, rapid technological changes can force companies to quickly identify and hire employees with new skills that were previously not needed.

Without an effective human capital management plan to support the recruitment and selection function there cannot be performance and to stay competitive. There are more problems associated with the changing environment today than before and success will be attributed to only those who are able to be "global scanners" an essential strategic skill for modern management.

While setting planning objective and evaluations are essential for effective human resources planning and employee performance, evaluations though sometimes often not very systematic or extensive due to fear to reveal problems at the end of the course, they are important too. whereas Vague or unclear purposes for carrying out evaluations and the difficulty involved, costs, absence of agreement on the level of analysis and a framework to understand evaluations make it difficult to implement, specific purposes have to be set first and realize its goodness.

Theoretical Perspective

The study is based on the Queuing model theory of Myron Hliynk which recognized the optimum number of required human resources in an organization's performance, Rothwell, W (1991) *Approach to Human Resource Strategic planning*.

The theory was first used by Aerlang (1909) to analyze the poison model and it was a success and now days the theory is used to rate performance and human resources planning.

The queue analysis is performed for different numbers of employees and the final results always show employee requirement of a given organization. The theory approximates performance of a Queue system with multiple queues and its hypothesis is performance obeys human resources planning. Therefore keeping un employed/ un planned personnel is considered an indicator of a queuing theory which requires improvement.

The clearer the planner makes this path the easier it is for employees to see their own place in the broader picture.

If the goal formulated by management is general, like increasing profits or saving money or improving performance, the purpose of the leader is to clarify how these vague goals begin to make more sense. A contingency theory is thus broader than this.

The theory therefore calls for specific type of persons; hard working who can see "the trees" not just "a forest".

The theory looks at all possible situations and matches different personality types to each situation in which they can succeed as leaders

Related Studies

Human resources planning in Susan (2000), *Managing Human Resource*, are the efforts of firms to identify the human resource implications of the key issues posed by changing environment in order to align their human resources with needs resulting from such issues. Human resources issues are a major part of any change effort whether the change leaders recognize that or not. Changes in how an organization manages human resources seldom occur in isolation. However sometimes human resources issues are considered in terms of tangible and intangible resources like finance, technology, physical resources and company's present and desired reputation.

In Ivancevich (2001), *Human Resource Management*, human resources planning is a process and set of plans. This is how organizations asses the future supply and demand for human resources. In the course this plan provides mechanisms to eliminate gaps that may exist between supply and demand. It therefore determines the numbers and types of employees to recruit or phase out.

Human resources planning in Gomez (2002), *Management*, are processes an organization follows to ensure that it has the right numbers and kinds of individuals to meet its output or service goals.

Kathryn (1998) defined human resources planning as a process of determining future human resources needs relative to an organization's strategic plan and devising the steps necessary to meet them.

In Milkovich (1991), *Human Resource Management*, human resources planning is a link and integration of choices about human resources activities and the broader strategic choices of the organization. The labor-intensive organization's forecast of labor shortages such as Hilton and Marriott; want a mix of human resources activities that emphasize aggressive external staffing and employee retention.

In Rue (1995), *Management*, human resources planning is personnel planning a process of getting the right numbers of qualified people into the right job at the right time. A system of matching the supply of people internally (existing employees) and externally (those to be hired or searched for) within the openings the organization expects to have for a given time frame.

It involves applying the basic planning process attempts to define the human resource needs to meet the organization's objectives.

In Schermerhorn (1996), *Management*, human resources planning is the process of analyzing staffing needs and identifying actions to fill those needs over time. To achieve a company's full potential it must at all times have the right people available to do the required work. This means that all managers must make sure that all jobs in their responsibility areas are always staffed with capable people who can perform them.

According to Gareth (2000), *Contemporary Management*, human resources planning include all the activities that managers engage in to forecast their current and future needs for human resources. Current human resources are the employees an organization need today to provide high quality goods and services to customers and future human resources are the ones the company will

need at some later date to achieve its longer-term objectives. Therefore managers should assess both current and future human resources needs to determine whom they should be trying to hire and select to achieve organization objectives presently and later.

