

THE EFFECT OF HUMAN RESOURCE PLANNING ON STAFF DEVELOPMENT

A CASE STUDY OF CARITAS MBARARA

SUBMITTED BY:

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2012-B021-10094



UGANDA MARTYRS UNIVERSITY

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AN UNDERGRADUATE DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF
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DEDICATION

I would like to dedicate my dissertation to Caritas Uganda Mbarara and my family for the support they rendered to me, the time, motivation and encouragement throughout the completion of my research project.

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I earnestly appreciate this great opportunity to convey my greatest gratitude to all those who have in any way contributed towards this research project. I am grateful and truly thankful for their kindness in giving me advice, guidance and encouragement to enable me successfully complete my research project.

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TABLE OF CONTENT

DECLARATION.....	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENT.....	v
LIST OF TABLES	xi
LIST OF FIGURES	xi
LIST OF GRAPHS	xi
LIST OF CHARTS	xii
ABSTRACT.....	xiii
CHAPTER ONE	1
GENERAL INTRODUCTION.....	1
1.0 INTRODUCTION	1
1.1.1 BACKGROUND OF THE STUDY	3
1.1.2 Background of the case study	4
1.2 STATEMENT OF THE PROBLEM.....	5
1.3 OBJECTIVES OF THE STUDY.....	6
1.3.1 Broad objectives.....	6
1.3.2 Specific objectives	6
1.4 RESEARCH QUESTIONS	6
1.5 RESEARCH HYPOTHESIS	7
1.6 SCOPE OF THE STUDY	7

1.6.1 Geographical scope	7
1.6.2 Subject scope	7
1.6.3 Time scope	7
1.7 SIGNIFICANCE OF THE STUDY	8
1.8 JUSTIFICATION OF THE STUDY	9
1.9 DEFINITIONS.....	9
1.10 CONCEPTUAL FRAME WORK	10
CHAPTER TWO	13
LITERATURE REVIEW	13
2.0 INTRODUCTION	13
2.0.1 Human resource planning and staff development.....	13
2.0.2 Human resource planning	14
2.0.3 Staff Development	14
2.0.4 Focus of Human Resource Planning.....	16
2.0.5 The human resource planning process	17
2.1 DEMAND FORECASTING ON STAFF DEVELOPMENT IN AN ORGANIZATION. 19	
2.1.1 Qualitative Approaches to human resource planning and staff development.....	21
2.1.2 Quantitative Approaches to human resource planning and staff development.....	21
2.2 SUPPLY FORECASTING ON STAFF DEVELOPMENT IN AN ORGANIZATION ...	22
2.2.1 Human resource supply forecasting.....	23
2.2.2 Techniques for forecasting of human resource supply	23
2.3 SCENARIO PLANNING ON STAFF DEVELOPMENT.....	24
2.4 ACTION PLANNING ON STAFF DEVELOPMENT.....	27

2.4.1 The overall plan in action planning	29
CHAPTER THREE.....	32
RESEARCH METHODOLOGY	32
3.0 INTRODUCTION	32
3.1 RESEARCH DESIGN	32
3.2 AREA OF THE STUDY	33
3.3 STUDY POPULATION	33
3.4 SAMPLING PROCEDURES	34
3.4.1 Sample size	34
3.4.1.1 Sample size selected	36
3.4.2 Sampling techniques	36
3.5 DATA COLLECTION METHODS AND INSTRUMENTS	37
3.5.1 Primary methods	37
3.5.2 Secondary methods	37
3.5.3 Data collection instruments.....	37
3.5.3.1 Questionnaires.....	37
3.5.3.2 Documentary review	38
3.5.3.3 Interviewing	38
3.6 QUALITY CONTROL METHODS.....	39
3.6.1 Validity	39
3.6.2 Reliability.....	40
3.7 DATA MANAGEMENT AND PROCESSING	41
3.8 DATA ANALYSIS.....	41

3.9 ETHICAL CONSIDERATIONS.....	42
3.10 LIMITATIONS OF THE STUDY.....	42
CHAPTER FOUR.....	44
PRESENTATION, ANALYSIS AND DISCUSSION OF DATA FINDINGS	44
4.0 INTRODUCTION	44
4.1 BACKGROUND INFORMATION OF THE RESPONDENTS	44
4.1.1 The Designation Of Respondents	44
4.1.2 The Respondents Years Of Service	46
4.1.3 The Gender Of The Respondents.....	47
4.1.4 The level of Education of the respondents.....	48
4.2 DEMAND FORECASTING ON STAFF DEVELOPMENT	49
4.2.1 Correlation Of Demand Forecasting And Staff Development.....	51
4.3 SUPPLY FORECASTING ON STAFF DEVELOPMENT	52
4.3.1 Correlation Of Supply Forecasting And Staff Development.....	54
4.4 SCENARIO PLANNING ON STAFF DEVELOPMENT	55
4.4.1 Correlation Of Scenario planning And Staff Development.....	56
4.5 ACTION PLANNING ON STAFF DEVELOPMENT.....	57
4.5.1 Correlation Of Action planning And Staff Development.....	59
4.6 SOCIAL CULTURE ON STAFF DEVELOPMENT	60
4.6.1 Correlation Of Social Culture And Staff Development.....	61
4.7 HUMAN RESOURCE PLANNING AND STAFF DEVELOPMENT	62
4.7.1 Human Resource Planning Significantly Impacts On Staff Development	62
4.7.2 Human Resource Does Not Significantly Impact On Staff Development.....	63

4.8 OPINION ON HUMAN RESOURCE PLANNING AND STAFF DEVELOPMENT	65
4.8.1 Opinion on human resource planning	65
4.8.2 Opinion On Staff Development	66
CHAPTER FIVE	67
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	67
5.0 INTRODUCTION	67
5.1 SUMMARY OF FINDINGS	67
5.1.1 Demand forecasting on staff development	68
5.1.2 Supply forecasting on staff development.....	68
5.1.3 Scenario planning on staff development.....	68
5.1.4 Action planning on staff development.....	68
5.2 CONCLUSIONS.....	69
5.2.1 Demand forecasting on staff development	69
5.2.2 Supply forecasting on staff development.....	69
5.2.3 Scenario planning on staff development.....	70
5.2.4 Action planning on staff development.....	70
5.2.5 Conceptual Framework.....	70
5.3 RECOMMENDATIONS	71
5.3.1 Demand forecasting on staff development	71
5.3.2 Supply forecasting on staff development.....	71
5.3.3 Scenario planning on staff development.....	71
5.3.4 Action planning on staff development.....	72
5.4 SUGGESTIONS FOR FURTHER RESEARCH	72

REFERENCES.....	73
APPENDIX I: QUESTIONNAIRE.....	77
APPENDIX II: INTRODUCTORY LETTER.....	81
APPENDIX III: ORGANISATIONAL CHART.....	82

LIST OF TABLES

Table 1: Showing the population of Caritas Uganda	34
Table 2: Showing sample size in proportion with the population of each department.....	36
Table 3: Designation Of Respondents	45
Table 4: Correlation Of Demand Forecasting And Staff Development	51
Table 5: Correlation Of Supply Forecasting On Staff Development.....	54
Table 6: Correlation Of Scenario Planning On Staff Development	56
Table 7: Correlation Of Action Planning On Staff Development.....	59
Table 8: Correlation Of Social Culture On Staff Development.....	61

LIST OF FIGURES

Figure 1: The Conceptual Framework	11
Figure 2: Showing Human Resource Planning Process.....	17

LIST OF GRAPHS

Graph 1: The Gender Of The Respondent	47
Graph 2: Demand Forecasting And Staff Development	50
Graph 3: Supply Forecasting And Staff Development	52
Graph 4: Scenario Planning On Staff Development	55
Graph 5: The Level Of Action Planning Of The Organization.	58
Graph 6: Human Resource Planning Significantly Impacts On Staff Development	63
Graph 7: Human Resource Planning Does Not Significantly Impacts On Staff Development....	64
Graph 8: Opinion On Human Resource Planning.....	65

LIST OF CHARTS

Chart 1: The Number Of Years In Service	46
Chart 2: The Level Of Education Of The Respondents	48
Chart 3: Social Culture On Staff Development In An Organization.	60
Chart 4: Opinion On Staff Development	66

ABSTRACT

The study, *The Effect of Human Resource Planning On Staff Development, Case Study Caritas Mbarara*. The objectives of the study included; to determine how demand forecasting affects staff development; to determine how supply forecasting affects staff development; to establish how scenario planning affects staff development and to establish how action planning affects staff development. Socio – culture was the considered as the intervening variable of the study

The study adopted a case study research design in which both qualitative and quantitative data was collected from a sample of 25 employees using questionnaires.

The analysis was carried out using tables, charts, graphs, frequency distribution and correlation coefficient. The study showed a general correlation of $r = .075$. However the social culture aspect presented a significant and positive relationship on staff development.

In conclusion human resource planning should be used regularly and developed more in the organization in order to motivate the employees hence also leading to staff development. This can be achieved through educating the employees about the necessity of human resource planning and also about its benefits to the organization.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 INTRODUCTION

The practice of human resource planning may serve as an integrating link between strategic business planning and strategic human resource management. Human resource planning at times specifies recruiting and selection goals including the number and type of individuals to be employed. However new aspects like appraisal may affect human resource planning, by giving information on individual performance and productivity which can determine the number and type of employees needed to achieve a strategic goal (Gold, 1999).

Human resource management may be considered as a distinctive approach to employment management. Hence it seeks to achieve competitive advantage through the strategic development of highly committed and capable workforce, using an integrated array of culture structural and personal techniques (Storey 2001).

Bratton and Gold (1990), explain that human resources planning is a process that identifies current and future human resources needs for an organization to achieve its goals. However, human resources planning should serve as a link between human resources management and the overall strategic plan of an organization.

Werner and DeSimone (2006), state that human resource planning helps companies predict how changes in their strategy will affect their human resource needs. Therefore planning the workforce needs of any organization is very critical and important especially in the rapid changes in external market demands.

In the organizations' aspect human resources can be described as the organizational functions accountable for obtaining and maintaining qualified employees (American Management Association, 2000).

Armstrong (2000), states that staff development can be viewed as the activity and program that helps members learn about responsibilities. Armstrong further argues that developed skills and competences are necessary to accomplish organizational and divisional goals and purposes. These aspects as stated may led one to grow personally and professionally, hence staff development should involve all staff working in the organization.

Investing in human resources through training and management development improves individual employee and organizational capabilities. The process of investing in people is not the same as investing in equipment or machinery. When an organization invests in new computers, for example, the cost can be depreciated over multiple years; but when an organization invests in human resources and management development, it is a cost for that year and cannot be depreciated. So from an accounting point of view, "*dollar for dollar*", it is better to invest in the equipment that employees use than it is to invest in the employees using that equipment (Bulla and Scott, 1994).

When an organization invests in new equipment, it expects that the equipment will bring rate of returns that is amongst other changes will pay for itself in faster production, less waste and lower maintenance costs. However an organization invests in improving the knowledge and skills of its employees, there should be some benefit to the organization which will make the employees grow and develop and hence in the long run the organization is seen to be in position to maximize profits leading to growth hence productivity (Cole, 2002).

Galbraith (2005), for many human resource departments, this process of staff development as it is popularly called, has been a wrench experience. It has required rethinking the fundamental role of the human resource functions. By refining the definition of the human resources from the traditional focus on the employees to the organization as a whole basing on the right people for the right jobs at the right time. The human resource goal has been to create an organization that can deliver the necessary daily transactional work. By this, human resource will consistently, efficiently and at the same time be able to undertake complex consulting and project-based work that is intended to further strategic business initiatives.

1.1.1 BACKGROUND OF THE STUDY

Bratton and Gold (2007), noted that despite the critical importance of human resource planning to the success of many projects in the public and private sectors. Other possible aspects of human resource management need to be equally considered and well aligned to ensure the record of an effective outcome are also considered in organizations. In relation to the above it is important to make a critical evaluation of the human resource strategy for instance the Government of Ghana (ibid). Furthermore many countries and organizations have resorted to sustaining their staff development. It is in this regard that Ghana as a country has rethought its human resource management approach.

Jamrog and Overholt (2004) explored the “past, present, and future” of Human Resource in “Building a Strategic Human resource function.” Jamrog and Overholt go on and concluded that for Human resource to continue to evolve, employees need to put far more emphasis on human capital as the differentiator. One of the key competency attributes is that employers must develop the ability to measure organizational effectiveness.

This requires human resource professionals to think, act, and measure in more systematic way. This is how actions create outcomes that the employees care about and another. Employees need to progress in the ability to be decision makers by measuring the right things and to be more effective internal consultants in the future in order to put the aspects of human resource planning into practice(Armstrong 2009).

Effective human resource management enables employees to contribute effectively and productively to the overall company direction. This is to ensure the accomplishment of the organization's goals and objectives which were put into place. It has further been realized that human resource management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. In relation to the above human resource management is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways. (Reconnect Africa, 2014)

1.1.2 Background of the case study

Caritas Uganda was founded in 1970 and is the overall coordinating body for the socio-economic development of the Uganda Episcopal Conference. The organization's main functions are in areas of social services, development and advocacy with the main goal of providing emergency relief and rehabilitation, poverty eradication, Human Immunodeficiency Virus (HIV) infection and Acquired Immune Deficiency Syndrome (AIDS) prevention, improving community livelihood, promoting good governance, enhancing organizational development and peace building. Central to their work is to foster sustained development solutions by working with and through local partners.

The Caritas network helps Ugandans identify and address the root causes of poverty and injustice affecting their lives. It has branches in Kampala, Mbarara, Tororo and Gulu archdioceses.

Caritas Mbarara is located district on Nyamitanga hill in Nyamitaga division in Mbarara.

The Vision of Caritas Mbarara is to have harmonious self- reliant and self- supporting communities by 2020.

