THE IMPACT OF HUMAN RESOURCE PLANNING ON THE PERFORMANCE IN A NON-GOVERNMENTAL ORGANIZATION
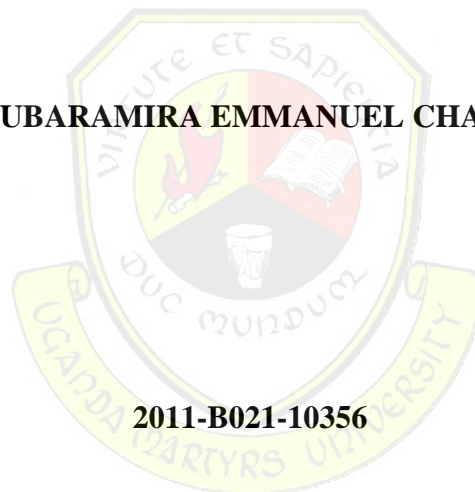
CASE STUDY: UNITED NATIONS FUND FOR POPULATION ACTIVITIES

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DEDICATION

I dedicate this report to my family members especially my Dad and Mum who have always stood

by me and encouraged me. Thank you for being there for me, showering me with your love and

tolerance for the long hours away from home as I pursued my studies.

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I am obliged to extend my sincere gratitude to the people whose encouragement and guidance saw me to the completion of this research report.

Special thanks go to my supervisor, Mr. Sekatawa John Ezekiel for his continued consistency and guidance in enabling me develop this report that is highly appreciated.

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I am also grateful for the continued financial support and assistance provided to me by my mother.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABSTRACT

The focus of this study is on the relevance of human resource planning on the organizational performance. Human resource planning is a very important to the performance of an organization.

Interview schedule and questionnaires were the instruments used in collecting data. The study was mainly conducted at the organizations premises in the different departments present in the organization.

The researcher had four research objectives that were used to determine whether human resource planning actually has an impact on the performance of an organization which were recruitment and selection, job design, job specification and description and finally succession planning.

The above mentioned objectives were found to have an impact on the performance of an organization; this was established after field work was carried out in United Nations Population Fund in their Kampala office as will be seen in the book.

The researcher recommends that further research be carried out in the future to supplement on this so that any knowledge left out is adequately included.

<div align="center">**CHAPTER ONE**</div>

<div align="center">**GENERAL INTRODUCTION**</div>

1.0 INTRODUCTION

Human resource planning is the arrangement of the available resources of an organization in order to achieve desired set goals and objectives of an organization. This has a great impact on the performance of an organization because the main resource that contributes to the level of achievement of the set organizational goals is determined by the level of organization of available resources to be exact the human resources (the man power) skilled and unskilled.

1.1 Background of the study

Human resource planning is a process that current and future human resources needs for an organization to achieve its goals. Human resources planning management should serve as a link between human resources management and the overall strategic plan of an organization.

Human resource is a term used to describe the individuals who make up the workforce of an organization although it is applied in labor economics too, for example, business sectors of even a whole nation. It can also be the function within an organization charged with overall responsibility for implementing strategies and policies relating to the management of individuals.

In simple terms, an organization's human resources management strategy should maximize return on investment in the organizations human capital and minimize financial risk hence achieving one of the key objectives of an organization which is to maximize efficiency and effectiveness. Human resource managers seek to achieve this by aligning the supply of skilled and qualified individuals and the capabilities of the current workforce, with the organizations ongoing and future survival success.

In ensuring that such objectives are achieved, the human resource function is to implement an organization's human resource requirements effectively, taking into account federal, state and local labor laws and regulations, ethical business practices and networks, in a manner that maximizes as far as possible employee motivation, commitment and productivity.

1.2 Statement of the problem

Human resource has been considered and described by many human resource writers as the most valuable resource of an organisation. Despite the complex nature of human beings, which is their personality, character and the ability to achieve goals, people differ in all aspects.

People are in constant demand, but, cannot be easily replaced by technology or moved around like finance. The Human Resource Planning is underpinned by Governments priorities to provide tangible improvements in services to citizens and to build strong, interconnected and sustainable communities. A systematic approach to human resource planning is needed to ensure that the public service is made up of the right people, in the right place, at the right time to deliver high quality, value for money services in partnership with communities, all the time.

Like many other parts of the world, organisations in Ghana of which Information Services Department is no exception, are facing looming challenges in attracting and retaining skilled and valuable employees to meet changing service delivery needs. Together with rapid advances in communication technology, these factors are already having a profound effect on what and how services are provided, to whom, and at what cost. This has made the need for effective planning of the organisations most valuable asset. The issue of Human Resource Planning raises series of questions. For instance, how effective is Human Resource Planning policies and practices on the performance of the organisation? How do they address human capital challenges that hamper the execution of service delivery initiatives and interventions of the performance of the organisation? How effective are the Human Resource Planning practices and procedures at the performance of the

organisation? It is against this background, that this researcher seeks to analyze the Human Resource Planning and its effect on the performance of the organisation

1.3 Objectives of the study

1.3.1 Major objective
The purpose of the study was to establish the impact of human resource planning on an organization's overall performance.

1.3.2 Specific objectives
1. To determine the impact of recruitment and selection on the performance of the organisation.

2. To determine the impact of work design and classification in the performance of the organisation.

3. To determine the impact of job specification and job description on the performance of the organisation.

4. To determine the impact of succession planning on the performance of the organisation.

1.4 Research question
1. What is the impact of recruitment and selection on the performance of the organisation?

2. What is the impact of work design on the performance of the organisation?

3. What is the effect of job specification and job description on the performance of the organisation?

4. What is the effect of succession planning in the performance of the organisation?

1.5 Scope of the study

The scope of the research refers to the magnitude of the research and was done in its three dimensions;

1.6 Significance of the study

The researcher intends to show the impact of planning for the resources of an organization in particular the human resources on the organizations performance, this will be done by using various dimensions or factors that directly affect the independent variable that is human resource planning and by doing so the reason to plan for an organizations resources will be attained. The study the researcher is planning to carryout will be carried out in an International organization, the United Nations Population Fund, UNFPA; the country office.

1.7 Justification of the study

This study will enable organizations have better planning especially for their human resources promoting the major objective achievement and hence promoting success of the organizations.

The study also provided more information on how organizations can best improve their performance through human resource planning and management through application of the findings used to explain human resource planning.

1.8 Definition of key terms

*Human resource -*This is a term used to describe the individuals who make up the work force of an organization.

Organization -This is group of people working together for a purpose of achieving the same goals.

*Performance -*Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed.

*Human resource planning -*Human resource planning is the arrangement of the available resources of an organization in order to achieve desired set goals and objectives of an organization

1.9 Conceptual framework (Figure 1.1)
Independent variable – Human resource planning

Dependent variable – Performance of an organization

Independent Variable   **Dependent Variables**

Human resource planning		**Performance of an organization**

Human resource planning

- Recruitment and selection

- Job design

- Job specification and job description.

- Succession planning.

Performance of an organization

- Quality of output.

- Quality of service provision.

- Relevance of output to task at hand.

Intervening factors

- Competence of the planner (capability)

- Time aspect

- Method of human resource planning

SOURCE: The Researcher

The conceptual framework consists of independent, dependent variables and intervening variables. In other wards the conceptual frame work shows the relationship between the different variables and how the intervening variables affect their relationship.

The independent variables comprise of recruitment and selection, job design, job description and job specification whereas dependent variables comprises of quality of output, quality of service

provision, relevance of output to task at hand. In human resource planning through recruitment and selection, the human resource manager will recruit the right personnel for the vacant job in the organisation if he or she is proficient or competent in order to achieve quality output and good organisational performance. Through job design the human resource manager is able to collect data on how a job is to be performed in order to provide quality services within a given period of time. In Job specification and job description, the human resource planner stipulates the task requirements in relation to the task at hand in order to attain the organisation performance. This is done through written job descriptions for all employees which are carefully assessed and adapt the information to ensure that it meets the organization's goal to attain good performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter the researcher introduces the existing information on the key objectives of the related literature in the research, highlighting what several researchers have written, what has been discussed on human resource planning and its impact on performance in an organization. This chapter demonstrates the usefulness of the researcher's work as well highlighting the key areas of research.