Human resource planning is the process in Wendell (1994), *Human Resource Management*, of assessing the organization's human resource needs in the light of organization objectives and making plans to ensure that competent and stable work force is hired.

Human resource planning is the development of strategies for matching the size and skills of the workforce to organizations needs. www.hrps.org

Human resource is a systematic process of matching the interests, skills and talents of individuals, community members with long-term objectives and economic opportunities in the organization. Creating a human resources plan needs to involve the relevant departments and sectors so that their participation and input will lead to strong organization support. <http://www.cedworks.com>

Effective human resources planning consider change from both long and short-term perspectives paralleling the typical cycles for business planning. In Susan (2000), *Managing Human Resources*, many organizations the planning process begins with a vision of where the organization needs to be in a given time and then works back to the implementation of those goals or objectives for the present yet in other organizations the long-term view play a small role in the planning process because they believe that the future is so unpredictable that trying to predict it is a waste of time and an implicit assumption that the future will pretty be much the same as the present.

But in any case the planning activities generally precede implementation.

Employee performance according to Noel et al. (2000:55), *Performance Management*, employee performance is a process for establishing a shared workforce understanding what is to be achieved at an organization level.

It is about aligning the organization objectives with the employees agreed measures, skills competency requirements, development plans and delivery of results. Emphasis is on improvement learning and development in order to achieve the overall business strategy and to create a high performance workforce.

Employee Performance management first started in 1980's as a source of income justification and was used to determine an employee's wage based on performance. It was used to drive employee behaviors to get specific outcomes such approach was first developed in Australia later in United Kingdom and United States.

Employee performance is a key to an effective performance management system; setting goals, making sure your expectations are clear and providing frequent feedback help people perform most effectively.

Effective performance, consulting and training can provide big results for the employer, increased staff productivity, knowledge, loyalty and contribution all increase performance.

CHAPTER THREE

METHODOLOGY

Research Design

It is a descriptive correlation design aiming at presenting planning for human resources and employee performance in selected secondary schools within Bukoto central Masaka district. Where human resource planning is the independent variable and employee performance is the dependent variable.

The design combined the two variables both with a hypothesis and the use of different theories of known scholars.

Research Population

The population target was staff from 10 selected secondary schools. Reason being that they were directly involved in determining human resource and employee performance, and so had the necessary experience Together the population size was 178.

Sample Size

The group included head teachers, deputy staff, directors and teaching staff. The media of communication was English. The sample size was presented in Table1 below showing school name, total staff population and the number of respondents.

The Slovene's formula was used to compute the sample size which was 105 respondents:

$$n = \frac{N}{N + N(a)^2}$$

Where:

N is the total population

n is the sample size

a is the level of significance at 0.05

Table 1 Selected schools staff population and number of respondents.

Name of sec. school	Total staff population	Number of respondents	
		MALES	FEMALES
Green hill	13	07	03
Kikungwe	35	08	07
Kirimya high	18	05	03
Busulwa memorial	13	03	04
Bisanje	15	06	05
White angels	14	03	04
St. Monica	18	05	07
St. Mugagga	20	08	05
Kikalaala	15	05	03
Mugendawala	18	10	04
TOTAL	178	60	45 (105)

Source: Primary data, (2012)

Sampling Procedure

The sampling procedure was done by simple random sampling

Research Instruments

Questionnaire: a research devised questionnaire was designed in line with research questions that were used to collect data from the selected study areas. It was preferred because it was user friendly and convenient to respondents.

Documentary review was done which included text books and internet. They were studied to give secondary data that was used to get views of different experts/ authors and scholars from whom an analysis was made to give final information.