The Mission, *“Caritas Mbarara is the Social Services and Development programme of the Catholic Church in Mbarara Archdiocese. We share resources in the Spirit of Charity to improve the socio-economic life of our community in the footsteps of Christ. The employees bring the spirit of Caritas to various levels, mobilize resources, deliver serves and cause integral development”* (Archdiocese of Mbarara, 2011)

The Objectives of Caritas Mbarara:

- To mobilize resources locally and beyond.
- To deliver services in the spirit of sharing and charity.
- To build capacity of communities to be self -reliant and cause integral development.

1.2 STATEMENT OF THE PROBLEM

Despite the possible effects of the human resource department, staff development is still poor in various organizations. Most organizations have human resource offices whose duty amongst others is to grow and develop staff. This is regardless of the size of an organization or the extent of its resources. An organization survives and thrives because of the capabilities and performance of its people.

Amongst other activities to maximize those capabilities and performance, it's necessary for the organization to have efficient human resource management practices. In particular human resources look at how human resource planning interplays with staff hence in this case human resource activities are held to be responsible for staff development and hence seen to be a responsibility of all people in the organization. Therefore the study is looking at the relationship between human resource planning and staff development.

1.3 OBJECTIVES OF THE STUDY

1.3.1 Broad objectives

The main objective of the study is to examine the effect of human resource planning on staff development.

1.3.2 Specific objectives

1. To determine how demand forecasting affects staff development.
2. To determine how supply forecasting affects staff development.
3. To establish how scenario planning affects staff development.
4. To establish how action planning affects staff development.

1.4 RESEARCH QUESTIONS

1. How does demand forecasting influence staff development?
2. How does supply forecasting affect staff development?
3. How does scenario planning affect staff development?

4. How does action planning affect staff development?

1.5 RESEARCH HYPOTHESIS

- Human resource planning has a significant impact on staff development.
- Human resource planning does not have a significant on staff development.

1.6 SCOPE OF THE STUDY

1.6.1 Geographical scope

The study is trying to identify the effect of human resource planning on staff development in Uganda. The study takes place in Caritas Mbarara Branch. Geographically Caritas Mbarara is located in Mbarara district on Nyamitaga hill, Nyamitaga division on Mbarara-Kabale road.

1.6.2 Subject scope

The study will interpret information from various areas. Amongst others the study is not limited to Human Resource Management, Organization Behavior, Principles of Management, and Strategic Management amongst others.

1.6.3 Time scope

The study reports and information that are being used are from the years of 2012, 2013 and 2014 which will assist acquire relevant information on the different study areas, in order to be in position to have information showing the effect of human resource planning on staff development. Furthermore, other written sources of literature have also been used ranging from 1983 to date.

In addition to the above, the actual research was carried out for one year between the period of October 2014 and April 2015 which was in Mbarara district in order to get reliable information concerning the effect of human resource planning on staff development.

1.7 SIGNIFICANCE OF THE STUDY

The study intended to find out the effect of human resource planning on staff development in organizations in Uganda. The research on completion will help the human resource department realize ways in which human resource planning can be done for example should be in position to serve a link between human resource management and the staff development in the organization.

The study will benefit the top manager and the policy makers of the selected organization regarding decisions on optimum level of human resource planning, ways of managing it and overall policies on human resource planning and it also gives a clear understanding about the relationship between human resource components and staff development.

The study will help as a guideline for those who conduct their study on a similar topic and also give brief information for the stakeholders, the worker, creditors of the organization regarding staff development in relation to human resource planning and its policies that should be followed.

Finally, this study is to aid management of the organization under investigation to introduce modern schemes for human resource planning and staff development. These will be able to meet the challenges of change in the future and the organization's goals that they are striving for.

1.8 JUSTIFICATION OF THE STUDY

The research will be carried out so to explore the effect human resource planning on staff development in organizations because a lot has been done to ensure staff development but despite all the measures, staff development is still difficult as compared to the organizational standards. Therefore the study has been carried to highlight how effectively human resource planning can get staff developed not only depending on the work they do.

The researcher also needs to investigate the impact of human resource planning carried out given to the people of Caritas Mbarara since it has been noted that with the help of the human resources the staff tend to get educated more about human resource planning hence leading to staff development.

The top managers and policy markers' will utilize this information regarding decisions on human resource planning and ways of managing overall policies of human resource planning and how the human resources will be involved in.

1.9 DEFINITIONS

Human resource planning is a process that identifies past, current and future human resource needs for an organization to achieve its goals. It also refers to classic Human resource administrative functions and the evaluation and identification of human resource requirements for meeting organizational goals (Armstrong, 2002)

The working definition is that Human resource planning is the process of determining ways and means to achieve goals through people.

This can be done through hiring people on a particular job and also training them about what they are supposed to do on the job and what they have been called upon for.

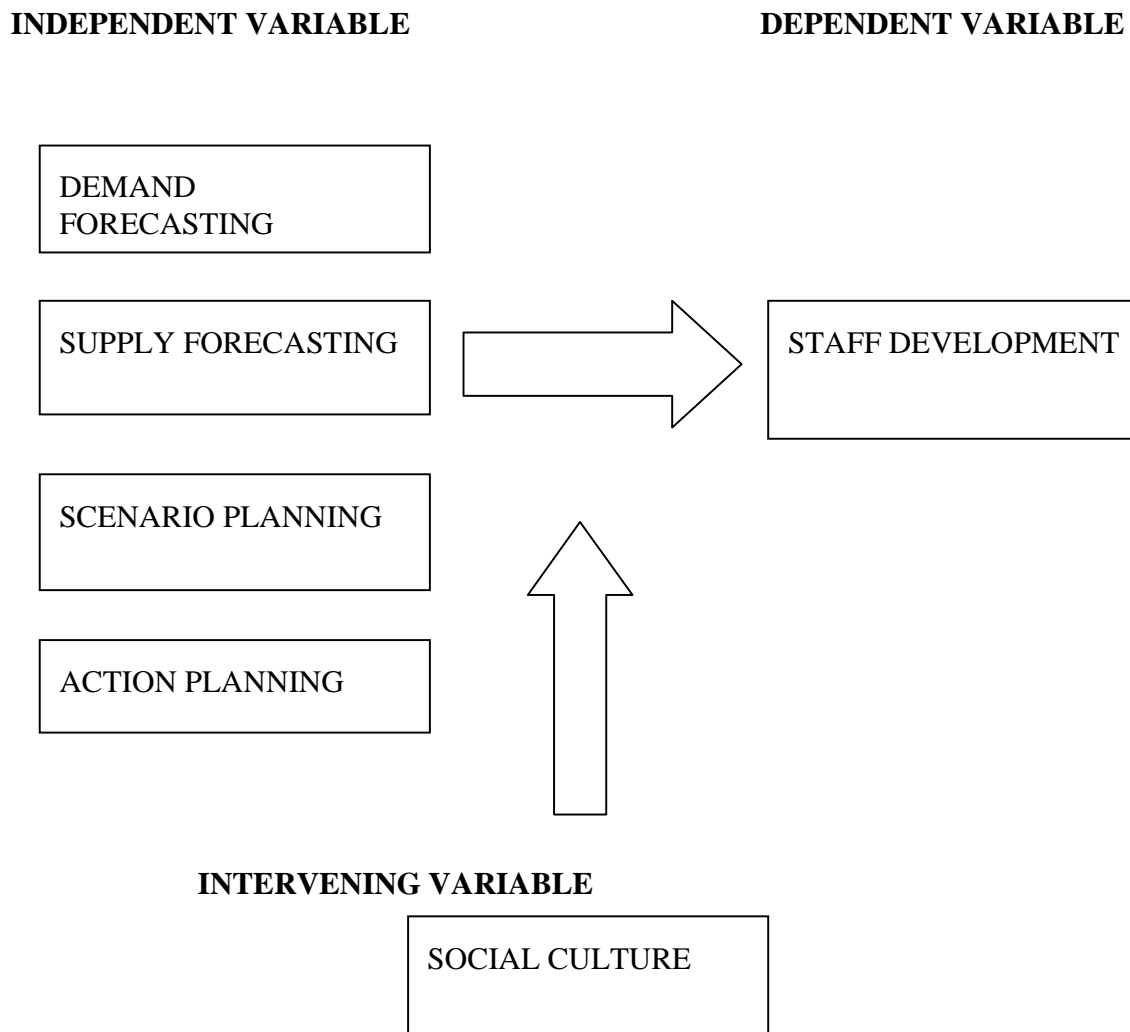
Staff development are the activities and programs that help employees learn about responsibilities, develop required skills and competencies necessary to accomplish goals and purposes of the organization (Winston and Creamer, 1997)

The study will take that Staff development is helping employees plan their growth and also is ensuring that a person's ability and potential are grown and realize the provision of learning experience. Staff development is seen of learning activity that prepares people to exercise wider or increased responsibility.

1.10 CONCEPTUAL FRAME WORK

The conceptual framework shows the relationship between the independent variable (human resource planning) and the dependent variable (staff development). The various variables are used to bring out the perspective. The relationship of human resource planning and staff development has various possible factors that may intervene. The study is going to use social culture as an intervening variable to human resource planning and staff development relationship.

Figure 1: The Conceptual Framework



Source: Bernardin, J.H, (2010) Human Resource Management an experiential Approach. Reilly, P., (2003). Guide to Workforce Planning in Local Authorities, Employers Organization, Bulla, D N and Scott, P M (1994) Manpower requirements forecasting.

Figure 1 shows the independent variable that includes scenario planning, demand forecasting, action planning and supply forecasting giving positive and negative results from the dependent variable which is staff development which is regulated by the intervening variable which is social culture.

Demand and Supply forecasting is about decisions made about projections of future labor supply and demand are affected by the decision maker's environment (organizational characteristics) and their own beliefs or perceptions relating to the environmental uncertainty. Labor forecasting is key to an organization's ability to achieve its operational, production, and strategic goals. (Cole, 2000)

Scenario and Action planning demonstrated the thought processes involved in getting to the scenarios have the dual purpose of increasing knowledge of the environment in which you operate and widening the participant's perception of possible future events – encouraging them to 'think the unthinkable'. For each of these worlds, appropriate action plans can be considered. Asking the key question, 'what do we need to do to be ready for all scenarios? Can then the formulation of strategies to cope with these differing pictures of the future?

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

Shuttleworth (2009) describes literature review as a critical and in depth evaluation of previous research. It is a summary and synopsis of a particular area of research, allowing anybody reading it to establish why you are pursuing this particular research program and emphasizes that a good literature review expands upon the reasons behind selecting a particular research question.

This chapter mainly captures the relationship between human resource planning and staff development putting into consideration the different objectives as illustrated in chapter one given by different scholars. The different objectives will show the increasing awareness of the value of strategic Human resource management for improving organizational outcomes. They will show how Human resource planning is a good Human resource management activity through which it can provide a good employee base leading to staff development. A number of text books, journals and the internet were used to get the reliable up to date data and information relevant to the variables.

2.0.1 Human resource planning and staff development

Human resource planning is the process of systematically forecasting both the future demand for and supply of employees and the deployment of their skills with respect to the strategic objectives of the organization. Human resource planning is a process that identifies current and future human resource needs for an organization, based on the goals and objectives set by upper management.

It responds to the importance of business strategy and planning in order to ensure the availability and supply of people in both number and quality. Human resource planning serves as a link between human resource management and the overall strategic plan of an organization (Armstrong, 2009).

2.0.2 Human resource planning

James Walker pointed out that for some companies, human resources planning are essentially management succession and development planning, for others it is the staffing process which include forecasting and planning for recruitment, deployment, development and attrition of talent in relation to changing needs. Increasingly, however, it is a broader process addressing multiple levels for increasing organization effectiveness on the management of Human Resources.

Fayana (2002) emphasized that human resource planning deals with the systematic and continuing process of analyzing a firm's human resources needs under mutating conditions and developing workforce policies suitable to the long-term effectiveness of the organization. It is a vital part of corporate planning and budgeting procedure since human resources costs and forecasting both effect and are affected by long-term corporate plans.

2.0.3 Staff Development

Carman (2013) often managers and employees focus primarily on what employees are doing wrong. While you do not want to leave problems to fester, it is often more effective to spend time on what the employees are doing right. Too much negative feedback eventually demoralizes and frustrates employees. Positive feedback is something that employees enjoy receiving.

The employees are likely to keep doing things right in order to receive more of the positive feedback. More importantly, they are likely to feel like they are good at their jobs a factor which contributes heavily to job satisfaction

Bulla and Scott, 1994 noted that having said that there is a fine line between the right amount of positive reinforcement and too much. An employee may become complacent with too much praise, causing productivity to decline. So your employee is not detail oriented but is great at communicating complex ideas. Perhaps it's time to get the employees out of there administrative assistant roles and into training other employees. It takes time and money to find employees and it is more cost effective to promote within the organization.

Carman (2013) states that most employees do not want to be pleased by their employers. They may not be sure of how to do so, for example let's say you have a sales representative who never seems to meet their goals. A bad employer say you are just going to have to step up or you will be fired while a good employer looks at the total package of the employee's approach. Employees can then be in position to measure their own performance each and every day without the employer being in position to do that.

Furthermore, the employer do not just tell the employees that they develop from within but should help see how their current job relates jobs higher up the ladder. Show the employees the different pathways people have taken to get to the high positions in the organization. This helps the employee see the light at the end of it all, giving employees a better goal to work towards helps them own the process of growth, development and keep them focused (Barrent, 2012).

2.0.4 Focus of Human Resource Planning

Torrington and Hall (1999), the process of matching future organizational requirement with the supply of properly qualified, committed and experience staff in the right place at the right time. These staff can be drawn from both the internal and external labour market.