2.1 Theoretical review
Human resource planning

Cole (2002), every organization has to make some attempts to train, re-deploy and dismiss employees in the course of its activities. Not all of these attempts can be regarded as human resource planning, for they are much too haphazard. Human resource planning, in the sense used here, is a much more rational exercise. One well respected definition of human resource is a strategy for the acquisition, utilization, improvement and retention of an enterprise's human resources.

This particular definition sees human resource planning as a strategic activity that is concerned with securing resources on long term basis. It is interesting to note that there is no mention of staff disengagement in this definition, which was written at a time of full employment, unlike the present.

For our purposes, human resource planning will be taken to mean any rational and planned approach for ensuring the utilization of sufficient and suitable staff, their retention in the

organization, the optimum utilization of staff, the improvement of staff performance, the disengagement of staff when necessary.

Thus human resource planning is not just a numbers game, even though labour statistics are an important element in it. Human resource planning is as much, if not more, concerned with quality personnel and their deployment throughout the organization.

Gareth & Jennifer (2006), human resource planning includes all activities managers engage in to forecast their current and future human resource needs. Current human resources are the employees an organization needs today to provide high quality goods and services to customers. Future human resource needs are the employees the organization will need at some later date to achieve its longer term goals.

As a part of human resource planning, managers must make both demand forecasts and supply forecasts. Demand forecasts estimate the qualifications and numbers of employees an organization will need given its goals and strategies. Supply forecasts estimate the availability and qualifications of current employees now and in the future, as well as the supply of qualified workers in the external labour market.

Performance

According to the online dictionary, performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Price (2004, p.498), enthusiasts for performance assessment argue that it serves a key integrating role within an organization's human resource processes. First, it provides a checking mechanism for resourcing policies and procedures, evaluating the quality of recruits and hence the underlying decision making process. Secondly, it motivates employee commitment and the relevance of their working behavior to the business objectives. Thirdly, it provides a rationale for an organization's pay policies. Taken at face value, these intentions seem entirely compatible with an intergrated and strategic approach to human resource management. In reality, however, the definition and measurement of good performance is a controversial matter, involving fundamental issues of motivation, assessment and reward.

Gareth & Jennifer (2002, p.431), performance appraisal is the evaluation of employees' job performance and contributions to the organization. Performance feedback is the process through which managers share performance appraisal information with their subordinates, give subordinates an opportunity to reflect on their own performance, and develop, with subordinates, and plan for the future. Before performance feedback, performance appraisal must take place. Performance appraisal could take place without providing performance feedback, but wise managers are careful to provide feedback because it can contribute to employee motivation and performance.

Performance appraisal and feedback contribute to the effective management of human resources in several ways. Performance appraisal gives managers important information on which to base human resource decisions. Decisions about pay raises, bonuses, promotions, and job moves all hinge on the accurate appraisal of performance. Performance appraisal can also help managers determine which workers are candidates for training and development and in what areas.

Performance feedback encourages high levels of employee motivation and performance. It lets good performers know that their efforts are valued and appreciated. It also lets poor performers know that their lackluster performance needs improvement. Performance feedback can provide both good and poor performers with insight on their strengths and weaknesses and ways in which they can improve their performance in the future.

2.3 Recruitment and selection

Cascio (2010), recruitment is a form of business contest and it is fiercely competitive. Just as corporations strategize to develop, manufacture and market the best product or service, so they must also try to identify, attract, and hire the most qualified people. Recruitment is a business, and it is big business. It demands serious attention from management because any business strategy will falter without the talent to execute it. According to the former Apple CEO Steve jobs, "recruiting is hard. It's finding the needle in the haystack. I've participated in the hiring of maybe 5000 plus people in my life. I take it very seriously." This will depend on the competence of the planner in this case 'Steve jobs' who has to make sure that the employees he recruits are able to produce quality output in order to achieve the best performance .

Certainly the range of recruitment needed is broad. A small manufacturer in a well populated rural area faces recruitment challenges that are far different from those of high technology firm operating in global markets. Both need talent although the different types of talent to be successful in their respective markets. Regardless of the size of a firm, or what industry it is in, recruitment and selection of people with strategically relevant abilities is more important than ever because it's the selected employees that determine the output of the organisation therefore the manager has to be competent and show that he is capable of selecting the perfect people for the job.

Lloyd and Leslie (2011), recruitment involves seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen. Most organizations have recruitment (or sometimes called, employment) function managed by the human resource department. In an era when the focus of most organizations has been effectively and effectively running the organization, recruiting the right person for the job is a top priority.

The magnitude of an organization's recruiting effort and the methods to be used in that recruiting efforts are determined from the human resource planning process and the requirements of the specific jobs to be filled. If the forecasted human resource requirements exceed the net human resource requirements, the organization usually actively recruits new employees. Successful recruiting is difficult if the jobs to be filled are vaguely defined. Regardless of whether the job to be filled has been in existence or is newly created, its requirements must be defined as precisely as possible for the recruiting to be effective.

2.4 Work design and performance

Cascio (2010), at the outset it is important to distinguish job analysis from job description. The term job analysis describes the process of obtaining information about jobs. Regardless of how it is collected, it usually includes information about the tasks to be done on the job, as well as the personal characteristics (education, experience, specialized training, and personality) necessary to do the tasks. Job design, in contrast, focuses on how work will be performed or changed, including all relevant tasks. If a job changes, then the process is referred to as job redesign. Job design should link closely to business strategy, because the strategy might require new and different tasks, for example, by incorporating new technology or different ways of performing the same tasks.

Lloyd and Leslie (2011), job design is the process of structuring work and designating the specific work activities of an individual or group of individuals to achieve certain organizational objectives. Job design addresses the basic question of how the job is supposed to be performed, who is to perform it, and where it is to be performed. Job analysis and design are directly linked to each other. In practice, most job analyses are performed on existing jobs that have previously been designed. However, it is not unusual for a job to be redesigned as the result of recent job analysis. For example, a job analysis might reveal that the current method of performing a job (the job design) is inefficient or contains unnecessary tasks. New technology can also cause the content of a job to change. For example, think of how computers have changed the content of thousands of jobs. Job analysis and job design processes are usually conducted by industrial engineers and entry level human resource specialists. However, because both of these processes are basic to so many human resource functions, every human resource manager should have a thorough understanding of them.

Noe Hollenbeck and Gerhart Wright (2008), job design addresses what tasks should be grouped into a particular job. The way that jobs are designed should have an important tie to the strategy of an organization because the strategy requires either new and different tasks or different ways of performing the same tasks. In addition, because many strategies entail the introduction of new technologies, this impacts the way that work is performed. In general, jobs can vary from having a narrow range of tasks (most of which are simplified and require a limited range of skills) to having a broad array of complex tasks requiring multiple skills. In the past, the narrow design of jobs has been used to increase efficiency, while the broad design of jobs has been associated with efforts to increase innovation. However, with the advent of total quality management methods

and a variety of employee involvement programs such as quality circles, many jobs are moving toward the broader end of the spectrum.

It is thus important that proper job design characterized by the proper allocation of jobs and tasks to job incumbents taking into consideration their physical and psychological needs which will as a result of the level of quality of the service that the organisation will we offering through the time aspect and thus improves the performance of the organization. In such a way that the job design should meet the accuracy of time and the quality of the service should be high and therefore leading to great performance of the organisation

2.5 Job specification and job description

Cascio (2010), the result of the process of job analysis is a job specification (an overall written summary of task requirements) and job specification (an overall written summary of worker requirements). In the past, such job definitions often intended to be quite narrow in scope. Today, however some organizations are beginning to develop job descriptions. They intend to be more stable, even as technologies and customer needs change.