Validity

Validity test of instruments was done by use of the Critical validity index:

$$CVI = \frac{TVQ}{TQ}$$

Where:

CVI is critical validity index

TVQ is total valid questions

TQ is total questions

Validity for Human resource planning instruments was;

$$CVI = \frac{TVQ}{TQ} = \frac{15}{15} \times 100 = 100\%$$

Validity for employee performance instruments was;

$$CVI = \frac{TVQ}{TQ} = \frac{31}{31} \times 100 = 100\%$$

Reliability of Instruments

The instrument was first pre-tested at Kampala International University among 5 members the pre-test was then re-tested at Kampala Secondary School among 5 staff members who were randomly chosen and participated freely without any difficulty in answering the questions by ticking against the most right item. The test showed the character under measurement stable and consistent results.

Data Gathering Procedures

Before collecting data areas of study were surveyed to determine the population size.

Permission was sought to carry out the study with particularly chosen schools.

An introductory letter from Business and Management-College of Higher Degrees and Research was presented for authenticity of the activity.

Data gathering tools were prepared

During, questionnaires were distributed to selected respondents to answer questions that were prepared with instructions to follow. Time to pick the questionnaires was established and observed

After a period of one week questionnaires were collected organized sorted according to the different settings.

Data Analysis

It was the presentation of collected data and was encoded into the computer and statistically analyzed by the Statistical Package for Social Scientist the (SPSS). Data was Identified and classified with numeric scores in tables.

The frequency and percentage distribution was used to determine the demographic characteristics of the respondents.

The mean and standard deviations were applied for the extent of human resource planning and employee performance. An item analysis indicated in appendix IV illustrated the strengths and weaknesses based on the indicators in terms of mean and rank. From the indications strength, weaknesses and recommendations were made.

These numerical values and interpretations were used to get the means:

Mean Range	Interpretation
3.26-4.00	Very Good
2.51-3.25	Good
1.76-2.50	Fair
1.00-1.75	Poor

A multiple correlation coefficient to test the hypothesis on correlation (Ho #1) at 0.05 level of significance was employed. The regression analysis R^2 (coefficient of determination) was computed to determine the influence of the dependent variable on the independent variable.

Ethical Considerations

Participation was based on consent and individuals who were not willing to participate were respected.

The researcher promised to keep all respondents anonymous and all the findings were for academic purposes and did not intend to implicate anybody what so ever.

Limitations to the Study

In view of the following threats to validity, the researcher claimed an allowance of 5% margin error. Measures were also taken to minimize the threats to the validity of the findings of this study.

The following thus were the likely threats to the validity of the study:

1. **Extraneous variables:** which would be beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study?

To mitigate this threat, the researcher first consulted managers and stakeholders in order to be advised on reliable persons.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

Table 2 reveals the respondents attributes in the following frequency and percentages.

Table 2Demographic Characteristics of Respondents

CATEGORY	FREQUENCY	PERCENTAGE
Gender		
Male	60	57.2%
Female	45	42.8%
Total	105	100%
Age		
18-25	18	17%
26-33	56	53%
34-41	26	25%
42-49	5	5%
50+	--	--
Total	105	100%
Qualifications		
PHD	--	--
Masters	2	2%
PGD	10	9.5%
Graduate/Degree	58	55.2%
Diploma	35	33.3%
Certificate	--	--
Total	105	100%

Source: Primary data, (2012)

In terms of gender the table shows that out of 105 respondents, 60 were male i.e. 57.2% while 45 were females i.e. 42.8%.

Out of the total sample size the majority are males and minority are females showing the trend of employment and level of gender influence in implementing planning activities performance and composition of the labor force.

According to age majority i.e. 56 fell in the bracket 26-33 years making 53% followed by 28 individuals of age 34-41 years making 25%, while 18 were between 18-25 years making 17%, 5 were between 42-49 making the smallest 5% and there was none above 50 years.

The finding shows that there are more young females joining the labor force than males although more females leave the carrier as they reach early adulthood and by retirement or late adulthood most of them are already out of the service.