This requires a focus on the following:

- An assessment of future product market trends and requirement.
- A specification of the type and numbers of staff required to satisfy these product market trends and requirement.
- An estimate of the type and number of staff likely to be employed by the organization in five years.
- A specification of the number/type of staff to be recruited or made redundant.
- A development plan for restraining and re-focusing existing staff and, if appropriate, for recruiting additional staff from the external analysis.
- A re-examination of broader business strategies in the light of this analysis.

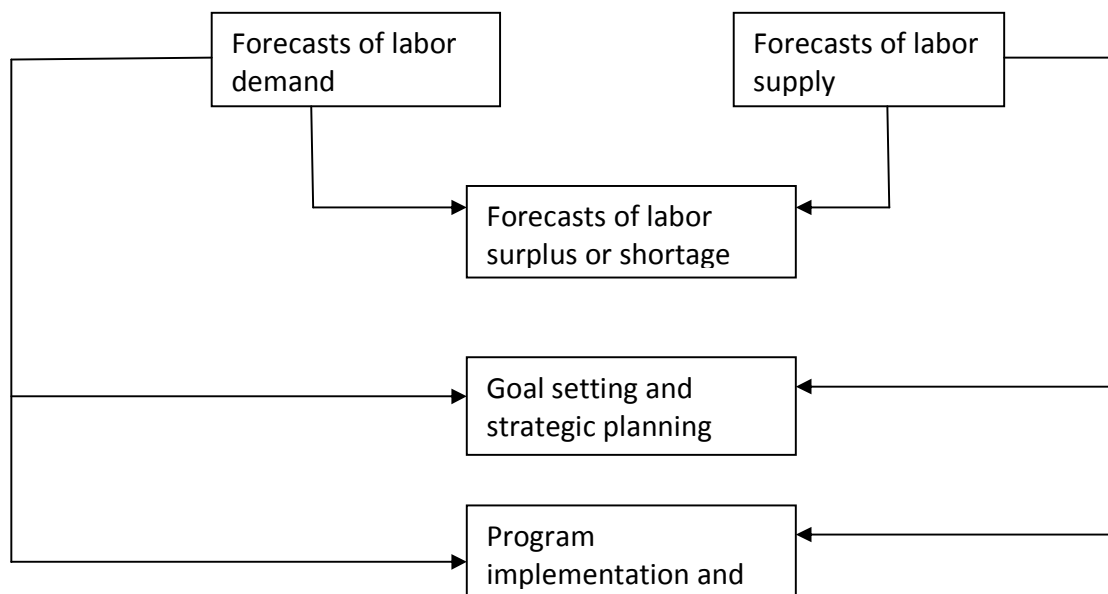
Bernardin (2010), the goal of the development phase of training is to design the training environment necessary to achieve the objectives. This means trainers must review relevant learning issues including characteristics of adult learners and learning principles as they apply to particular training and potential trainees under consideration and also the trainers must identify or develop training materials and techniques to use in the program. Finally after the appropriate learning environment is designed or selected the training is conducted.

2.0.5 The human resource planning process

Human resource planning is a process through which the company anticipates future business and environmental forces. Human resources planning assess the manpower requirement for future period of time.

It attempts to provide sufficient manpower required to perform organizational activities. Human resources planning is a continuous process which starts with identification of human resources objectives, move through analysis of manpower resources and ends at appraisal of human resources planning. The three key elements of the human planning process are forecasting labor demand, analyzing present labor supply and balancing projected labor demand and supply.

Figure 2: Showing Human Resource Planning Process



Source: Noel. H, Gerhart. W, 2008).

Reilly (2003) workforce planning as the process in which an organization attempts to estimate the demand of labour and evaluate the size, nature, and source of supply which is required to

meet the demand. Human resource planning includes creating an employer brand, retention strategy, absence management strategy, flexibility strategy, talent management strategy, and recruitment and selection strategy.

Armstrong (2009), Human resource planning is an integral part of business planning. The strategic planning process defines projected changes in the types of activities carried out by the organization and the scale of those activities. It identifies to the core competences the organization needs to achieve its goals and therefore its skill and behavioral requirement. Human resource planning these plans in terms of people requirements, but it may influence the business strategy by drawing attention to ways in which people could develop and deploy more effectively to further the achievement of business goals as well as focusing on any problems that might have to be resolved to ensure that people required will be capable of making necessary contributions (Mills, 1983).

Farnham (2006) explains that human resource planning is important because it encourages employers to develop clear and explicit links between their business and human resource plan and integrate the two more effectively. It allows for better control over staffing costs and numbers employed hence it enables employers to make more informed judgments about the skills and attitude mix in the organizations. It also provides a profile of the current staff in terms of age, sex and many more so as to move towards being an equal opportunity organization but the organizations tend to give little time to human resource planning because of lack of resources, skills, the time, effort required and the absence of relevant data to do human resource planning.

2.1 DEMAND FORECASTING ON STAFF DEVELOPMENT IN AN ORGANIZATION

Armstrong (2009) demand forecasting is the process of estimating the future number of people required and the likely skills and competence they need. The basis of the forecast is the annual budget and longer-term business plan, translated into activity levels for each function and department or decision on downsizing.

This is the process of determining the supply of and demand for different of human resources. Through demand forecasting areas which are likely to face a shortage or surplus are predicted. Future conditions are predicted basing on the past and future information. Before forecasting human resource managers should make sure that they understand individual organization units. Managers should also understand the kind of approach.

Cascio (2006), states that Demand forecasting is the process of estimating the future human resource requirement of right quality and right number. As discussed earlier, potential human resource requirement is to be estimated keeping in view the organization's plans over a given period of time. Analysis of employment trends; replacement needs of employees due to death, resignations, retirement termination; productivity of employees; growth and expansion of organization; absenteeism and labor turnover are the relevant factors for human resourced forecasting (Armstrong, 2009).

Demand forecasting involves techniques including both informal methods, such as educated guesses, and quantitative methods, such as the use of historical sales data or current data from test markets. Demand forecasting may be used in making pricing decisions, in assessing future capacity requirements, or in making decisions on whether to enter a new market (Cole, 2002).

The main role of demand forecasting, is to determine the quality and quantity of employees required to meet organizational goals and objectives (Sheehan, 2004). The forecasts are usually associated with a particular job category and skill areas that support the organization's current and future goals (Wicks, 2004).

In relation to the above, Wick (2004) established that in this case two techniques are used namely judgmental forecasting or statistical projections. This approach involves obtaining independent estimates of future staffing needs by means of successive distribution of questionnaires to various levels of management. An example of the latter is simple linear regression in which projected future demand is based on a past relationship between the organization's employment level and a variable such as the level of Sales.

Some of the new aspects like job analysis and forecasting about the quality of potential human resource facilitate demand forecasting. So, existing job design must be thoroughly evaluated taking into consideration the future capabilities of the present employees (Armstrong, 2010).

Armstrong notifies us that there are four basic demand forecasting methods for estimating the number of people required and they include Managerial Judgment, Work Study Technique, Ratio-trend Analysis and Modeling (Bulla and Scott, 1994).

Demand analysis identifies the future workforce requirements needed to maintain the organization's mission and goals. The end result is the identification of the required number of staff in the organization the necessary functions the staff should perform to meet the organizational objectives. In Human resource planning, labor demand is determined separately from supply estimates because it facilitates the re-examination of the assumptions about the labor force (United States Department of Labor, 2012).

2.1.1 Qualitative Approaches to human resource planning and staff development

Rothwell (1995) in contrast to quantitative approaches, qualitative approaches to forecasting are less statistical, attempting to reconcile the interests, abilities, and aspirations of individual employees with the current and future staffing needs of an organization.

In both large and small organizations, Human resource planners may rely on experts who assist in preparing forecasts to anticipate staffing requirements. For example, Expert forecasts. In this method, managers estimate future human resource requirements, their experiences and judgments to good effect.

2.1.2 Quantitative Approaches to human resource planning and staff development

Petra (2013) and Duane (1996), Quantitative approaches to forecasting involve the use of statistical or mathematical techniques, they are the approaches used by theoreticians and professional planners. One example is trend analysis, which forecasts employment requirements on the basis of some organizational index and is one of the most commonly used approaches for projecting Human resource demand. The approaches include trend analysis, ratio analysis and multiple regressions.

Duane (1996), trend analysis is used to forecast internal Human resource demands by considering past trends, in this case trend analysis predicts the demand for labor based on projections of past relationship patterns over a number of years between an operational index for example revenue and productivity per employee and the demand for labor hence trend analysis assumes that the organization's past employment needs are indicates of future needs when linked with the right business.

The multiple regression approach broadly determines future demands to determine indicators for future demand. It is the availability of data and the size of the sample that makes this approach more appropriate to provide accurate information hence this is useful in predicting the strength and direction of a linear relationship between two variables, but in situations of a non-linear relationship estimates would be taken to be valid when there is one independent variable there is a single regression and when there is a multiple independent variable there is a multiple regression (Petra, 2013).

Ratio analysis is another method that can be used to determine future human resource demands hence these are based on the ratios between assumed causal factors and the number of employees needed. This allows the organizations that do not have easy access to multiple years' worth of data to use for current ratios to help estimate future demands. Ratio analysis is also useful in benchmarking organizational efforts with competitive standards to help identify areas of strength or weakness in the organization (Duane, 1996).

2.2 SUPPLY FORECASTING ON STAFF DEVELOPMENT IN AN ORGANIZATION

Armstrong (2009) pointed out that human resources comprise the total effective efforts that can be put to work as shown by the number of people and hours worked of work available, the capacity of employees to do the work and their productivity. Supply forecasting measures the number of people likely to be available from within and outside the organization.

The next step in human resource planning is forecasting supply of human resources. The purpose of supply forecasting is to determine the size and quality of present and potential human resources available from within and outside the organization to meet the future demand of human

resources. Supply forecast is the estimate of the number and kind of potential personnel that could be available to the organization (Cole, 2002).

2.2.1 Human resource supply forecasting

Armstrong (2009), human resource supply forecasting is the process of estimating availability of human resource followed after demand for testing of human resource.

For forecasting supply of human resource we need to consider internal and external supply. Internal supply of human resource is available by way of transfers, promotions, retired employees and recall of laid-off employees and many more. Source of external supply of human resource is availability of labor force in the market and new recruitment.

2.2.2 Techniques for forecasting of human resource supply

Internally, the most popular approach to be followed by all managers is to look within the organization among its cadre first. Until and unless the opening is not related to immensely diversified field of which the existing workforce might not possess requisite skills, and the cost of training may be working out to be high, it is easier to go in for an internal source for recruitment. Because it is cost saving in many ways to utilize what is already available to the organization (Cole, 2002)

Scott (1994), while provisioning for the above corporate movements, one must keep an eye on the internal movement, such as, attrition, absenteeism, promotion, etc of the workforce as we have discussed earlier, through the workforce analysis. In addition to workforce analysis, the organization needs to maintain replacement charts or succession plans.

Regular manpower audits are the best option to keep track of the available talent in terms of skills, performance and potential.

United States Department of labor (2012), externally there are multiple levels at which external human resource supply can be predicted including global, national, provincial, regional and local. The Information that will help develop an understanding of external human resource supply includes:

- Supply and demand of jobs or skill.
- Educational attainment levels within a region.
- Compensation patterns based on experience, education or occupation.
- Immigration and emigration patterns within an area.
- Forecasts of economic growth or decline.
- Competition for talent.
- And many more.

2.3 SCENARIO PLANNING ON STAFF DEVELOPMENT

Scenario planning is simply an assessment of the environmental changes that are likely to affect the organization so that a prediction can be made of the possible situations that may have to be dealt with in the future. The scenario may list a range of predictions so that different responses can be considered. The scenario is best based on systematic environmental scanning using the PEST approach that is the political, economic, social and the technological factors on the

organization's labor markets and what can be done about human resource issues can then be considered (Armstrong, 2009).

Schwartz (2008), Scenario planning sometimes contingency planning is a structured way for organizations to think about the future. A group of executives sets out to develop a small number of scenarios stories about how the future might unfold and how this might affect an issue that confronts them the issue could be a narrow one whether to make a particular investment.

These simplistic guesses are surprisingly good most of the time, but fail to consider qualitative social changes that can affect a business or government. Scenarios focus on the joint effect of many factors. Scenario planning helps us understand how the various strands of a complex tapestry move if one or more threads are pulled. When you just list possible causes, as for instance in fault tree analysis, you may tend to discount any one factor in isolation.

But when you explore the factors together, you realize that certain combinations could magnify each other's impact or likelihood. For instance, an increased trade deficit may trigger an economic recession, which in turn creates unemployment and reduces domestic production (Schoemaker, 2000).

Wack (1985), scenarios deal with two worlds that is the world of facts and the world of perceptions, they explore for facts but they aim at perceptions inside the heads of decision-makers. Their purpose is to gather and transform information of strategic significance into fresh perceptions. The process of scenario planning usually begins with a long discussion about how the participants think that big shifts in society, economics, politics and technology might affect a particular issue.

From this the group aims to draw up a list of priorities, including things that will have the most impact on the issue under discussion and those whose outcome is the most uncertain. These priorities then form the basis for sketching out rough pictures of the future.

Credit for originating scenario planning often goes to the American game theorist and futurist Kahn (2000). The American approach came to emphasize probability, with degrees of likelihood assigned to various outcomes, while the French approach focused more on what should happen. Newland and Wack, aware of both, steered clear of probabilistic forecasts and normative statements and instead insisted that scenarios should first and foremost be plausible. One U.S. government report, from a decade ago estimated that 85% of the scenario studies surveyed by the report's authors were based on or derived from the Royal Dutch Shell process, suggesting that Shell's experience contains lessons relevant for anyone investors, corporations, governments, nongovernmental organizations, and others trying to engage with the future.