For example, instead of focusing on communication skills, such as writing, speaking, and making presentations, behavioral job descriptions incorporate border behavioral statements, such as "actively listens, builds trust, and adapts his or her style and tactics to fit the audience." These behaviors will not change, even as the means of executing them evolve with technology. Instead now expected to draw inferences and render diagnoses, judgments, and decisions, often under severe time constraints.

Job specifications should reflect minimally acceptable qualifications for the job incumbents. Frequently they do not, reflecting instead a profile of the ideal job incumbent. How are job

specifications set? Typically, they are set by consensus among expert's immediate supervisors, job incumbents and job analysts. Such a procedure is professionally acceptable, but care must be taken to distinguish between required and desirable qualifications. The term required denotes inflexibility, that is; it is "nice to have" this ability, but it is not a "need to have" for example for some jobs, education or experience requirements. To be sure, required qualifications will exist in almost all jobs, but care must be exercised in establishing them, for such requirements must meet a higher standard.

H. John Bernardin (2010), job descriptions define the job in terms of its content and scope. Although the format can vary, the job description may include information on job duties, tasks, activities, behaviors, and/or responsibilities (KASOCs). Job specifications consist on the knowledge, abilities, skills, and other characteristics needed to carry out the job tasks and duties. Specific educational requirements for example Doctorate in philosophy, Masters in Business Administration, Masters in Social Work, certificates or licenses for example Certified Public Accountant, or other qualifications like years of experience are often stipulated as job descriptions. Cutoff scores on tests are also job specifications. Job specifications detail the specific KASOCs or competences required. Work analysis should be a basis for job specification.

Job specifications often are contested in court because they have adverse impact against groups protected by Equal Employment Opportunity laws (EEO). Certainly job specifications that result in adverse impact against groups covered by Equal Employment Opportunity legislation should be validated by analysis. Where data are available in company records that shed light on the relationship between a certain given job specification and some measure of effectiveness, these

data should certainly be used. A regional manager of a 500 store clothing retailer proposed that all assistant managers in his region should have college degrees. However, research from the human resource department indicated there was no correlation between having or not having a college degree and the performance as an assistant store manager. In addition human resource determined the college degree specification caused costly recruiting problems and adverse impact against minorities. The manager was persuaded to change his mind about requiring the degree for the job.

Unnecessary job specifications can also translate in to higher labour costs. The State of Maryland was concerned about the number of state positions that required a Master's in Social Work (MSW), a requirement that necessitated a higher salary. The consulting firm of Booz, Allen and Hamilton conducted work analysis of these jobs and determined the extent to which the knowledge acquired by the MSW was essential and others doing the same work with only a bachelor's degree, the consultant firm also could study whether the more advanced degree was related to better performance of the job (it wasn't). Booz, Allen also found out that the MSW requirement hindered the state's ability to meet its diversity goals and caused adverse impact against minorities. They recommended that the MSW job specification be dropped for these positions. The state saved millions of dollars by dropping the higher degree requirement and was able to recruit from much larger pool of potential candidates.

H. John Bernardin (2010), Many business schools now stipulate that a doctorate of philosophy is required for any faculty position although it is conceivable that a candidate with a Master's degree would be less costly and perhaps as or more effective as an instructor of undergraduate students. Job specification such as reading level, formal education requirements, and the like

must be established at a level that reflects the minimum necessary for job entry. Establishing specifications at too high a level often results in adverse impact and can hinder diversity and affirmative action goals. For this reason, such practices are closely scrutinized by the courts. The so-called glass-ceiling effect that blocks women from many key positions because they lack certain credentials or experience as an example could result.

For example, requiring an advanced degree and a minimum number of years of previous experience are examples of job specifications that could hinder the ability of women or minorities to even compete for a job and those specifications may have been set arbitrarily. It is in an organization's best interests to determine whether a particular job specification is really necessary for the success of a job. After all, more education or more years of experience almost always translate into higher salaries and more difficulty recruiting. Organizations should constantly monitor their specifications. Larger companies often have data available to be able to assess the correlation between job specifications and important outcomes like performance. If data are available, they really need to test the validity of the job specifications. Should an employment discrimination lawsuit ensue, the plaintiffs will surely examine these data very carefully and perhaps use their own analysis to support their theory of discrimination.

John M. Ivancevich (2010), job description is one of the primary outputs provided by systematic job analysis. Simply stated, a job description is a written description of what the job entails. It is, however, difficult to overemphasize how important thorough, accurate, and current job descriptions are to an organization. Many changes occurring in recent years have increased the need for such job descriptions. These changes include (1) the incredible number of

organizational restructurings that have occurred for example downsizing, (2) the need to implement new and creative ways to motivate and reward employees, (3) the accelerated rate at which technology is changing work environments and (4) new, more stringent federal regulation of employment practices through legislation. Though some human resource managers feel that technology and rapidly changing jobs will eventually decrease the need for job descriptions, it still seems unlikely that there are any relevant aspects of human resources that do not depend on accurate job descriptions.

While there is no standard format for a job description, almost all well written, useful descriptions will include information on:

Job title – the title of the job and other identifying information such as wage and benefits classification.

Summary – brief one or two sentence statement describing the purpose of the job and what outputs are expected from the incumbents

Equipment – clear statement of the tools, equipment, and information required for effective performing of the job.

Environment – description of the working conditions of the job, the location of the job, and other relevant characteristics of the immediate work environment such as hazards and noise levels for example.

Activities – includes a description of the job duties, responsibilities, and behaviors performed on the job. Also describes the social interactions associated with the work for example size of work group, amount of dependency in the work.

The job specification evolves from the job description. It addresses the question "what personal traits and experiences are needed to perform the job effectively?" the job specification is especially useful in offering guidance for recruitment and selection. For example if you were looking for a human resource professional to fill the position. From the job specification, you would know that successful applicant would have a college education and would already have at least six years of experience in human resource management.

Determining what skills, knowledge, or abilities are required for performing a particular job can be done systematically. R. J. Harvey offers the following guidelines for arriving at the characteristics that should be included on a job specification:

All job tasks must be identified and rated in terms of importance using sound job analysis techniques.

A panel of experts, incumbents or supervisors should specify the necessary skills for performing each of the job tasks identified.

The importance of each skill must be rated.

Any other characteristics necessary for performing the job should be identified. These include things such as physical requirements and professional certification.

Each skill that has been identified needs to be specifically linked to each job task.

Any trait or skill that is stated on the job specification should actually be required for performance of the job. Job specifications need to differentiate clearly between the essential and nonessential skills. Essential skills are those for which alternative ways of accomplishing the job

are not possible. Nonessential skills can be accommodated by changing the structure or work methods of the job. If disabled people could accomplish the job successfully after such accommodation, then it should be done.

2.6 Succession planning.

Cascio (2010), succession planning is the process of identifying replacement candidates for key positions, assessing their current performance and readiness for promotion, identifying career development needs, and integrating the career goals of individuals with company goals to ensure that availability of competent executive talent.

This is the one activity that is persuasive, well accepted, and integrated with strategic business planning among firms that do strategic work force planning (SWP). In fact, leadership succession planning is considered by many firms to be the sum and substance of SWP. Here is an overview of how several companies do it.

Both GE and IBM have had similar processes in place for decades and many other firms have modeled theirs on those two approaches. The stated objective of both programs is "to assure top quality and ready talent for all executive positions in the corporation worldwide." Responsibility for carrying out this process rests with the line executives from division presidents up to the chief executive officer. Staff support is provided by an executive resource staff located within the corporate policy committee consisting of the chairman, the vice chairman, and the president. The presentation usually consists of an overall assessment of the strengths and weaknesses of the unit's executive resources, the present performance and potential of key executives and potential replacements (supplemented with pictures of the individuals involved), and rankings of all incumbents of key positions in terms of present performance and expected potential.