With regard to qualifications majority had a Degree i.e. 58 making 55.2% followed by 35 Diploma holders making 33.3%, 10 had a Post Graduate Diploma making 9.5% and the least were 2 with a Masters Degree making 2%. There were no PHD and Certificate holders.

This means that the group attained a certain level of training and therefore it is assumed that they have skills regardless of the level of specialization. It is realized that the biggest percentage of respondents had their first degrees and it is assumed that the skill level is comparatively on average. A small percentage is seen to have gone an extra mile to attain an advanced level of specialization with Masters, and some bearing a diploma. There are neither under trained individuals nor highly qualified respondent with a Philosophical Degree.

This is supported by Ivancevich, (2001) and Rue, (1995) who stressed that such a course provides a mechanism to eliminate gaps that may exist between supply and demand determining the numbers and types of employees to recruit or phase out and getting the right numbers of qualified people into the right job at a right time respectively.

Extent of Human Resources Planning in selected Schools

Table 3 presented the extent of human resource planning as observed by the respondents of the selected secondary schools of Bukoto Central in Masaka District. Out of 15 questions raised by the researcher 9 were rated as good while 6 were rated fair.

Values of each response are added together to get a final total where the response with a bigger total value, is rated with the least effect and response with lower total values is rated with a higher effect.

Table 3 Respondents rating on the extent of Human resources planning in selected schools.

Indicators of Human Resource Planning	Mean	Interpretation	Rank
I understand what my employer is trying to achieve in business management	2.70	Good	1
My department gets enough support for human resource development	2.67	Good	2
Promotions in my department are fair and result oriented	2.67	Good	3
I get enough compensation for my work	2.64	Good	4
I am adequately motivated for my work	2.63	Good	5
My superior is fun to work with because innovation is encouraged	2.60	Good	6
There is minimal fear of failure in my department and experimenting is accepted	2.59	Good	7
My supervisor shapes relations and job attitudes with in the department	2.58	Good	8
I am fully aware of my employer's strategy	2.55	Good	9
I am at peace with my job	2.45	Fair	10
Adequate fulfillment of appointment objective	2.45	Fair	11

Job improvement by my unique skills	2.44	Fair	12
Organization of promotions at work place	2.44	Fair	13
Analysis of overall job performance	2.43	Fair	14
Effects of instances of past disharmony at work	2.43	Fair	15
Average Mean	2.55	Good	

Source: Primary data, 2012)

The first nine indicators reflected a mean range of between 2.70 and 2.55 and were interpreted as Good. This means that respondents agreed to the indicators in affirmative with regard to: trial to understand what my employer is trying to achieve in business management; my department gets enough support for human resource development; being fully aware of my employer's business strategy. The last six indicators ranked from 10-15 reflected a mean range between 2.45-2.43 and interpreted as fair; implying that the respondents had a feeling that the administrators did not carry out planning in the following areas; adequate fulfillment of appointment objectives; organization of promotions; analysis of overall job performance; effects of instances of past disharmony at work.

This is supported by Schermerhorn, (1996), who stressed analysis of staffing needs and the actions to take to full fill them over time to have full organization potential.

Level of Employee Performance in selected schools

Table 4 reflects the level of performance in selected Schools

Table 4 Respondents' rating on the level of Employee Performance

Indicators of Employee Performance	Mean	Interpretation	Rank
The job is well described;	2.74	Good	1
Work is well defined	2.66	Good	2
There is employee benefit from the period of service ;	2.60	Good	3
There is good management work	2.58	Good	4