Scenarios planning starts by dividing our knowledge into two broad domains that is things we believe we know something about and elements we consider uncertain. The first component trend casts the past forward, recognizing that our world possesses considerable momentum and continuity. For example, we can safely make assumptions about demographic shifts and, perhaps, substitution effects for certain new technologies. The second component true uncertainties involve in-determinable such as future interest rates, outcomes of political elections, rates of innovation, fads and fashions in markets, and so on. The art of scenario planning lies on blending the known and the unknown into a limited number of internally consistent views of the future that span a very wide range of possibilities (Shapiro, 2000).

Numerous organizations have applied scenario planning to a broad range of issues, from relatively simple, tactical decisions to the complex process of strategic planning and vision building. The power of scenario planning for business was originally established as part of a process for generating and evaluating its strategic options. But ironically, the approach may have had more impact outside the organization than within, as many others firms and consultancies started to benefit as well from scenario planning. Scenario planning is as much art as science, and prone to a variety of traps both in process and content (Schoemaker, 2008).

Scenario planning is not about predicting the future. Rather, it attempts to describe what is possible. The result of a scenario analysis is a group of distinct futures, all of which are plausible. The challenge then is how to deal with each of the possible scenarios.

Scenario planning often takes place in a workshop setting of high level executives, technical experts, and industry leaders. The idea is to bring together a wide range of perspectives in order to consider scenarios other than the widely accepted forecasts.

The scenario development process should include interviews with managers who later will formulate and implement strategies based on the scenario analysis - without their input the scenarios may leave out important details and not lead to action if they do not address issues important to those who will implement the strategy (Byars and Rue, 2000).

2.4 ACTION PLANNING ON STAFF DEVELOPMENT

Action planning is the process that guides the day-to-day activities of an organization or project. It is the process of planning what needs to be done, when it needs to be done, by whom it needs to be done, and what resources or inputs are needed to do it. It is the process of planning your strategic objectives. That is why it is also called operational planning.

When an action plan or an operational plan are presented as the basis for a funding proposal, or for a loan application, or to get others to buy into a process or project in some way, they are often referred to as business plans (Kahn, 2000).

Armstrong (2009), action plans are derived from the broad resourcing strategies and the more detailed analysis of demand and supply factors. However the plans should be short term and flexible because of the difficulties in making the firm predictions about human resource requirements in times of rapid changes. The planning activities start with the identification of internal resources available now or which could be made available through learning and development programmes.

Byars and Rue (2000) further say that action plans continue with plans for increasing the attractiveness of working for the organizations by developing an employer brand and the employee value proposition, taking steps to reduce employee turnover and absenteeism and increasing employment flexibility and recruitments plans. It is the last phase of human resource planning which is concerned with surplus and shortages of human resource. Under it, the human resource plan is executed through the designation of different human resource activities. The major activities which are required to execute the human resource plan are recruitment, selection, placement, training and development, socialization and many more others. Finally, this step is followed by control and evaluation of performance of human resource to check whether the human resource planning matches the objectives and policies. This action plan should be updated according to change in time and conditions.

Byars and Rue (2000) once the net human resource requirements have been determined, manager must develop action plans for achieving the desired results. If the requirements indicate a need for additions, decisions must be made whether to make permanent hires, temporary hires or to outsource the work. Action Plans are simple lists of all of the tasks that you need to finish to meet an objective. They differ from To-Do Lists in that they focus on the achievement of a single goal. Action Plans are useful, because they give you a framework for thinking about how you'll complete a project efficiently. They help you finish activities in a sensible order, and they help you ensure that you don't miss any key steps. Also, because you can see each task laid out, you can quickly decide which tasks you'll delegate or outsource, and which tasks you may be able to ignore.

2.4.1 The overall plan in action planning

Demographic pressures may not make much impact during the recession and even many organizations in times of recovery still pursue downsizing policies in order to reduce costs but there are still areas where skill storage exists and these may multiply in the future. It should be able to improve methods of identifying the sort of young people the organization wants to recruit and developing programmes and training packages to attract the young people in the organization as part of an overall human resource plan.

Morgan (2014), producing an action plan can be beneficial not only for individual basis but also for businesses. For example, it allows project managers or any member of a group to monitor their progress and take each task step-by-step, therefore allowing them to handle the project efficiently. The advantage of doing this is, it allows you to execute a structured plan for the end goal you intend to achieve.

Furthermore, Chand (2014) states that action planning provides the team with appropriate foundations, therefore prioritizing the amount of time you spend on each task. This will then prevent any sidetracking that may occur; lastly it creates a bond within a team, as each member is aware of their individual role, as well as providing necessary information to ensure success of the project.

Horton (2014) says when using action plans limitations will need to be considered. Firstly, each member of the team will need to be allocated individual roles and tasks which will require completion by a set date. This can be demanding for some, due to coping with the stress and distractions that may occur. Another issue is not being guided thoroughly and effectively, leading to the lack of effort and passion a member has for the project. In addition to this, if the communication throughout the team is non-existent, key information will not reach members of the group, causing lack of confidence lastly failing to obtain the goal you set to reach can lead to frustration and in turn the planning would have been a waste of time.

An action plan is a tool in social planning. It is an organizational strategy to identify necessary steps towards a goal. It considers details, may help limit setting for an organization, and is efficient in that it is saving resources over trial and error. A written action plan also serves as a token for an organization's accountability (Byars and Rue, 2000).

Susan and Michael and Dobson (2008), when creating action plans there are guided steps that need to be followed to ensure success, however the structure can be altered in the process. Firstly, you will need to outline what you want to achieve from the project, by doing this you set yourself targets. After this the specific roles will need to be allocated ensuring sufficient amount of training, resources and issues have been considered to ensure solving any problems that may

occur. The next stage allows members of the group to analyze the progress by outlining milestones, solving any issues and making any necessary changes. Lastly once the project has come to an end the final stage can be examined to ensure future success.

Michael (2008), A goal is the primary objective of an action plan. Setting goals gives the possibility of your dreams and prospects being brought to life. It creates motivation and provides you with a certainty that the final outcome will be worthwhile, preventing any wasted time and effort. This is achieved by being fully dedicated to the process and using the structured guide to accomplishing it. Although hard work may be produced, without a successful end goal the ideal result you set to achieve, will not prevail.

Scheid and Gundlach (2014), to benefit from risk management action plans, you need to examine certain possibilities that could affect the process, such as observing any threats and correcting them. For example, key aspects of risk management are to ensure you allocate members specific roles and monitor the risks throughout, to ensure tasks are completed with efficiency. This being a major factor, as evaluating what happens during and after the project, will allow finding the positive and negative elements of each stage in the planning, providing you the ability to develop on the risks further.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter presented and discussed the research methodology applied in the study that included; Research design, Area of the study, Study population, Sampling procedures, Sample size, Sampling techniques, Data collection methods and instruments, Quality control methods, Data management and processing, Data analysis, Ethical considerations, Limitations of the study.

3.1 RESEARCH DESIGN

The study was case study design which helped the researcher describe a distribution of phenomenon in the population to ascertain the facts on human resource planning and staff development. This thus means that the design selected is suitable where there is a sample population. Hence, the researcher was to collect data using both quantitative and qualitative – across the population to be sampled from a population of the employees of Caritas Mbarara. Furthermore, the data to be collected was to be accurate seeing as the researcher had to interact with the respondents and the data to be used was to be collected basing on the sampled population. The research was undertaken using structured questionnaires which were both qualitative and quantitative due to its popularity and flexibility in getting answers from the respondents. These methods enabled the research obtain and examine the relevant data about the study variables.

3.2 AREA OF THE STUDY

The study was conducted at Caritas Uganda which is located in Mbarara district. Therefore the area of study was sufficient for the researcher who was interested in knowing more about human resource planning and staff development in the different areas, in this case that is why the researcher decided to carry out her research in the western part of Uganda and the researcher also found out that it would be easy for her to get more information concerned with her research in the future in order to widen her research.

3.3 STUDY POPULATION

Population refers to the complete collection of all elements that are of interest in a particular investigation. The study population consisted of employees in all departments of Caritas Uganda. This was in order to establish the effect of human resource planning on staff development in Caritas Uganda.

A total population of employees was used from which a sample was obtained as shown in the table below. The population included all employees who were involved in the day today activities of the company. It was from this population that the researcher was able to get the relevant data on the effect human resource planning on staff development in the company.

Table 1: Showing the population of Caritas Uganda

Department	Number of Employees
Director's office	4
Gender and development	7
Adult literacy	4
Revolving funds	4
Health	3
Agriculture	5

Source: Caritas, 2014

3.4 SAMPLING PROCEDURES

3.4.1 Sample size

According to Trochim (2005), sampling is the process of selecting units for example employees of the organization from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen.

The study covered all the departments of Caritas Uganda. To obtain the required sample that represented the total number of employees in Caritas Uganda, random sampling was used. The Taro Yamane (1973) formula was used to calculate the sample size as also recommended by Clement Rasul (2009) as follows;

$$n = \frac{N}{1 + N(e)^2}$$

Given

n= Number of samples

N= Number to total population

e= sampling error

This study allowed the error of sampling on 1.08

WHERE:

$$n = \frac{27}{1+27(1.08)^2}$$

n = 25 employees

Random sampling method was also used to determine the sample size and this was done by applying the formula below.

Given

$$n1 = \frac{n(N1)}{N}$$

n=total number of sample size

N= total number of total population size

N1=number of population in each department

n1=number of samples in each department

3.4.1.1 Sample size selected

The sample size collected was of the respondents from Caritas Uganda and they were selected as in the table below;

Table 2: Showing sample size in proportion with the population of each department

Department	Study population (N1)	Sample size(n1)
Director's office	4	4
Gender and development	7	7
Adult literacy	4	3
Revolving funds	4	4
Health	3	3
Agriculture	5	4
Total targeted population	(N)=27	(n)=25

Source: Caritas, 2014.

3.4.2 Sampling techniques

The researcher aim was finding out how human resource planning affects staff development in Caritas Uganda in Mbarara district western Uganda. The researcher purposively used random sampling techniques where data was obtained from the human resource department and the employees that were found on duty at that time and therefore organized it for data analysis and interpretation.

3.5 DATA COLLECTION METHODS AND INSTRUMENTS

The researcher used both primary and secondary methods while conducting the research.

3.5.1 Primary methods

The primary sources of data refer to the data collected directly from the population and the sample group in the area of study. Data on opinions was derived from the questionnaires filled by respondents through answering the questions.

3.5.2 Secondary methods

Under the secondary method, the secondary sources of data that were used included relevant journals, reports, text books and already researched literature that were related to the topic in order to obtain more information which would not be obtained from or through the other data sources.

3.5.3 Data collection instruments

These instruments were translated attributes or traits into quantities. They included the following.

3.5.3.1 Questionnaires

This is a form consisting of interrelated questions prepared by the researcher about the research problem under investigation.

The research formulated open-ended questionnaires that were answered in written form by the employees of Caritas Uganda. Some questionnaires were administered to some department heads to enable the researcher to gather quality information from the company.

Those to the employees helped the researcher to be in order to acquire different forms of information so that the researcher can be able to come up with a reliable conclusion. The questionnaires were self-administered. Self-administered questionnaires are easy to administer, provide quick responses and the analysis is faster and suitable (Jarvinen, 2004). The research questions were used because they are cheap, easily kept for reference purposes and with minimum errors and high level of confidentiality since the respondents allowed answering the questions at their convenient time. Where questionnaires were not be filled and picked on the first visit, additional visits were made.

3.5.3.2 Documentary review

Documentary review in search of secondary data was used to study as the researcher was able to collect secondary information from different sources like text books, internet, journals and articles among other researcher studies. This information was reviewed by visiting the library, on line libraries and internet websites.

3.5.3.3 Interviewing

An interview is a method of collecting data which involves verbal interactions between the researcher and the respondents. An interview can either be carried out face to face or through telephone calls. The researcher mainly involved telephone calls due to limited time. The questions involved in the interview were mainly on staff development and some other managers in Caritas Mbarara.

3.6 QUALITY CONTROL METHODS

3.6.1 Validity

Validity can be defined as the degree to which a test measures what it is supposed to measure.

Esaiasson, et al (2003) defines validity in different ways that is, the agreement between theoretical definition and operational indicators, the absence of systematic mistakes among others. The questionnaires were pre-tested in to departments to establish the suitability of the questions. Some questions were reviewed basing on the comments and suggestions from the respondents and redefined using expert judgment method (Mason and Bramble, 1989). The instruments were tested by use of the content validity index as below.

C.V.I= Number of items regarded relevant by experts (n)

Total number of items (N)

Where n is the number of relevant items in the questionnaire

N is the total number of items in the questionnaire

C.V.I= 12

14

C.V.I=0.857

Therefore C.V.I=0.9

Data will be valid if the questionnaires give a content validity index.

In addition, to measure validity the researcher out to measure the effect of human resource planning on staff development and the questions in the questionnaires were clear and they were

framed in English the most commonly used language at the work place and in simple terms that were easily understood by all the employees.

3.6.2 Reliability

Reliability is the extent to which the instrument consistently measures whatever it is measuring.

It is a measuring instrument to test consistency and stability of a set of scale items (Sekaran and Bougie, 2010).

According to Trochim (2005), reliability has to do with the quality of measurement. In its everyday sense, reliability or repeatability of your measures. Before one can define reliability precisely one has to lay the groundwork. First one needs to learn about the foundation of reliability, the true score theory of measurement. The reliable instrument should yield the same results over repeated measures.

The researcher determined reliability of the questionnaires will be purely tested using one (1) respondent from all the departments of the area of study mentioned in the scope of study and they will be randomly selected from their respective departments.

Therefore, the higher the reliability of co-efficiency the lower the error variance hence the more reliable the tool is for data collection.

The researcher also used various other methods to ensure that excellent quality of information is provided involving consultation of the supervisors of the data collected. I will also use the gathered information from the human resource manager and other top managers of the company so as to acquire valid information.