The policy committee reviews and criticizes this information and often provides additional insights to line management on the strengths and weaknesses both of incumbents and their replacements. Sometimes the committee will even direct specific career development actions to be accomplished before the next review.

Leadership succession processes are particularly well developed at 3M Company. With 2007 worldwide sales of $24.5 billion, 63 percent of which came from outside the United States, 3M sells 65000 products in more than 200 countries, and it employs more than 76000 people worldwide.

Cascio (2010), at a broad level, there are five objectives for the human capital planning process. The most fundamental one is to align available knowledge, skills, abilities and other characteristics with the strategy of the business. Beyond that, 3M seeks to identify talent across businesses: to drive diversity throughout the organization; to leverage talent across businesses; to drive diversity throughout the organization as a business value and to balance "make" (internal development) and "buy" (outside hiring). More specifically, the performance, the performance appraisal process seeks to capture and document individual results, to recognize contributions and to identify development needs.

The management team is given an area of business conducts consensus reviews. The objective is to use assessments of performance and leadership attributes to build management consensus on each employee's contribution and development needs. Each function for example engineering, R&D, manufacturing, sales and marketing, information technology) engages in monthly as well as annual activities to assess and identify talent, both within a functional area and also across the

six major business of the company. The resulting global talent pools are then used in succession planning and also in developing world class leaders.

3M's leadership attributes underlie assessment, development, and succession. They describe what leaders need to know, what they need to do, and the personal qualities that leaders need to display. With respect to assessment, managers assess potential as part of performance appraisal process. All managers also receive 360 degree feedback as part of leadership classes. Executive hires at the leadership level all go through an extensive psychometric assessment. With respect to development, 3M's leadership development institute focuses on "leaders teaching leaders." It is delivered as a key development strategy in the formation of a global leadership pipeline. 3M an also use "action learning" training that is focused on developing creative solutions to business critical problems as way to learn by doing. Participants present their final recommendations to senior level executives. Finally, after follow up coaching and individual development plans, leaders are assessed in terms of the impact of their growth on the organization strategy.

Succession planning's objectives are three-fold: to identify top talent, that is, high-potential individuals, both within functions and corporate-wide; to develop pools of talent for critical positions; and to identify development plans for key leaders. 3M's executive resources committee assures consistency both in policy and practice in global succession planning for key management and executive positions including the process for identifying, developing, and tracking the progress of high-potential individuals.

H. John Bernardin (2010), Succession planning and replacement charts are also used by some companies to identify individuals to fill a given slot if an incumbent should leave. These techniques are most useful for individual level problems with short term planning time horizons. These are over 300 computerized Human Resource Information Systems (HRISs), now available, many of which include skills inventory. The General Electric Company and Dunn and Bradstreet, for example, have used electronic data files on their employees for years as an aid for internal promotions and for required EEO reports. Pratt used an HRIS system to project successions, early retirements, future openings, and overstaffing problems.

Two of the most important concerns regarding the use of electronic databases for personnel are privacy rights and security problems. The latter issues can be handled with the right systems and software provisions. The privacy issue is much more difficult. Many states and many countries have privacy laws and regulations that may pertain to the use, content, and access of the HRIS.

More complicated transition models such as Markov analysis are used for long range forecasts in large organizations. Markov analysis uses historical information from personnel movements of the internal labor supply to predict what will happen in the future. An estimate is made of the likelihood that persons in a particular job will remain in that job or be transferred, promoted, demoted, terminated, or retired using data collected over a number of years. Probabilities are used to represent the historical flow of personnel through the organization, a "transition matrix" is formed from these probabilities, and future personnel flows are estimated from the matrix. The transition probability matrix represents percentages or probabilities of employee movement through four positions within the division. These data were retrieved from personnel records and averaged over five year period. The matrix shows that 70 percent of the assemblers remain in the

position after one year with a turnover (quit or fired) rate of 20 percent. The matrix also shows that 80 percent of the more skilled machinist jobs are retained after one year with only a 5 percent turnover rate. These data were used by progressive to plan their recruiting strategy based on their projected contracts. The data indicated a strong need to evaluate the assembler job to determine the causes of the high turnover rate and the need to concentrate recruiting at that level in anticipation of shortages of assemblers in the coming year when contracts were expected to expand.

Both Eaton Corporation and Weyerhaeuser have used Markov analysis successfully in their forecasts. However, two attempts at Corning Glass proved unsuccessful because the transition probabilities were not reliable. A minimum of 50 people in each job of the transition matrix is recommended to ensure adequate reliability in forecasting. At progressive, for example projections for oversupplies of foremen were based on small numbers and proved to be relatively inaccurate. More research is needed on Markov analysis to determine the key variables affecting its accuracy. Variables such as unemployment rate, changes in competitor status, and business plans or customer demand that differ significantly from the situation when the probabilities were established will have a profound effect on the usefulness of the Markov projections for the future.

John M. Ivancevich (2010), the introduction of computerized HRIS has allowed organizations to broaden their view of replacement planning. Succession planning has become more simply charting expected replacements for a given position. Many experts now suggest that specifying one particular replacement for a specific job is pointless, given the changing nature of business.

Rather, succession planning is now considered an integral part of a comprehensive career planning program, which can be greatly assisted by a computerized HRIS.

Several factors are making succession planning for executive level positions more important than ever before. There are large numbers of aging executives at a point in their career where retirement is a distinct possibility. Of the 500 companies in the standard and Poor's index, 17 percent have CEOs age 63 and older. And early retirement appears to be an increasingly popular choice among more middle level managers (those who might be expected to ascend to the executive ranks). When AT&T offered its voluntary retirement packages as a staff reduction strategy, 50 percent more middle level managers accepted the buyout than the company had anticipated. Even chief financial officers (CFOs) are not immune to turnover, which has been reported to be higher than that of chief executive officers (CEOs) in recent years

These statistics are especially sobering when one also considers that recent surveys indicate that a majority of human resource executives do not believe that their organizations are adequately prepared for executive turnover because of an absence of effective succession planning.

Clearly, succession planning must assume a higher priority in many corporations. In addition, however, many progressive companies now realize that a critical part of any successful succession plan is a comprehensive retention plan. One way to minimize the need for replacing senior executives is to strategically plan ways to entice them to delay retirement or to alter their work arrangements with the company. For example, corporations such as Chevron, Prudential Insurance and Monsanto systematically offer consulting and part time assignments to executives who might otherwise leave the organization. These companies see this type of human resource flexibility as an essential part of their future success.

Succession planning is not only a means for dealing with anticipated transitions in executive leadership, but also a way of coping with unanticipated departures, either from losses to competitors or to death, which is a reality of an aging executive workforce. This need for better succession planning could not be more immediate when one considers the results of a recent study by Drake Beam Morin (an outplacement and career development consulting group) that approximately half of the CEOs of 450 of the world's largest corporations held their jobs for less than three years. This, combined with the fact that the 35 percent of the largest corporations in the United States replaced their CEOs in 2005, underscores how important it becomes to develop tomorrow's leaders.

2.5 CONCLUSION

In reference to the above analysis of the dimensions of the independent variable and their effect on performance in an organization, it is important to note that performance in an organization is influenced by the way in the human resource planning is executed in the organization characterized by the fact there is a strong correlation between the way in which human resource planning is carried out and the performance that is realized by the organization. In addition it is also important to note that employee performance direct impacts on the performance of the organization they are employed in.

CHAPTER THREE

RESEACH METHODOLOGY

3.0 INTRODUCTION

This chapter introduces the ways in which the research data was collected bringing into clear understanding the research design that was used. This chapter highlights the study population that is the population of the case study that had information relevant to the independent and the dependent variable. It also shows the way in which the sample size was computed. This chapter shows the data collection methods characterized by the fact that it presents the data collection instruments that were used to collect the research information. This chapter shows the ways in which the researcher guarantees that the information presented is valid and reliable, it also gives the ways in which the data was analyzed.