pressure;			
challenges at work are well managed	2.58	Good	5
Work is enjoyable;	2.57	Good	6
There are opportunities of skill development	2.55	Good	7
Management enhance better performance;	2.54	Good	8
Management doing enough employee motivation;	2.54	Good	9
There is motivation in the work I do;	2.53	Good	10
There is efficient use of resources	2.53	Good	11
There is quality assurance performance	2.53	Good	12
There is employee satisfaction	2.53	Good	13
About employee training and development	2.53	Good	14
Customer service is paramount	2.53	Good	15
Value for quality standards is emphasized	2.52	Good	16
Safety standards are considered	2.52	Good	17
Product delivery is rated	2.51	Good	18
Staff punctuality	2.51	Good	19
corporate social responsibility	2.50	Good	20
Environment conservation	2.50	Fair	21
Quality management by managers	2.50	Fair	22
Evaluations & discussions on performance done by supervisor	2.49	Fair	23
Knowledge of personal contribution to overall objectives	2.48	Fair	24
Separation of personal objectives from school objectives	2.48	Fair	25

Communication of targeted dates	2.47	Fair	26
Feedback on underperformance	2.45	Fair	27
Highlight of personal development to staff	2.45	Fair	28
Personal success accorded to staff	2.43	Fair	29
Cognition of exceptional performance	2.38	Fair	30
Staff morale	2.35	Fair	31
Average Mean	2.60	Good	

Source: Primary data,(2012)

Out of the 31 indicators, 20 were rated as Good and 11 as Fair. This means that the respondents agreed in the affirmative to the indicators with regard; the job being described; work being well defined; there is benefit from the period of service; considerations of safety standards; staff punctuality; and corporate social responsibility. The last 11 indicators ranked between 21 and 31 have a mean range of between 2.50 and 2.35 and were rated as Fair. This means that respondents had mixed reactions with regard to; environmental conservation; quality management by managers; separation of personal objectives from school objectives; cognition of exceptional performance; and staff morale.

Significant Relationship between the extent of Human Resources planning and Employee Performance

Table 5 shows the relationship between the extent human resource planning and employee performance.

Table 5 Correlation between the Extent of Human Resource Planning and Employee Performance

Variables correlated	r-Value	Sig-Value	Interpretation	Decision on Ho
Human Resource Planning Vs Employee Performance	0.783	0.001	Significant relation	Rejected

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

Statistical analyses were carried out using Pearson's Linear Correlation Coefficient, in Statistical Package for Social Scientists (SPSS) to determine if there was a significant relationship between Human Resource Planning and employee Performance in selected Secondary Schools of Bukoto Central, Masaka District.

The sig-value of 0.001 in **Table 5** indicates that there is a significant relationship between Human Resource Planning and Employee Performance in the area under study.

This is not in agreement with the null hypothesis which states there is no significant relationship between the extent of Human Resource Planning and employee Performance of 78.3%.

Regression Analysis

In order to counter-check the results of the correlation between the independent variable (Human Resource Planning) and the dependent variable (Employee Performance), a regression of the two variables was tested. Table 6 shows the results.

Table 6 Regression Analysis Results

Variables Regressed	R-Square	F-Value	Sig.	Interpretation	Rejected
Employee Performance Vs Human Resource Planning	0.583	30.594	0.001	Significant Effect	Rejected

Regression is significant at the 0.05 level.

It became very evident that the dependent variable greatly affected the independent variable with a significant value of 0.001 which was far below the standard level of 0.05.

CHAPTER FIVE

FINDINGS CONCLUSION AND RECOMMENDATIONS

Findings

1. Respondents' profile in terms of attributes
 - 1.1 Majority of the study cohort were male (57.2%)
 - 1.2 Majority of them fell under early adulthood (26-33)
 - 1.3 Basing on qualifications majority were graduates

2. Extent of Human resource planning as practiced in the different schools ranged from Good to Fair. Evidently there were some areas of human resource planning in which respondents were not well satisfied.
 - 2.1 Means of developing peace on jobs
 - 2.2 Enough fulfillments of appointment objectives
 - 2.3 Job improvement by unique skills
 - 2.4 Organization of promotions
 - 2.5 Analysis of overall job performance
 - 2.6 Effects of past disharmony

3. Majority of respondents' on the level of employee performance were good with these options most frequently rated;
 - 3.1 Presence of job descriptions
 - 3.2 Work being well defined
 - 3.3 Presence of employee benefits from the period of service
 - 3.4 Good management of challenges
 - 3.5 Work is enjoyable
 - 3.6 There are opportunities of skill development
 - 3.7 Good management enhances better performance

4. There was a significant relationship between the extent of human resource planning and employee performance in selected schools of Bukoto in Masaka District, hence the null hypothesis was rejected.