3.7 DATA MANAGEMENT AND PROCESSING

This refers to how different chosen people respond to the kind of questions asked and they relate the dependent variable and the independent variable. There are different rankings that were used and had different marks depending on how the researcher wished to grade them in a certain order. The researcher used very high, high, moderate, low and very low. This helped the researcher know the number of respondents who know that human resource planning is a useful measure in an organization depending on the data collected. The researcher also analyzed the data collected to investigate a possible association between the two variables that is human resource planning and staff development concerned by using frequency and correlation or regression.

3.8 DATA ANALYSIS

This is where the researcher mainly tests the goodness of the data collected; the hypothesis developed for the research ad gets a feel of the data. The researcher evaluates the worth of the data collected, assesses the data both in qualitative and quantitative analysis by which he or she used to organize the findings. The researcher will also generate frequencies and will reduce the quantitative data to theories and themes. The findings will be presented in written and table form and the data will be recorded, sorted out and compiled. The data used by the descriptive statistics where pie charts, bar graphs and distribution tables where used and the descriptions were shown in percentages.

3.9 ETHICAL CONSIDERATIONS

The researcher complied with ethical values to abide by like not asking for answers from respondents through giving them money. The researcher also informed the respondents about the objectives of her study and why she wants information from them and also keeps the information from the respondents confidential.

3.10 LIMITATIONS OF THE STUDY

According to the researcher, during the study several limitations were faced which include the following:-

There was a problem of timing when the respondents are available to be distributed to the questionnaires' so that they can fill they can fill them for the researcher.

The research noted that the supervisor was always demanding for work all the time despite the fact that she also had class work to also attend to and to that had to travel all the time to show him the advance of the work.

The researcher also noted that there was the limitation of money since a lot of finances were to be used in order to complete the research and hence the costs included transport and printing money which was away too expensive.

The researcher further noted that there was also the limitation the appointment from the case study because they were the ones to provide the researcher with the time that they would be ready and able to assist in the filling in of the questionnaires.

Carman (2013) often managers and employees focus primarily on what employees are doing wrong. While you do not want to leave problems to fester, it is often more effective to spend time on what the employees are doing right. Too much negative feedback eventually demoralizes and frustrates employees. Positive feedback is something that employees enjoy receiving. The employees are likely to keep doing things right in order to receive more of the positive feedback. More importantly, they are likely to feel like they are good at their jobs a factor which contributes heavily to job satisfaction.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF DATA FINDINGS

4.0 INTRODUCTION

This chapter presents the findings of the four objectives of the study. The study was aimed at the effect of human resource planning on staff development. This presentation is facilitated by the use of tables, charts, graphs, frequency and percentages. The analysis and interpretation of the data intended to enable the researcher make appropriate conclusion and recommendation for the understanding of the research problem.

4.1 BACKGROUND INFORMATION OF THE RESPONDENTS

The respondents' background characteristics covered title, years of service, gender of the respondent and also the level of education of the respondents. The distribution of the respondents by their respective background characteristics is presented below.

4.1.1 The Designation Of Respondents

Basing on the questionnaires administered, the respondents gave the following responses about the titles that they hold. The findings are shown in the table below:

Table 3: Designation Of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Accountant	4	16.0	16.0	16.0
Diocesan health coordinator	1	4.0	4.0	20.0
Financial administrator	1	4.0	4.0	24.0
Project officer	2	8.0	8.0	32.0
Field extension officer	4	16.0	16.0	48.0
Secretary general office	4	16.0	16.0	64.0
Women's coordinator	1	4.0	4.0	68.0
Field coordinator	1	4.0	4.0	72.0
Program coordinator	2	8.0	8.0	80.0
Field worker	3	12.0	12.0	92.0
Agriculture extension worker	2	8.0	8.0	100.0
Total	25	100.0	100.0	

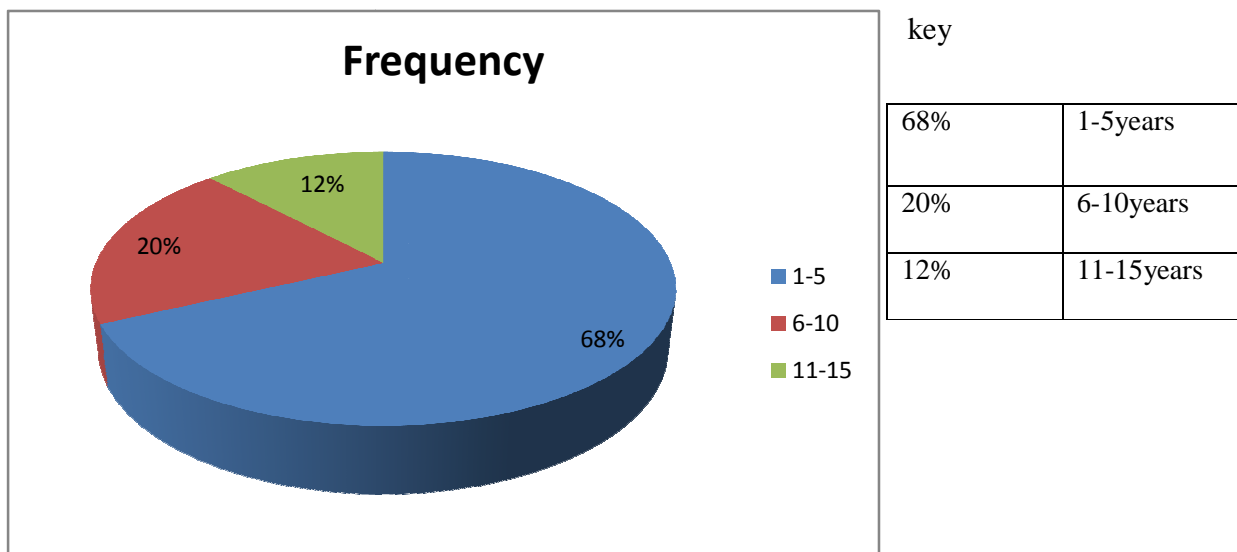
Source: Primary Data 2015

From Table 3 above the finding indicated that respondents carry different titles depending on their qualifications and hence this indicates that many different people can be employed depending on the qualifications that they have. The high level includes; the Diocesan health coordinator 1(4%) the Financial administrator 1(4%) and Field extension officer 4(16%). The middle level involves; Accountant 4(16%), Project officer 2(8%), Field extension officer 4(16%), Field coordinator 1(4%) and Women's coordinator 1(4%). The lower level includes; Secretary General Office 4(16%), Program coordinator 2(8%), Field worker 3(12%) and Agriculture extension worker 2(8%).

4.1.2 The Respondents Years Of Service

According to the questionnaires administered to the respondents on the number of years in service and the findings were as shown in the graph below:

Chart 1: The Number Of Years In Service



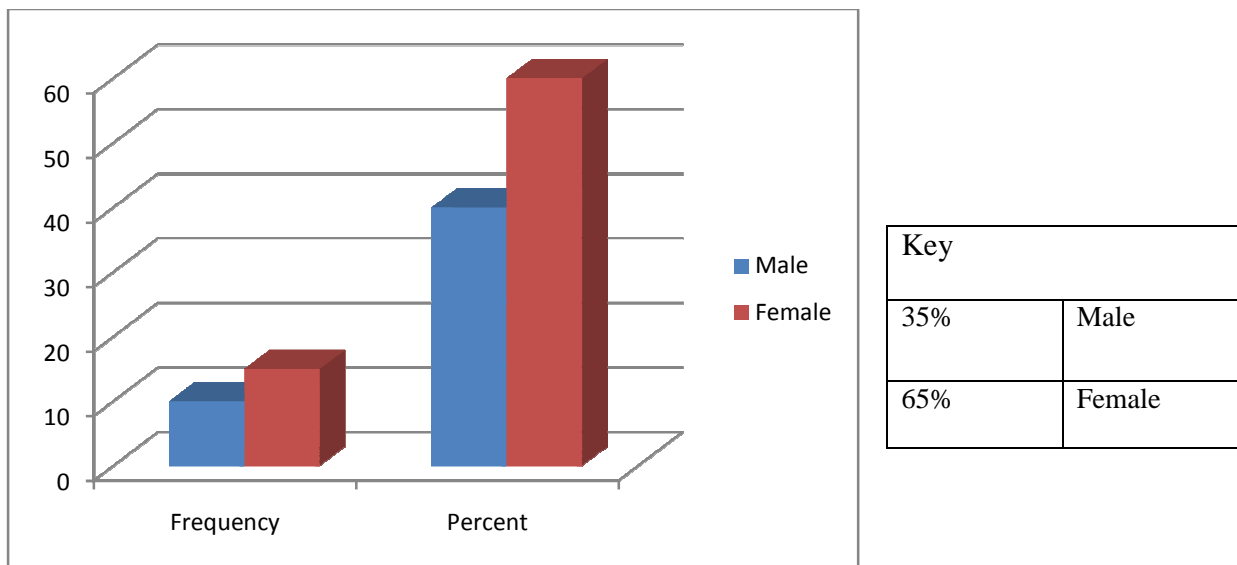
Source: Primary Data 2015

From Chart 1 above, the researcher found out that 17(68%) of the respondents had been serving in Caritas Mbarara between one to five years, 5(20%) had also been serving in the organization for a period of between of six to ten years and then also 3(12%) of its employees had been serving between eleven and fifteen years in the organization. Since the highest percentage of the employees shows that most people have sent five years in the organization this indicates that there is possible turnover and extension of function of Caritas in other districts.

4.1.3 The Gender Of The Respondents

The study was able to determine the respondents on the sex categories basing on the findings which were as shown in the graph below:

Graph 1: The Gender Of The Respondent



Source: Primary Data 2015

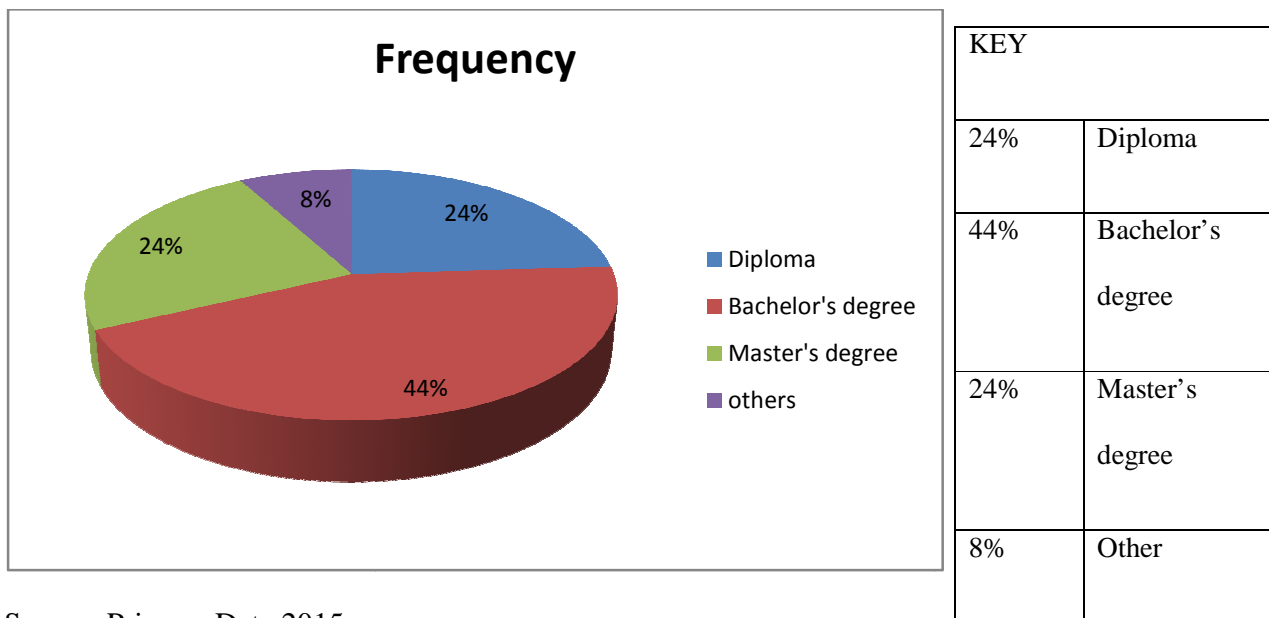
Graph 1 above, was to see if gender affects human resource planning and staff development. The researcher found out that 10(35%) of the respondents were male and 15(65%) of the respondents were female. This possibly implies that more females than males are employed in the organization. Hence given the nature of the organization they indicate that people are trying to put in place the law of woman emancipation and to that this notes that the work done in the organization does not need a lot of labor hence enabling the organization to employee more females since there is no hard work involved. Caritas Mbarara being a church founded organization they should have chosen to have more female employees since the know that they

are in position so show love to the people they serve than the males since females are seen to have more empathy.

4.1.4 The level of Education of the respondents

The study was able to determine the respondents' education background basing on the findings which are represented by the chart presented below:

Chart 2: The Level Of Education Of The Respondents



Source: Primary Data 2015

From Chart 2 above, 6(24%) of the respondents were Diploma holders, 11(44%) were Bachelor's Degree holders, 6(24%) of the respondents were seen to be Master's degree holders and then the 2(8%) was for the others that included the certificate holders. This possibly implies that the respondents had the capacity to answer questions in the questionnaire. The study findings of Caritas Mbarara employees showed that the majority of its employees are Bachelor's degree holders this in one way shows that the organization prefers using qualified workers for quality services.