3.1 Research Design.

A research design is a plan and a "blue print" used to carry out a particular research study (Amin, 2005). In other words, a research design is a conceptual framework within which the research study was conducted. The research involved the use of both qualitative and quantitative research design where the qualitative design was based on the case study design. A case study design is an empirical inquiry that investigates a contemporary phenomenon within a real life context (Amin, 2005). The researcher used the case study design where a group of UNFPA employees were selected and consulted so as to establish the relationship between the human resource planning system and its effect on performance of the organization.

The quantitative design for this study was based on the descriptive design. The descriptive design is one that focuses on describing the characteristics of an event by providing

data about that particular phenomenon. This study therefore set out to describe the relationship between the human resource planning system and its effect on performance of the organization.

The interpretive technique of the qualitative research design was based on the research observer impression. That is, the researcher observes and examines the data, interpret it via forming an impression and report his/her impression in a structured form. On the other hand, the quantitative research design focused on analysis of numeric data. The research design followed sampling measurement were numerical research data was tabulated basing on the actual responses.

3.2 Area of the Study

The area of the study was the UNFPA and it is from this organization that data was gathered regarding the impact of human resource planning on the performance in an organization

3.3 Study population

Sekaran (2003) asserts that a population of a research study is the entire group of people, events, or things of interest that the researcher will generalize while conducting a particular research study. In essence, a population study for this research comprised groups of individuals working in the different departments in the organization so as to get reactions from different employees throughout the general population, who shared a common research characteristic. In general, whereas the base characteristic of the employees and management of the company included the fact that they had worked with the organization for a specified period of time

3.4   Sample Procedures

3.4.1 Sample Size

Amin (2005) defines a sample as a portion of the population that's specifically identified for gathering the research data. In other words, a sample size is a subset of a

population. Sekaran (2003) argues that due to costs of money, time and human resources, samples have to be considered. Generally, having all these employees interviewed and others to answer questionnaires was impossible, therefore a sample had to be gotten to represent the entire population. In total therefore, the researcher managed to get 30 respondents which comprised the sample size out of the 54 employees of the organisation for this research study. These were obtained using purposive sampling technique.

3.4.2 Sampling Techniques

According to Amin (2005), sampling is the process of selecting elements from a population in such a way that the sample elements selected represent the population. The researcher used the purposive sampling technique to select study elements from the organisations employees/staff. This technique was used because of its ease and time saving effect in identifying the study sample. Essentially, the technique was used basing on the fact that the research results of purposeful sampling were expected to be more accurate and the technically reliability foe drawing logical conclusion about the research phenomena.

3.5 Data Collection Methods and Instruments

The researcher used both primary and secondary sources of data collection for the study whereby in using primary sources, the researcher used the questionnaire method where the researcher formulated questions in written form that were issued to the respondents. This would avoid interviewer bias and was less expensive for collection of primary data and then Secondary data collection was done by viewing the records of the company from internet, books, journals, magazines. This helped the researcher to access all the relevant information.

3.5.1 Questionnaire Method

This method involves designing open and closed ended questions which where self-administered to respondents. The questions were specific and requiring specific answers. A well-designed questionnaire was used and administered to the respondents whereby they were qiven time to read and answer the questions with a thoughtful mind. It was appropriate to obtain quantitative statistics explaining the phenomena needed for this research. Questionnaires to the management and members were to enable the researcher to gather quality information hence the researcher to come up with a reliable conclusion

3.5.2 Observation

Observation of employees work gave the assessors first-hand knowledge of how well the performers carried out their work in the organisation which would give a chance to view the response of recruitment and selection process, work design and job description and job specification and its impact on the organisations performance.

3.6 Quality Control Methods

To ensure methodological reliability and validity, the researcher designed questionnaires line with the objectives of the study, Data validity is the extent to which the information presented is accurate characterized by the fact that it is free from errors. The researcher computed the validity of the data presented using the Co-efficient of Validity Index (CVI):

$$CVI = \frac{Items\ rated\ relevant}{Number\ of\ items} \times 100$$

The rate at which the data should be considered valid is 0.5 (50%) of which any computation below that renders the data invalid and thus not regarded as research.

Data reliability is the extent to which data presented is dependable and can be used as a review of literature by future researchers intending to do research in the related field. The researcher showed the reliability of the data by use of the scientific statistical package known as the Statistical Package for Social Scientists (SPSS) of which the reliability computed should be 0.5 (50%). The researcher personally pre-tested the tools and collected information from the selected respondents while following the research ethics.

3.7 Data Management and Processing.

This refers to organizing the data in such a way that it is meaningful to the user and this was achieved through the use of qualitative data analysis and this involved the researcher's collection of data with an aim of making compliments as well as deductions and also comparing the relationship between the independent and dependent variable.

3.8 Data Analysis

Data analysis is a process of gathering, modeling, and transforming data with the goal of highlighting useful information suggesting conclusions, and supporting decision making. According to Elizabeth (1995), if data that has been collected is not properly managed and analyzed, then there is a risk of making wrong conclusions .Therefore, the data obtained was properly analyzed qualitatively and quantitatively in order to avoid making wrong conclusions. Data was gathered by use of questionnaire, processed by editing, and computing. It was also analyzed by use of tables, pie charts and graphs. The researcher thereby determined the role of employee motivation on organizational productivity

3.9 Ethical Consideration.

The identity of individuals from whom information was obtained in the course of the research was strictly kept confidential. No information revealing the identity of any individual was included in the final dissertation or in any other communication prepared in the course of the research without the concerned individual's consent. No individual became a subject of the research without their freely given consent that they agree to participate whereby it's seen from the fact that the study questionnaires were handed to the respondents who filled them in at their own free will characterized by the fact that the contents that they present will be treated with high discretion. No pressure or inducement of any kind was applied to encourage an individual to become a subject of research

3.9 LIMITATIONS
The main limitations to the study include the following:

1. There was lack of proximity between the University main campus from where the data was analyzed and the area of study from where the data was gathered.

2. The main staff of UNFPA was sometimes abroad mainly for United Nations conferences and thus this was a major constraint to the research.

3. The difficulty of setting up an appointment with the main staff was a major limitation to the study.

4. The return of the information collected through the questionnaires took much longer than expected because of various reasons.

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

In this chapter, the researcher analyzes the data that has been gathered from the field to generate a logical flow of the study results putting into consideration the objectives of the study which are to determine the impact of recruitment and selection, work design and classification, job specification and job description, and succession planning on the performance of the United Nations Population Fund.

4.1.0 – Gender of Respondents

Table 4. 1– Gender characteristics of respondents

Gender	Percentage (%)	Frequency
Male	37	11
Female	63	19
Total	**100**	**30**

Source*: Fieldwork at UNFPA, May, 2014*

The above table shows the gender characteristics of the respondents of which 37% were male and 63% were female, this thus shows that the organization is equal and open to both gender and employment is based on competence and qualification.

Table 4. 2-Marital Status

Status	Percentage (%)	Frequency
Single	40	12
Married	43	13
Widow(er)	17	5
Divorced	0	0
Total	**100**	**30**

Source*: Fieldwork at UNFPA, May, 2014*

Table 4. 3– Age of Respondents

Age	Percentage (%)	Frequency
11 - 20	0	0
21 – 30	30	9
31 - 40	40	12
41 and above	30	9
Total	**100**	**30**

Source: *Fieldwork at UNFPA, May 2014*

The table above shows the age group of the respondents; 30% were between 21 and less than 30 years, 40% are between 31 and less than 40 years and 30% are above 41 years, no respondents

were recorded less than 20 years, this shows that the employees in United Nations Population Fund are energetic youth who are hard working and are combined with second majority who have working experience which leads to good performance of the organisation.

Table 4. 4– Highest level of education of respondents

Education level	Percentage	Frequency
Diploma	6	2
Degree	30	9
Post graduate degree	64	19
Total	100	30

Source: *Fieldwork at UNFPA, May 2014*

The table above shows the education level of the respondents; 6% are diploma holders, 30% are degree holders and 64% hold post graduate degrees. This shows that the organization has the majority number of its employees holding post graduate degrees which implies that the organisation employs educated and have enough skills and proficiency to run the organisation operations.