Conclusion

Basing on the findings of the study, the following conclusions were drawn:

1. Respondents to the study were satisfied with human resource planning and employee performance practices as they were indicated by the highest rating "Good" only in independent and dependent variables. However the ratings were confined to good and fair levels only.

The schools under the study predominantly felt that human resource planners had not satisfactorily done what it takes to plan for employees.

2. The Queuing model theory applied to this study was proved right basing on the findings. The theory stated that evidence gathered suggests that employees are comfortable using the model as a means of focusing improvement of human resource planning and employee performance in line with organization needs arising from planned activities, monitored and measurable.

New information was generated basing on the findings of the study

Recommendations

In line with the findings of the study, the following were recommended:

I. Practice of gender balance; devise good employee retention programs to maintain more skilled persons at work place.

II Organizations should focus on the failed areas in human resource planning and employee performance and devise means of improving and enhancing these areas.

1 Human resource planning;

1. [a] Creation of peaceful working environment

1. [b] adequately fulfill objectives of appointment
1. [c] Improvement of jobs through unique skills
1. [d] Organize a proper promotion criteria at the work place
1. [e] make a proper analysis of the overall job performance
1. [f] Proper management of issues arising from previous disharmony and disciplinary actions

2. Employee performance

2. [a] conservation of the working environment
2. [b] management of quality services by heads or managers
2. [c] supervisors should evaluate and discuss performance
2. [d] personal contributions to overall objectives should be acknowledged
2. [e] personal and organization's objectives should be separated
2. [f] time lines drawn should be communicated
2. [g] where there is under performance, communications should be made
2. [h] Staff personal developments should be highlighted
2. [I] Personal success should be accorded to staff/s
2. [j] exceptional performance should be recognized
2. [k] staff morale should be considered

III. To reinforce the above recommendations, human resource managers of areas under study should present the research findings and the suggested remedies to supervisors, heads of departments, subordinates and stakeholders to disseminate evidence-based information about human resource planning and employee performance, and solicit cooperation in the implementation of the suggested strategies.

Areas for Further Study

Human resources if planned haphazardly can affect the possibilities of achieving set objectives. The study founded out that there was

less planning for human resources and employee performance in the selected schools and therefore recommended for further research on the following areas.

1. The role employment firms in sourcing for companies.
2. Monitoring and evaluations of human resources activities.
3. Managing Motivation of employees for management Excellency.
4. How to organize a good employee remuneration package.
5. The importance of training and development of employees.
6. How to retain a viable work force.
7. Understanding the secret behind good industrial relations.
8. The influence of government policies on human resources.
9. Professionalism and management of human resources.
10. Managing performance at work place.

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APPENDIX I A

TRANSMITAL LETTER



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**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: October 31, 2012

**RE: REQUEST FOR SSEVVIIRI JOSEPH MUKASA BALIKUDEMBE
MHR/10035/81/DU :TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Arts in Human Resource Management.

He is currently conducting a research entitled " **Human Resources Planning and Employee Performance of Selected Schools in Bukoto Central Masaka District Uganda.**"

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr.Malinga Ramadhan
**Head of Department,
Economics and Management Sciences,(CHDR)**

NOTED BY:

Dr. Sofia Sol T. Gaite
Principal-CHDR

"Exploring the Heights"

APPENDIX I B

TRANSMITAL LETTER FOR RESPONDENTS

Dear Sir/Madam,

I salute you!