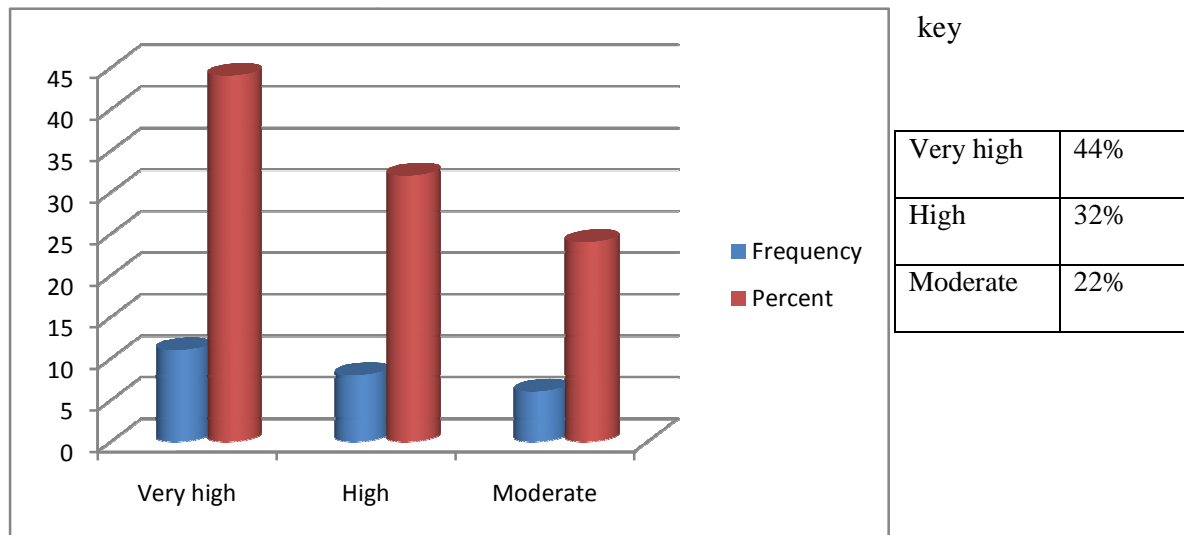
Furthermore the organization may not necessary need educated people but they need people who are ready and willing to serve the church since Caritas Mbarara is a church founded organization.

4.2 DEMAND FORECASTING ON STAFF DEVELOPMENT

Demand forecasting is the process of estimating the future number of people required and the likely skills and competence they need. However in this case the human resource department should be in position to know the number of people that Caritas Mbarara will need in the future, the qualifications that they should have to be able to take over the given kind of jobs that are ready available to be taken over by those who have the requirements that they need from those ready to work for the organization.

The aim was to see how demand forecasting affects staff development and the results are as shown in the graph below:

Graph 2: Demand Forecasting And Staff Development



Source: Primary Data 2015

Graph 2 indicates that 11(44%) of the respondents say that the level of demand forecasting on staff development is Very high, also the other 8(32%) of the respondents further indicated that the level of demand forecasting is high and then 6(22%) of the respondents indicated that the level of demand forecasting on staff development is moderate. The highest percentage of the employees shows that demand forecasting leads to staff development. This indicates that the right numbers of people who are skilled are employed on the right jobs.

The findings are seen to be in line with the main role of demand forecasting which is to determine the quality and quality of employees to meet organizational goals and objectives which also help in the smooth running of the organization (Diana Wicks, 2004). The forecasts are usually associated with a particular job category and skill areas that support the organization’s current and future goals hence enabling it to have quality and qualified workers (Wicks, 2004).

4.2.1 Correlation Of Demand Forecasting And Staff Development.

The aim was to see how demand forecasting affects staff development and the results are as shown in Table 4 below:

Table 4: Correlation Of Demand Forecasting And Staff Development

		Demand forecasting	your opinion about promotion and growth
Demand forecasting	Pearson Correlation	1	.110
	Sig. (2-tailed)		.599
	N	25	25
your opinion about promotion and growth	Pearson Correlation	.110	1
	Sig. (2-tailed)	.599	
	N	25	25

Source: Primary Data 2015

The study established the relationship strength *between demand forecasting and staff development having a significant impact in Caritas Mbarara* agreed with the respondents' perceptions. The results of Pearson's correlation coefficient in Table 4 above shows a positive relationship between the two variables i.e. $r = .110$. This may mean that there is a relationship between demand forecasting and staff development, and hence staff development may not be possible with the absence of demand forecasting.

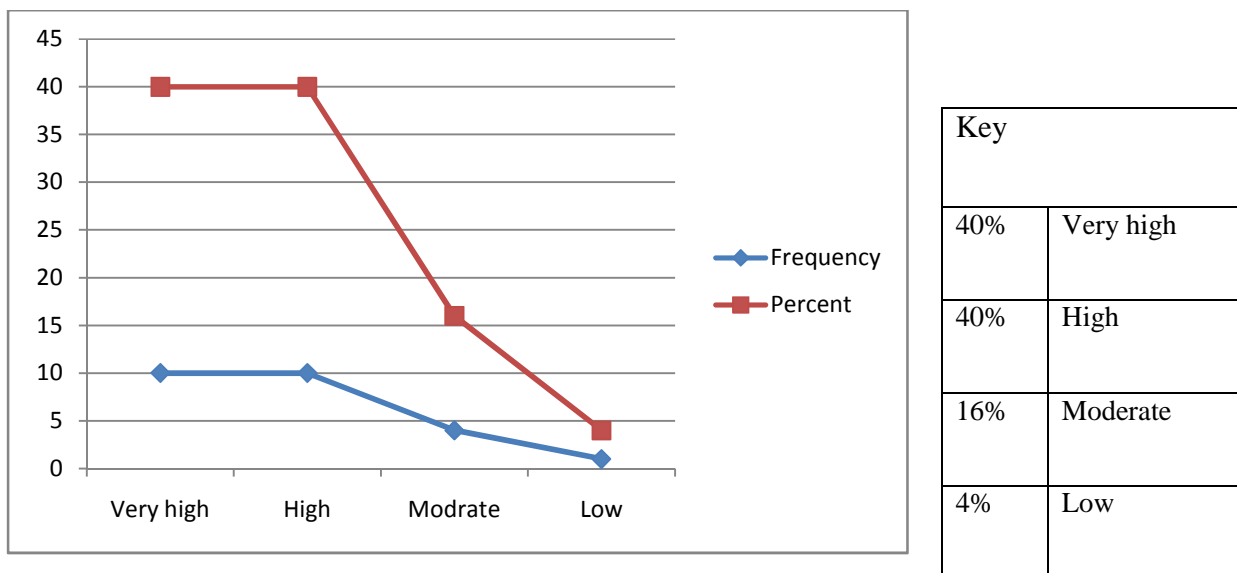
The possible reasons for the existent may be because demand forecasting helps the organization to have the rightful people on the jobs and at the right time and hence they tend to have their work done to their expectation.

Therefore once they are in position to determine the quality and quantity of employees required to meet organizational goals and objectives (Sheehan, 2004) hence staff development will be achieved since they have they have the right quality and right number of employees that are required at that given time.

4.3 SUPPLY FORECASTING ON STAFF DEVELOPMENT

Supply forecasting measures the number of people likely to be available from within and outside the organization. In this case one estimate's the number of people that they think will be readily available to take over the jobs that are vacate hence in this case they base on the people who are qualified for the jobs in the organization and the people about to join the organization that is the new recruits. This helps determine how supply forecasting affects staff development the results are as shown in the graph below:

Graph 3: Supply Forecasting And Staff Development



Source: Primary Data 2015

The graphic presentation indicates the level of supply forecasting on staff development basing on the percentages form the ratings from the different respondents in Caritas Mbarara. That is to say that 10(40%)of the respondents noted that the level of supply forecasting on staff development is very high, then 10(40%) of the respondents say that the level of supply forecasting is high, furthermore 4(16%) of the other respondents rated the level of supply forecasting as moderate and lastly 1(4%) of the respondents say that level of supply forecasting is low.

The highest percentage of the employees in Caritas Mbarara noted that the relationship between supply forecasting and staff development is very high hence this indicates will the help of supply forecasting it will be easy to have the staff development in the short run. Through supply forecasting one is capable to know the number of people that the organization needs to recruit in addition to the employees who are in the organization already hence tend to employee the required number of people in the organization.

The findings from the respondents point out that human resources comprise the total effective efforts that can be put to work as shown by the number of people and hours worked of work available, the capacity of employees to do the work and their productivity (Armstrong, 2009).

4.3.1 Correlation Of Supply Forecasting And Staff Development.

The aim was to see how supply forecasting affects staff development and the results are as shown in Table 5 below:

Table 5: Correlation Of Supply Forecasting On Staff Development

		supply forecasting	your opinion about promotion and growth
supply forecasting	Pearson Correlation	1	.060
	Sig. (2-tailed)		.774
	N	25	25
your opinion about promotion and growth	Pearson Correlation	.060	1
	Sig. (2-tailed)	.774	
	N	25	25

Source: Primary Data 2015

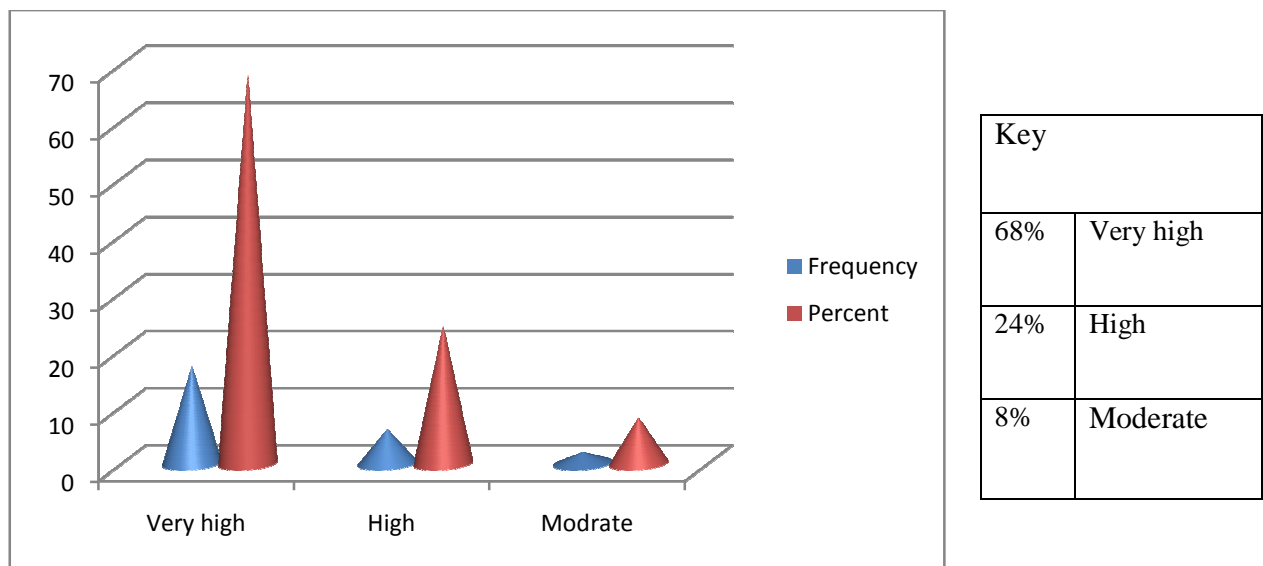
Table 5 above shows the existing impact of supply forecasting on staff development. Pearson's correlation coefficient was calculated to establish the relationship force between *supply forecasting and staff development*. The outcome is that there is a very weak relationship between the two variables, i.e. $r = .060$. Thus, supply forecasting has very little effect on the of employees of Caritas Mbarara.

Therefore as noted by Armstrong,(2009) supply forecasting helps to determine the size and quality of present and potential human resources available from within and outside the organization to meet the future demand of human resources and hence through all this it has also been realized that there will be staff development.

4.4 SCENARIO PLANNING ON STAFF DEVELOPMENT

Scenario planning is a structured way for organizations to think about the future, the scenario may list a range of predictions so that different responses can be considered. In this case one formulates the different stories that may occur basing on the different things that are likely to happen in the future and hence the stories can be base on assumptions that will enable the organization in case there are changes in the organizations operation and stands.

Graph 4: Scenario Planning On Staff Development



Source: Primary Data 2015

According to the results in Graph 4 above the majority of the respondents which is 17(68%) rated the level of the assessment of organizational changes to be very high, then 6(24%) of the respondents indicated that the level of the assessment of the organizational changes as high and lastly 2(8%) of the respondents say that the level of the assessment of the organizational changes are moderate.

According to the outcomes of the findings from the respondents it was noted that the assessment of the organizational changes is important and helps Caritas Mbarara to carry out their activities rightly and be in position to meet the requirements of the people they serve. This is seen to be equated to the fact that scenario is best based on systematic environmental scanning using the political, economic, social and the technological factors approach on the organization’s labor markets and what can be done about human resource issues can then be considered (Armstrong, 2009).

Furthermore the respondent noted that it is a group process which encourages knowledge exchange and development of mutual deeper understanding of central issues important to the future of your organization. Although the method is most widely used as a strategic management tool, it can also be used for enabling other types of group discussion about a common future.