PRESENTATION ANALYSIS AND DISCUSSION OF FINDINGS

RECRUITMENT AND SELECTION

(1= strongly disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree)

Figure 1– Response to recruitment and selection and its impact on performance

Recruitment and Selection

- ■ Recruitment done by your organization attracts sufficient and suitable staff

- ■ Human resource planning in your organization starts with recruitment

- ■ Your organization outlines the necessary requirements as per the vacancy when recruiting and selecting
- ■ Your organization puts into consideration fresh graduates from school when recruiting staff
- ■ Your organization has an efficient and effective procedure for recruiting and selecting staff.

Source: *Fieldwork at UNFPA, May 2014*

Table 4. 5 Descriptive statistics that show the relationship between recruitment and selection and the performance of an organization

	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment done by your organization attracts sufficient and suitable staff	30	1.00	5.00	4.6333	0.80872
Human resource planning in your organization starts with recruitment	30	1.00	5.00	3.1333	1.38298
Your organization outlines the necessary requirements as per the vacancy when recruiting and selecting	30	1.00	5.00	3.1333	1.30604
Your organization puts into consideration fresh graduates from school when recruiting staff	30	2.00	5.00	3.8667	0.68145
Your organization has an efficient and effective procedure for recruiting and selecting staff.	30	1.00	5.00	3.6333	1.35146
Valid N (list wise)	30				

Source: *Research data*

The table above shows the descriptive statistics in relation to recruitment and selection and its impact on performance.

The values between 1 and 5 in regard to the employees being informed of any recruitment plans deviate by 1.38298 from the mean and thus this shows that the employees are informed of recruitment plans; an indicator that their performance if of high value.

The values between 1 and 5 in regard to internal recruitment being done in the organization deviate by 1.30604 from the mean and thus shows that internal recruitment is done in the organization; an indicator that the management acknowledges the level of performance.

The values in between 1 and 5 in regard to recruitment being done in accordance to merit, qualification and experience deviate by 1.35146 from the mean thus showing that the organization uses that criteria and these qualities can only be achieved through a consistent pattern of performance.

However, the values in between 1 and 5 in regard to the organization setting up a recruitment team deviate by 0.68145 from the mean and thus this shows that it is not viable and is not carried out in the organization.

It is thus important that to a large extent recruitment and selection of an organization has a positive impact on the performance of an organization and this is because it is the base that determines the skills that will be availed to the organization hence determining the level of performance. It is also important to note that the majority of the employees in UNFPA are of the view that recruitment and selection has an impact on the performance of the organization, most of them giving the reason that it is the kind of people the organization recruits who will ultimately determine where the organization falls, in terms of achievement of set specific organizational objectives or goals.

JOB DESIGN AND ITS IMPACT ON THE PERFORMANCE OF AN ORGANIZATION

(1= strongly disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree)

Figure 2– Response to job design and its impact on performance
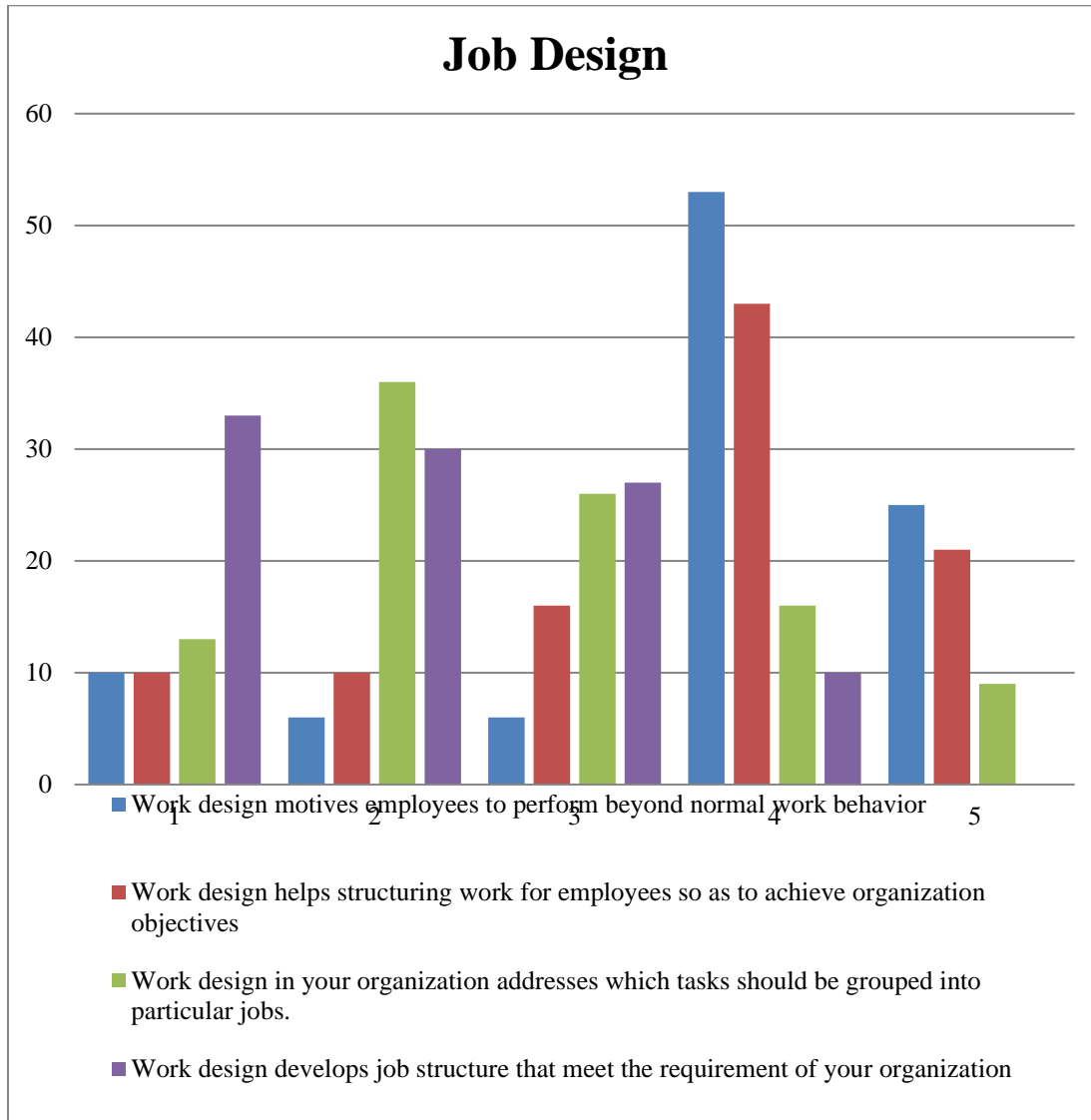
Source: *Fieldwork at UNFPA , May 2014*

Table 4. 6Descriptive Statistics that show the relationship between work design and its impact of performance of an organization

	N	Minimum	Maximum	Mean	Std. Deviation
Work design motives employees to perform beyond normal work behavior	30	1.00	5.00	3.6333	1.12903
Work design helps structuring work for employees so as to achieve organization objectives	30	1.00	5.00	3.5000	1.16708
Work design in your organization addresses which tasks should be grouped into particular jobs.	29	1.00	5.00	2.6552	1.14255
Work design develops job structure that meet the requirement of your organization	30	1.00	4.00	2.0667	1.01483
Valid N (list wise)	29				

Source: *research data*

The above table shows the descriptive statistics in relation to work design and its impact on performance.

The values in between 1 and 5 in regard to the job design being based on skills required by the organization deviate by 1.12903 from the mean and thus this shows that it is viable and carried out in the organization.

The values in between 1 and 5 in regard to experience of job incumbents being an important aspect in job design deviate by 1.16708 form the mean thus showing that it is viable and thus experience is important in setting up a job design.