I am a candidate for a Masters in Human Resources Management [HRM] department of Business Administration at Kampala International University with a thesis on **Human Resource Planning and Employee Performance of Selected Schools in Bukoto Central Masaka District**. As I pursue this academic requirement, may I request for your assistance to be part of this study?

Kindly provide the most appropriate information as indicated in the questionnaires and please leave no gap. All data shall be for academic purposes only and will be kept confidential

Please allow me to pick the questionnaires after one week

Thank you so much.

Yours faithfully,


Sseviiri Joseph Mukasa Balikuddembe

APPENDIX II
INFORMED CONSENT

I am giving my consent to be part of the research study to be carried by Sseviiri Joseph MB that will focus on " human resource planning and employee performance of selected schools in Bukoto central Masaka District Uganda.

I shall be assured of privacy, anonymity and confidentiality and that I will be give the option refuse participation and right to withdraw my participation any time.

I have been informed that the research is voluntary and that the results will be given to me if I request for them

Name.....

Date.....

APPENDIX III

RESEARCH INSTRUMENTS

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

I am a student at Kampala International University undertaking a Masters Degree in Business Administration (Human Resources Management) optional. I request you to honestly respond to my research questions and all responses will be held confidential.

PROFILE

Use a tick against a right answer.

1. Name of school

2. Age group: tick where applicable

Between 18-25 26-33 34-41 42-49 50 and above

3. Sex: male -----

Female -----

4. Highest level of training achieved.

PhD -----

Master -----

Post Graduate Diploma -----

Graduate/Degree -----

Diploma -----

Certificate -----

EXTENT OF HUMAN RESOURCES PLANNING

Please choose an option of your preference by writing the rating under.

Response	Rating	Description
Strongly agree	(4)	you agree with no doubt at all
Agree	(3)	you agree with some doubt
Strongly disagree	(2)	you disagree with some doubt
Disagree	(1)	you disagree with no doubt at all

_____ 1. I understand what my employer is trying to achieve in business management
_____ 2. My department gets enough support for human resource development
_____ 3. Promotions in my department are fair and result oriented
_____ 4. I get enough compensation for my work
_____ 5. I am adequately motivated for my work
_____ 6. My superior is fun to work with because innovation is encouraged
_____ 7. There is minimal fear of failure in my department and experimenting is accepted
_____ 8. My supervisor shapes relations and job attitudes within the department
_____ 9. I am fully aware of my employer's strategy
_____ 10. I am at peace with my job
_____ 11. Adequate fulfillment of appointment objective
_____ 12. Job improvement by my unique skills
_____ 13. Organization of promotions at work place
_____ 14. Analysis of overall job performance
_____ 15. Effects of instances of past disharmony at work

APPENDIX IV

RESEARCHER'S CURRICULUM VITAE

PERSONAL PROFILE

First name: Joseph

Last name: Ssevviri

Others: Mukasa Balikuddembe

Address: P.O BOX 672 Busega Kampala

Email: jsseviri@yahoo.com

Mob: +256 779 890 793

+256 752 531 984

Career Objective: To work in a dynamic corporate environment in order to ensure optimum use of human capital for the benefit of the company.

Education qualifications

Aug/Sept 2012 Certificate in Administrative Law, Law Development Centre

Sept 2012 Certificate in Human Resources Information Systems Uganda Management Institute

2008-2011 MA Human Resources Management Kampala International University Kampala

1999-2002 B.A Social and Philosophical Studies Makerere University Kampala

1996-1998 Uganda Advanced Certificate of Education Bukalasa Minor Seminary Masaka.

1992-1995 Uganda Certificate of Education St. Josephs S.S Masaka

1983-1991 Primary Leaving Examinations Kaswa Parents Masaka

Professional qualifications

Aug - Sept 2011 Computer training in Statistical Data Analysis with SPSS and STATA College of Natural Sciences Makerere University Kampala.

2006 Certificate in Computer Applications Masaka