4.4.1 Correlation Of Scenario planning And Staff Development

The aim was to see how scenario planning affects staff development and the results are as shown in Table 6 below:

Table 6: Correlation Of Scenario Planning On Staff Development

		the assessment of the organizational changes	your opinion about promotion and growth
the assessment of the organizational changes	Pearson Correlation	1	-.172
	Sig. (2-tailed)		.411
	N	25	25
your opinion about promotion and growth	Pearson Correlation	-.172	1
	Sig. (2-tailed)	.411	
	N	25	25

Source: Primary Data 2015

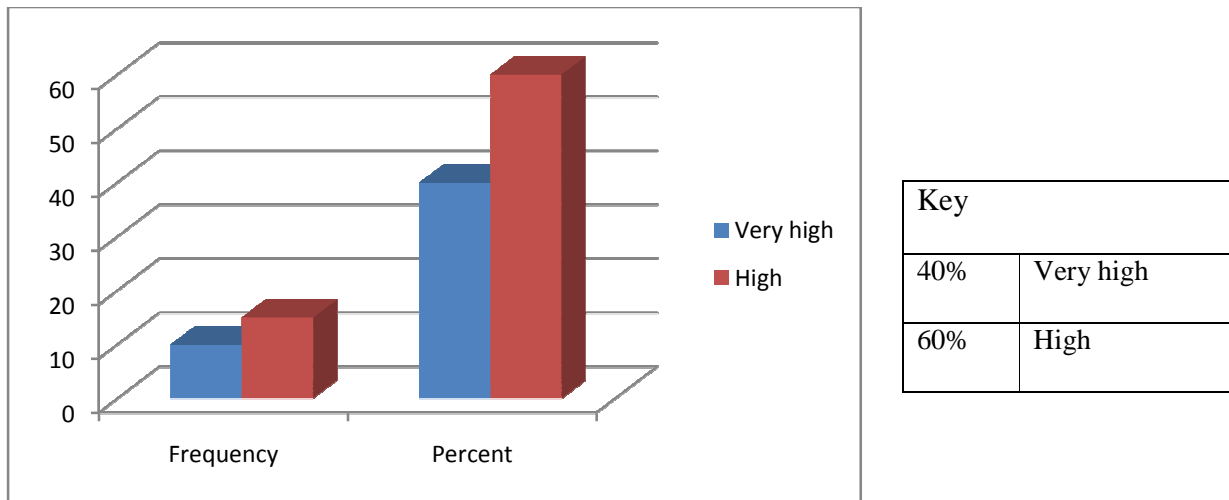
The study established the relationship strength between *the relationship between scenario planning and staff development in Caritas Mbarara*. Disagreeing with the respondents' perceptions, the results of Pearson's correlation coefficient in Table 6 above shows a negative relationship between the two variables i.e. $r = -.172$. This may mean that there is no relationship at all and that there is no relationship between staff development and scenario planning.

Therefore it should be noted that scenario planning is sometimes a structured way for organizations to think about the future that is to develop a small number scenario stories about how the future might unfold and how it might affect an issue (Schwart, 2008) and hence through this there will be an increase in the relationship between scenario planning and staff development and to that should be developed.

4.5 ACTION PLANNING ON STAFF DEVELOPMENT

Action planning is the process of planning what needs to be done, when it needs to be done, by whom it needs to be done, and what resources or inputs are needed to do it. In this the human resource manager has to set in place the activities that should be carried out in the organization and the time period the activity should be done and how long the activity should take to have the activity done in order for the organization to be in position to achieve its goals and objectives. This enables the organization to be able to keep in mind the activities that organization needs to carry on each and every day for the organization to keep on running.

Graph 5: The Level Of Action Planning Of The Organization.



Source: Primary Data 2015

According to the research findings in Graph 5 10(40%) of the respondents rated the level of guidance of the day-to-day activities as being very high and also the other 15(60%) of the respondents rates the level of guidance of the day-to-day activities as being high. In this case it is seen that it is very important to have an action plan to guide you in the day- to- day activities in the organization so that one is able to carry out the required activity at the right time in order to achieve quality and quantity in the organization. Action Plans are simple lists of all of the tasks that you need to finish to meet an objective.

Furthermore the respondents noted that an action plan is used to formally and systematically lay out the steps that need to be taken for successful implementation. In essence, an Action Plan is a tool used in any endeavor to accomplish goals.

Action Planning is a process which will help an organization focus its ideas and decide what steps it needs to take to achieve specific goals. In this manner, it both helps managers with the responsibility to oversee a large organizational change process; as well as the individual project

leaders to build up and perform their part of the change process. To be effective, action plans must be made in writing and should present a set of clearly defined steps that contain a concrete timetable to help the organization reach its objectives.

4.5.1 Correlation Of Action planning And Staff Development.

The aim was to see how action planning affects staff development and the results are as shown in Table 7 below:

Table 7: Correlation Of Action Planning On Staff Development

		the guidance of the day-to-day activities	your opinion about promotion and growth
the guidance of the day-to-day activities	Pearson Correlation	1	.153
	Sig. (2-tailed)		.466
	N	25	25
your opinion about promotion and growth	Pearson Correlation	.153	1
	Sig. (2-tailed)	.466	
	N	25	25

Source: Primary Data 2015

The research correlation was to determine the relationship strength between supply forecasting and staff development. Table 7 above shows the existing impact of supply forecasting on staff development. Pearson's correlation coefficient was calculated to establish the relationship force between *action planning and staff development*. The outcome is that there is a very weak relationship between the two variables, i.e. $r = .153$. Thus, action planning has very little effect on the of employees of Caritas Mbarara.

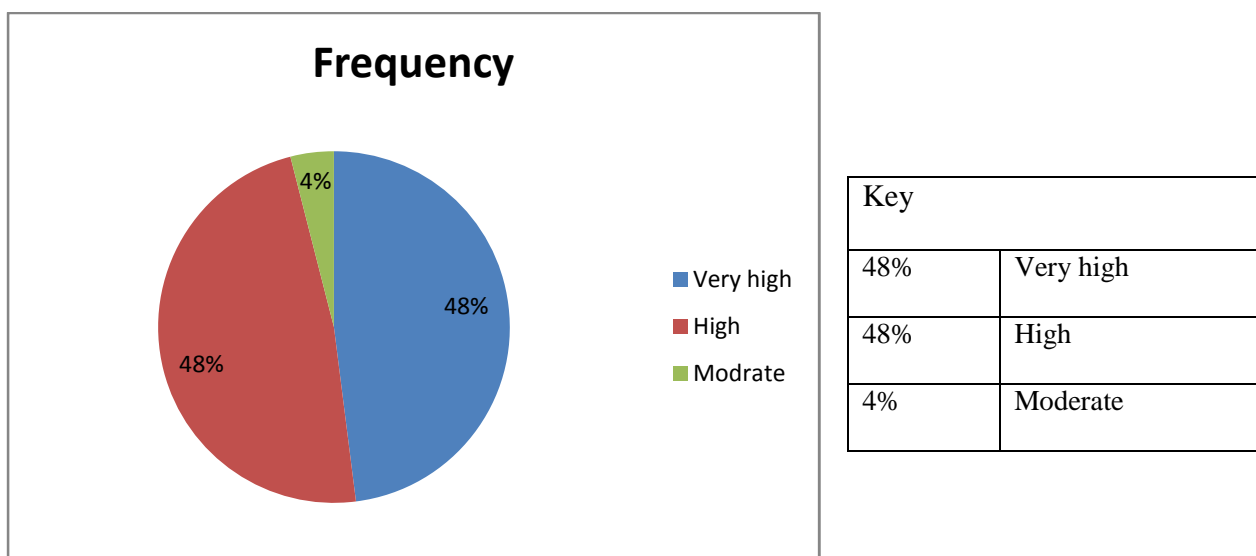
Furthermore, Chand (2014), action planning provides the team with appropriate foundations, therefore prioritizing the amount of time you spend on each task. This will then prevent any sidetracking that may occur; lastly it creates a bond within a team, as each member is aware of their individual role, as well as providing necessary information to ensure success of the project hence bringing a high relationship between action planning and staff development.

4.6 SOCIAL CULTURE ON STAFF DEVELOPMENT

Social culture depends on the situation of how the people are treated in the organization that is to say the way how the employees are treated depending on the salary base, how well they recognize them in the organization, the safety of the employees and their living standards.

When the employees have a good and happy social culture they will be in position to work to their expectation and hence in this case this will do rightly all the work expected from them since they will tend to know that they are recognized in the organization.

Chart 3: Social Culture On Staff Development In An Organization



Source: Primary Data 2015

According to the findings from Caritas Mbarara in Chart 3, 12(48%) of the respondents noted that the level of the way of life is very high then 12(48%) of the respondents also noted that the way of life in Caritas Mbarara is high and 1(4%) of the respondents say that the way of life of the employees is moderate.

Basing on the findings from the respondents social culture of the employees in Caritas Mbarara is high hence showing that most of the employees are happy with the way the organization treats them with fairness and hence this helps them to be in position to perform to the expectation of the organization.

4.6.1 Correlation Of Social Culture And Staff Development.

The aim was to see how social culture affects staff development and the results are as shown in Table 8 below:

Table 8: Correlation Of Social Culture On Staff Development

		way of life	your opinion about promotion and growth
way of life	Pearson Correlation	1	.316
	Sig. (2-tailed)		.123
	N	25	25
your opinion about promotion and growth	Pearson Correlation	.316	1
	Sig. (2-tailed)	.123	
	N	25	25

Source: Primary Data 2015

Table 8 above shows the existing impact of social culture on staff development. Pearson's correlation coefficient was calculated to establish the relationship force between *social culture*

and staff development. The outcome is that there is a very weak relationship between the two variables, i.e. $r = .316$. Thus, social culture has moderate effect on the employees of Caritas Mbarara.

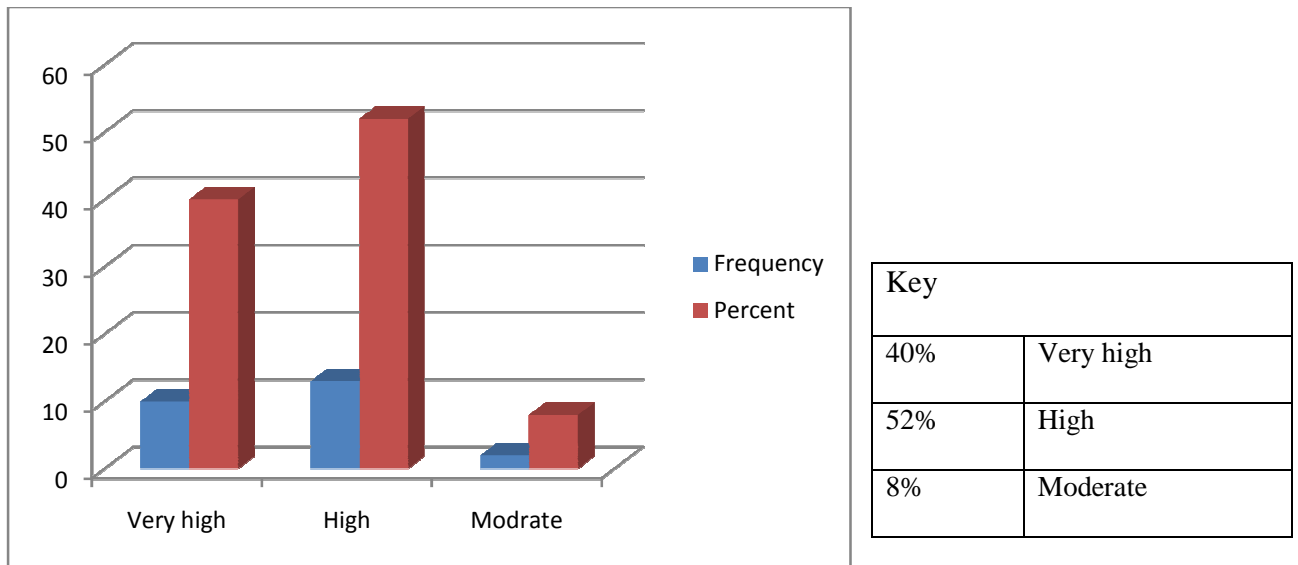
The research correlation was to determine the relationship strength between supply forecasting and staff development. The table above indicates that there is a very low degree of positive and statically significant correlation; it further indicates that the correlation explains that supply forecasting indicates 10% ($r=0.316$) variation on staff development.

4.7 HUMAN RESOURCE PLANNING AND STAFF DEVELOPMENT

4.7.1 Human Resource Planning Significantly Impacts On Staff Development

Human resource planning is a process that identifies past, current and future human resource needs for an organization to achieve its goals. It should be noted that with the help of human resource planning in the organizations one is in position of meeting the requirements of promotion and growth since human resource planning is seen as the stand for the organization to grow.

Graph 6: Human Resource Planning Significantly Impacts On Staff Development



Source: Primary Data 2015

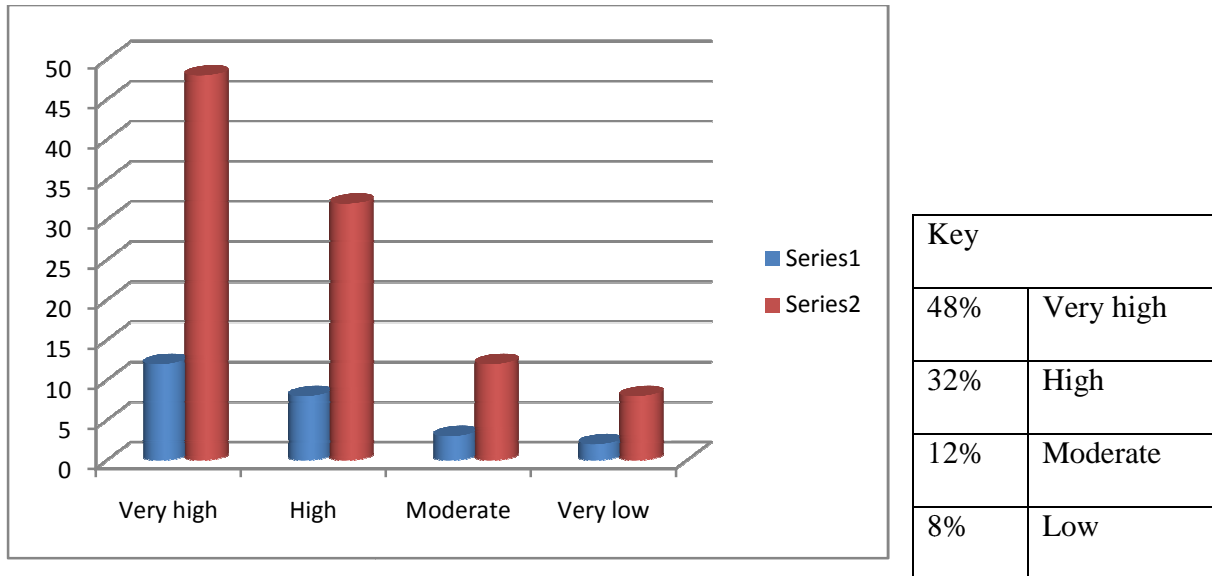
According to the findings in Graph 6, 10(40%) of the respondents notified that the level of how human resource planning significantly impacts promotion and growth as being very high, 13(52%) of the respondents noted that the level at which human resource planning is significant is high and more so 2(8%) of the respondents noted that the level at which human resource planning is significant is moderate. From the finding of the respondents it is therefore important to note that to a greater extent human resource planning has a significant impact on promotion and growth.