The values in between 1 and 5 in regard to controlling through moving employees form one task to another deviate by 1.01483 from the mean and thus this shows that it is done in the organization and also a way of controlling monotony.

It is thus important to note that it is to a large extent that work design in an organization and in this case the UNFPA has a direct and proportional positive impact on the level of performance of the organization in the sense that the way in which the jobs are set up is what determines the level of output of the employees. This conclusion had confirmation from the employees who were given the questionnaires.

It is also important to note that the majority of the employees when asked to give their reactions on whether the format of job design in UNFPA gives positive results in the general performance of the organization, a bigger number or percentage of the employees responded saying the job design format has an influence on the performance of the organization.

JOB DESCRIPTION AND SPECIFICATION

(1= strongly disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree)

Figure 3– Response to Job description and specification and its impact on performance

- The organization sets up the performance standards in every job described
- Every employee receives a full handout of his/her job description
- The duties and responsibilities of each employee are set out in their respective job descriptions
- The levels of authority are provided in every job description
- The management reviews, approves and endorses all job descriptions in the organization
- Adequate supervision is done so as to ensure that employees work within their job descriptions

Source: *Fieldwork at UNFPA, May 2014*

Table 4. 7Descriptive Statistics that show the relationship between job description and specification

	N	Minimum	Maximum	Mean	Std. Deviation
The organization sets up the performance standards in every job described	30	1.00	5.00	3.9000	.84486
Every employee receives a full handout of his/her job description	30	1.00	5.00	3.5333	1.16658
The duties and responsibilities of each employee are set out on their respective job descriptions	30	1.00	5.00	3.9667	.88992
The levels of authority are provided in every job description	30	1.00	5.00	2.9333	1.20153
The management reviews, approves and endorses all job descriptions in the organization	30	2.00	5.00	4.0000	.74278
Adequate supervision is done so as to ensure that employees work within their job descriptions	30	1.00	5.00	3.0000	1.46217
Valid N (list wise)	30				

Source: *research data*

The table above shows the descriptive statistics in relation to job description and specification and its impact on performance.

The values between 1 and 5 in regard to an employee receiving a full handout of his/her full job description deviate by 1.16658 from the mean and thus this shows that it is viable and is done on the organization.

The values in between 1 and 5 in regard to the levels of authority being provided in every job description deviate by 1.20153 form the mean and thus this shows that it is viable and is carried out in the organization.

The value in between 1 and 5 in regard to adequate supervision being done so as to ensure that employees work within their job descriptions deviate by 1.46217 from the mean thus showing that it is viable and is carried out in the organization.

It is thus important to note that to a large extent that job description and specification has a direct and proportional positive impact on the performance in an organization and this is seen from the fact that the job description clearly states what the job incumbent is supposed to do and this thus gives him a sense of direction when performing a particular task thus an acceptable level of performance since they know what their job is all about. This conclusion was reached after confirmation from the employees who answered the questionnaire.

It is also important to note that the majority of the employees responded positively to an enquiry to ascertain whether the job description and specification has a strong impact on the performance of the organization. Most of the employees giving a reason that the job description and specification enables them understand and know how to best achieve success in the task they are assigned to contribute towards the achievement of the set organizational goals.

SUCCESSION PLANNING

(1= strongly disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree)

Figure 4– Response to succession planning and its impact on performance in an organization
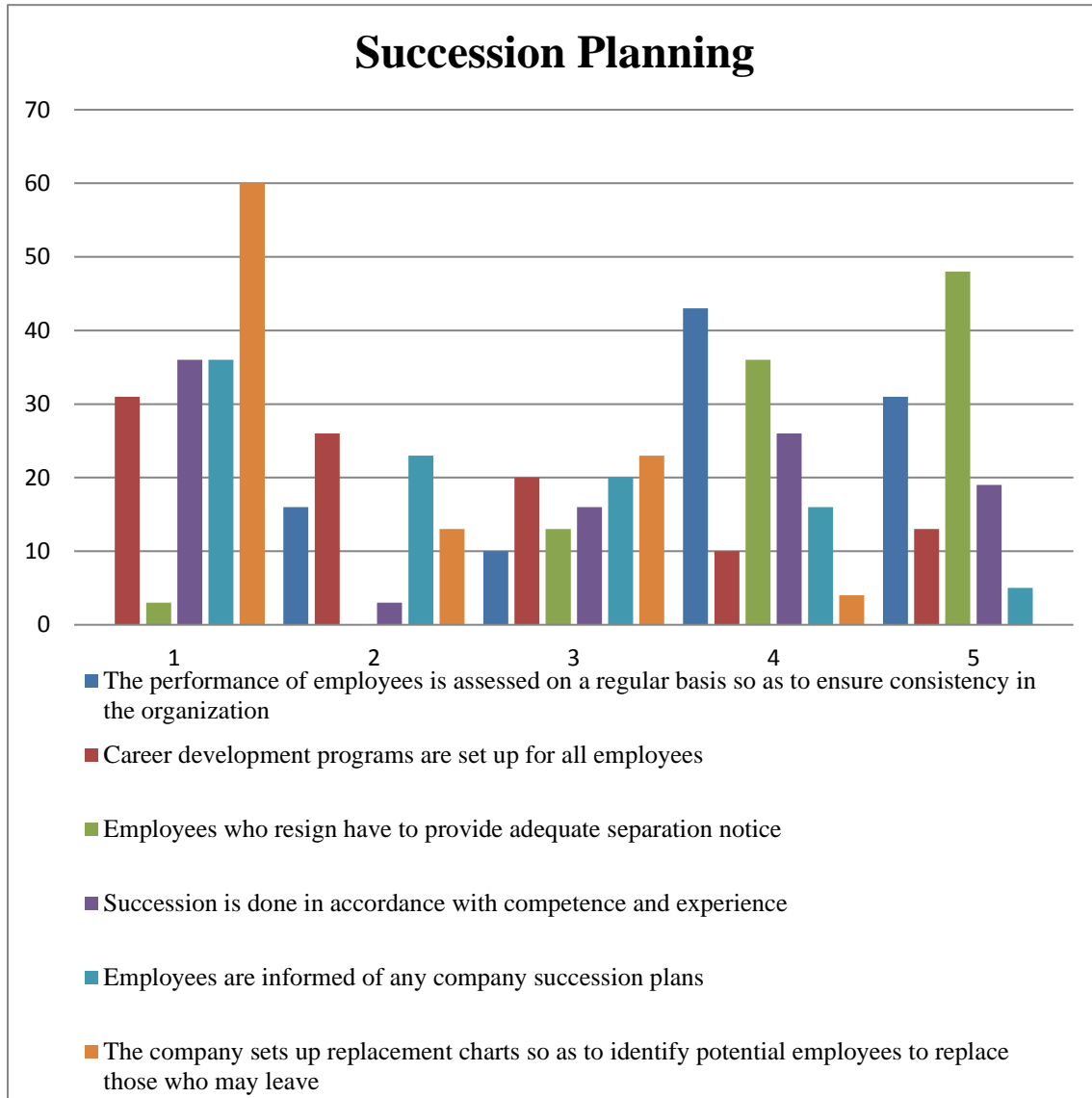
Source: *Fieldwork at UNFPA, May 2014*

Table 4. 8Descriptive statistics that show the relationship between succession planning and the performance of an organization

	N	Minimum	Maximum	Mean	Std. Deviation
The performance of employees is assessed on a regular basis so as to ensure consistency in the organization	30	2.00	5.00	3.8667	1.04166
Career development programs are set up for all employees	30	1.00	5.00	2.5000	1.38340
Employees who resign have to provide adequate separation notice	30	1.00	5.00	4.2333	.93526
Succession is done in accordance with competence and experience	30	1.00	5.00	3.0000	1.50860
Employees are informed of any company succession plans	30	1.00	5.00	2.4333	1.22287
The company sets up replacement charts so as to identify potential employees to replace those who may leave	30	1.00	4.00	1.8667	1.04166
Valid N (list wise)	30				

Source: *research data*

The table above shows the descriptive statistics in relation to succession planning and its impact on performance.

The values in between 1 and 5 in regard to career development programs being set up for all employees deviate by 1.38340 from the mean and thus this shows that it is viable and is done in the organization.

The values in between 1 and 5 in regard to succession being done with competence and experience deviate by 1.50860 from the mean and thus this shows that it is viable and is carried out in the organization.

The values in between 1 and 5 in regard to employees being informed of any succession plans deviate by 1.2287 for the mean and this shows that it is viable and is carried out in the organization.

It is thus important to note that to large extent succession planning in an organization has a direct and proportional positive impact on the performance in the sense that when an organization begins to make plans to replace some job incumbents maybe due to circumstances that may include transfers, promotions, death, retirements among others, the employees are encouraged to perform better so as to take those positions that are soon to become vacant which was discovered from the employees confirmation of this aspect.

It is also important to note that when the employees were asked whether the way succession planning was done in this organization the majority of them gave a response that it positively has an impact on the performance of the organization, having a succession plan is a motivation factor to propel them to towards the success of the organization or achievement of the set organizational goals hence positive organizational performance.

4.1 Conclusion.

   In the above chapter the data that has been gathered from the area of study has been analyzed with the quantitative data analyzed using percentages and frequencies and thus this enabled the researcher to make compliments and deductions regarding the objectives of the research and thus has been able to validate the research.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

In this chapter, the researcher presents the summary and conclusions of the research; the information that he gathered from the area of study and more to this, this chapter highlights the recommendations that have been made by the researcher as well as the respondents to the research in the area of study and this is done so as to enhance the content of the research and furthermore, this chapter highlights the areas of further study that may be used by the future researchers.

5.1 Summary of Findings

The findings discovered that employees are involved in internal recruitment which shows that management acknowledges the level of organisational performance for example through internships where the employees are brought up in the system from the early stages which allows the employees fit in the job design appropriately therefore influencing development of employee's performance. It also discovered that internal recruitment facilitates individual learning and behavioral change

The study further revealed that job description and specification has a direct and proportional positive impact on the performance in an organization and this is seen from the fact that the job description clearly states what the job incumbent is supposed to do and this thus gives him a sense of direction when performing a particular task thus an acceptable level of performance since they know what their job is all about. This conclusion was reached after confirmation from the respondents from the organisation.

Results from the study indicate that many respondents agreed that the job description and specification provides practical participation for employees whose greatest advantage is increased job satisfaction. And, that job description is the most important approach with the potential to improve job satisfaction and increase capabilities in employees.

5.2 Conclusions

From the data gathered from the area of study, it is important to note that Human resource planning has a strongly positive impact on the performance of employees in a Non-governmental organization and this is seen from the variables that were set up by the researcher and these include:

Recruitment and selection is seen to bring an increase in the level of performance of the employees and this is mainly because it is the base that determines the skills and qualities that will be availed to the organization and thus improves the level of performance.

Work design has led to positive impact in the level of performance characterized by the fact that the set up of jobs enables employees to know what to do and thus understand the hierarchy of jobs in the organization and thus improves the level of performance since the employees work in full knowledge of what they are doing.

Job description and specification have a positive impact on the level of performance in the sense that it clearly states what the job is all about as well as what the job entails and this improves the level of performance mainly because it gives the employee a sense of direction thus improves performance.

Succession planning has a positive impact on the level of performance in an organization and this is mainly because once the organizations internally announces a vacant position, the employees are encouraged to work harder and more efficiently so as to be selected for the vacant job thus increased performance.

It is thus important to note that human resource as seen through its dimensions has a positive impact on the level of performance in an organization and thus leads to increased output of the employees.

5.3 Recommendations
The researcher made the following recommendations based on this study;

It is recommended that the origination should establish a positive work environment and giving the employees opportunities to learn and grow throw proper employment management.

Organizational leaders need to invest more in appraising their employees by motivating them to work harder.

It is further recommended that organizations need to redefine consider rewarding the best performing so as to keep them motivated

5.4 Suggestions for Further Research.
The main area that has been suggested for further study is creativity and its impact on performance in an organization as well as Information technology and its impact on the level of performance in an organization.

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Dear Sir/ Madam,

I am Rubaramira Emmanuel Chase student at Uganda Martyrs University pursuing a Bachelor's Degree in Business Administration and Management. I am currently conducting a study on THE IMPACT OF HUMAN RESOURCE PLANNING ON EMPLOYEE PERFORMANCE. The study is purely for academic purposes and the information given will be treated with utmost confidentiality. I therefore, humbly request you to spare some time and answer the following questions.

Thank you.

SECTION A:

BIOGRAPHICAL INFORMATION

Tick or write answers in full where applicable.

1. **Gender**   a) Male   ☐   b) Female   ☐

2. **Marital status:**

   Single   ☐   b) Married   ☐   c) Widow(er)   ☐   d) Divorced   ☐

3. **Age bracket (years)**

   11-20   ☐   b) 21-30   ☐   c) 31-40   ☐   d)   41 and above ☐

4. **Highest level of education attained**

   a)Diplom☐   b) Degree   ☐   c) Post graduate degree   ☐

(Please tick in the box provided the response you think is most appropriate from section B-E).

Use the five points given below to base your response of the questions.

1= strongly disagree   2= Disagree   3= Neutral   4= Agree   5= strongly agree

SECTION B

	Recruitment and selection	1	2	3	4	5
1	Recruitment done by your organization attracts sufficient and suitable staff					
2	Human resource planning in your organization starts with recruitment					
3	Your organization outlines the necessary requirements as per the vacancy when recruiting and selecting					
4	Your organization puts into consideration fresh graduates from school when recruiting staff					
5	Your organization has an efficient and effective procedure for recruiting and selecting staff.					

SECTION C

	Job design	1	2	3	4	5
1	Work design motives employees to perform beyond normal work behavior					
2	Work design helps structuring work for employees so as to achieve organization objectives					
3	Work design in your organization addresses which tasks should be grouped into particular jobs.					
4	Work design develops job structure that meet the requirement of your organization					
5	Work design done links close to the human resource plans of your organization					

Job description and specification	1	2	3	4	5
The organization sets up the performance standards in every job described					
Every employee receives a full handout of his/her job description					
The duties and responsibilities of each employee are set out in their respective job descriptions					
The levels of authority are provided in every job description					
The management reviews, approves and endorses all job descriptions in the organization					
Adequate supervision is done so as to ensure that employees work within their job descriptions					

SECTION E

	Succession Planning	1	2	3	4	5
1	The performance of employees is assessed on a regular basis so as to ensure consistency in the organization					
2	Career development programs are set up for all employees					
3	Employees who resign have to provide adequate separation notice					
4	Succession is done in accordance with competence and experience					
5	Employees are informed of any company succession plans					
6	The company sets up replacement charts so as to identify potential employees to replace those who may leave					

Thank you for the co-operation…

Appendix II: BUDGET ESTIMATES (UGx)

No	ITEM	Quantity	Cost/Unit	Total
1	Stationery	Ream of papers	15,000	15,000
2	Transport		30,000	150,000
3	Research Assistants	3	100,000	300,000
4	Printing and Binding	-	100,000	100,000
	Communication		100,000	100,000
5	Miscellaneous		300,000	300,000
	TOTAL			**1,100,000**

Appendix III: WORK PLAN FOR THE RESEARCH REPORT

DATE	ACTIVITY	PERSON RESPONSIBLE
FEBUARY 2014	Proposal writing. Developing research instruments and submission	Researcher and Supervisor
MARCH 2014	Proposal review and Pilot Testing of tools	Researcher and Supervisor
MAY 2014	Data collection Data processing and Analysis	Researcher
JUNE 2014	Report writing & Final report submission	Researcher and Supervisor