4.7.2 Human Resource Does Not Significantly Impact On Staff Development

However human resource planning is seen to be an important aspect that is seen to be important in the smooth running of the organization and yet in some cases some organizations find it less important.

Hence in this case they tend to have a brief that an organization can run in the absence of human resource planning and to that some organization have a brief that most organization are successful yet they do not follow the human resource procedure in any way.

Graph 7: Human Resource Planning Does Not Significantly Impacts On Staff Development



Source: Primary Data 2015

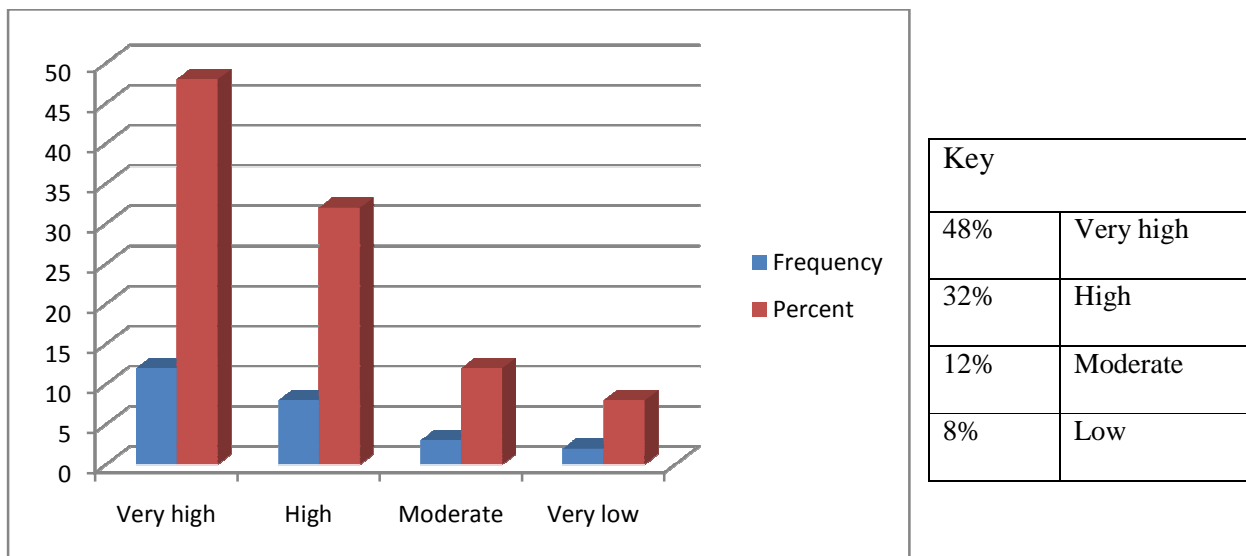
According to the finding, 12(48%) of the respondents noted that the level at which human resource planning does not significantly impact on promotion is very high, more to that the other 8(32%) of the respondents noted that the level at which human resource planning is not significant is high, more to that 3(12%) of the respondents say that the level is moderate and 2(8%) of the respondents say that the level at which human resource planning does not significantly is very low to the organization at large. Basing on the finding from the respondents it is also seen that human resource planning procedure may not be followed but one can still use other techniques to enable the organization growth and run.

4.8 OPINION ON HUMAN RESOURCE PLANNING AND STAFF DEVELOPMENT

4.8.1 Opinion on human resource planning

Human resource planning helps companies predict how changes in their strategy will affect their human resource needs therefore planning the workforce needs of any organization is very critical and important especially in the rapid changes in external market demands. It should be noted that in this case human resource planning is necessary in order to help the organization to be in position to know what is happening and what may happen in the future and also what the organization needs to work on.

Graph 8: Opinion On Human Resource Planning



Source: Primary Data 2015

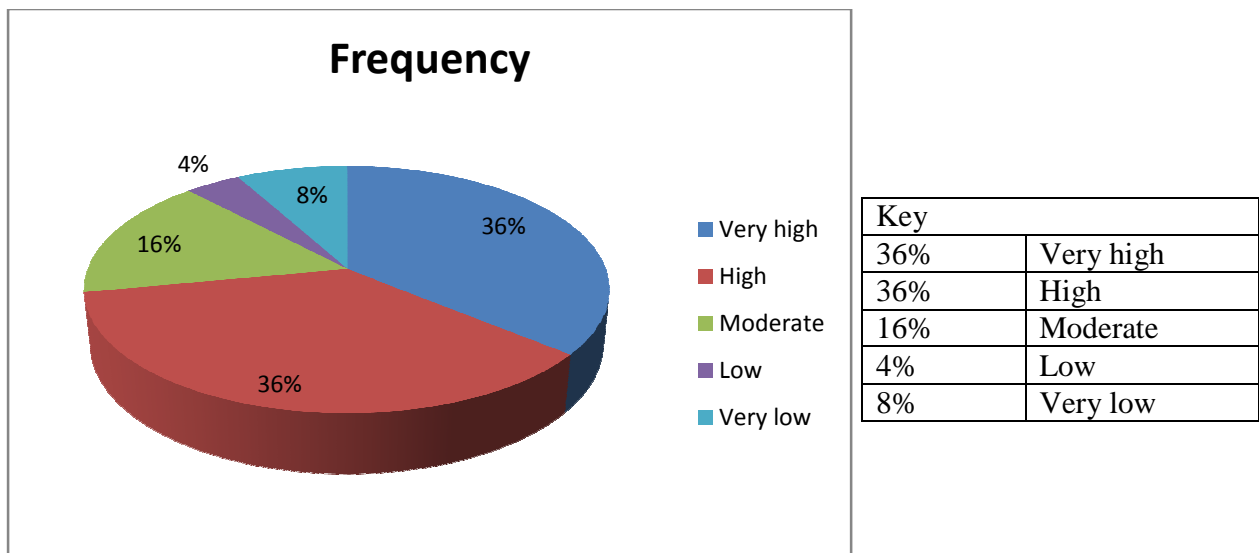
The finding in Graph 8 indicate that 12(48%) of the respondent noted that the level human resource planning is very high, the other 8(32%) of the respondents also noted that the level of human resource planning is high then 3(12%) of the other respondents say that the level of

human resource planning is moderate and lastly the other 2(8%) of the respondents say that the level of human resource planning in Caritas is very low.

4.8.2 Opinion On Staff Development

However staff development goes hand in hand with human resource planning hence staff development is realized when the human resource functions are put into practice before the employees so that they are in position to realize how beneficial it is to them as the employees.

Chart 4: Opinion On Staff Development



Source: Primary Data 2015

According to the findings from the respondents in Chart 4, 9(36%) of the respondents say that the level of promotion and growth is very high, 9(36%) of the respondents say high, 4(16%) of the other respondents say moderate then 1(4%) of the respondents say low and also the other 2(8%) of the respondents say that the level of promotion and growth in Caritas is very low.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter summaries, draws conclusions and provides recommendation for future research. This chapter is presented according to the objectives of the study as presented in chapter four. These objectives include; to determine how demand forecasting affects staff development, to determine how supply forecasting affects staff development, to establish how scenario planning affects staff development and to establish how action planning affects staff development.

The study focuses on the two main dimensions namely; human resource planning specifically looking at Supply forecasting , Demand forecasting , Scenario planning and Action planning and the dependent variable being staff development in collaboration with the way of life being the intervening variable as reflected in the conceptual framework in chapter one.

5.1 SUMMARY OF FINDINGS

The main objective of the study was to examine the effect of human resource planning on staff development. The study was conducted in Caritas Mbarara. The study findings have revealed that there are positive but weak significant relationships between human resource planning and staff development by the correlations between demand forecasting and staff development at, supply forecasting and staff development at, scenario planning and staff development at and action planning and staff development at levels respectively.

5.1.1 Demand forecasting on staff development

Within Caritas Uganda Mbarara branch demand has a positive influence on staff development, however basing on the findings 75% of the respondents say that the level at which demand forecasting affects staff development is high and the other 25% of the respondents sat that level is low. Staff development can be high only if demand forecasting is continuously used as one of the practices in human resource planning.

5.1.2 Supply forecasting on staff development

According to the finding, the respondents noted that the biggest percentage which is 70% noted that Caritas uses the help of supply forecasting which helps in staff development that say since that base of the employees within the organization and also those that will come in the future they are seen to be in position to anticipate how will they will get the right people for the right jobs at that given time when employees are required by the organization.

5.1.3 Scenario planning on staff development

According to the findings from the respondent the biggest number of the employees noted that they prefer the use of stories that is to say that through those kind of stories they are in position to strive at achieving the activities basing on the stories that they set in place in order for them to be in position to achieve all the outcomes that would be in place.

5.1.4 Action planning on staff development

According to the findings from the respondent the biggest number of the employees noted that they prefer having an action plan which guides the employees on which activities are to be

carried out on a given day though help of action plan it is noted that the workers are able to carry out the activities as they are expected to be done hence leads to quality and improved work.

5.2 CONCLUSIONS

Human resource planning is considered to be the most important resource for an organization to grow and hence also remain competitive in today's business world and be able to acquire the right number of people for the right jobs at the right time and hence retaining that force is one of the challenges faced by the organizations and their management.

5.2.1 Demand forecasting on staff development

At a more practical level the results of the study revealed that there was a significant relationship between demand forecasting and staff development hence it can be concluded that forecasting demand involves determining the numbers and kinds of personnel that the organization will need at some point in the future. It is also seen that the human resource manager considers several factors when forecasting future personnel needs.

5.2.2 Supply forecasting on staff development

According to the results from the study it showed that there was statistically significant relationship between supply forecasting and staff development hence one is right to conclude that forecasting supply involves determining what personnel will be available that is the people already employed by the firm and those outside the organization. In this case the people are seen to be doing the jobs that they are qualified to be doing since they are also liking on the people that are outside the organization be are likely to join the organization future hence in this case

some people will be promoted to do better jobs because of their qualifications hence leading to growth in the employees.

5.2.3 Scenario planning on staff development

According to the findings of the study, the respondents revealed that there was a significant relationship between scenario planning and staff development hence showing that the use of different stories enables and helps the organization to keep running since they tend to rely on stories and hence it has been concluded that scenario planning benefit to the organization.

5.2.4 Action planning on staff development

Basing on the findings from the study, it was revealed that there was a significant relationship between action planning and staff development basing on the statistics from the respondents. In conclusion it is good to noted that with the help of action plan that has the day-to-day guiding activities that are to be carried out in the organization. This helps the employees to grow and be promoted since they are in position to know which activities are to be carried out every day and hence they tend to participate in doing the given duties.

5.2.5 Conceptual Framework

The conceptual framework may not significantly have an effect on human resource planning and staff development. However, the issues social culture should not be left out completely because it tends to affect one's level of understanding what has been taught to them, or the way one communicates with others. In the same manner, though businesses today may see human resource planning as a luxury hence not necessary for the organization, this does not mean that the basics of human resource planning should be completely done away with because human

resource planning is seen to be a necessity in an organization. This is because if the basics of human resource planning are not there staff development will be difficult.

5.3 RECOMMENDATIONS

The study recommendations were based on the findings as discussed in accordance with the study objectives as noted below.

5.3.1 Demand forecasting on staff development

The organization should come up with a way in which every top performer will be recognized and rewarded because it encourages the employees to perform better and the others will be in position to also come up and do what they are expected to do hence this will lead to promotion and growth because people will be coming to the organization.

5.3.2 Supply forecasting on staff development

Factors managers should typically consider when forecasting the supply of personnel include promoting employees from within the organization; identifying employees willing and able to be trained; availability of required talent in local, regional, and national labor markets; competition and college and university enrollment trends in the needed field

5.3.3 Scenario planning on staff development

Scenario planning can be used both to look generally at what might happen in the environment for example, the effect on the economy if the government changes and to help think specifically about how an organization might fare within that particular environment.

Developing scenarios can help you understand the dynamics of change and makes the future more tangible and less frightening. When an organization understands possible changes, and can put them in context, it is in a far better position to protect itself against possible threats. Exploring shared visions of the future can also increase organizational learning and encourage creativity.

5.3.4 Action planning on staff development

The organization should encourage all the departments in the organization to make sure that they prepare an action plan that they will follow every year. Also be in position to present the action plan to the human resource manager showing how they are going to carry out their activities hence this will bring up organization. It will also promote team work in the organization and all the activities will be carried on smoothly.

5.4 SUGGESTIONS FOR FURTHER RESEARCH

During the study, there were areas that were beyond the scope of the study that called for further investigation: The effect of human resource planning on the performance of employees in organizations. This has been considered because this area has not been looked at in depth; in most cases researchers only stop at staff development. Therefore, this topic would aim at finding out if employees really respond human resource planning and how they perform after training and performance appraisal have been conducted.

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www.archdioceseofmbarara.org

APPENDIX I: QUESTIONNAIRE

Dear respondent,

My name is AINEMBABAZI HELEN, a student at Uganda Martyrs University, pursuing a bachelor degree in Business Administration and Management. I am carrying out research on the topic; *The Effect of Human Resource Planning on Staff Development*. You are kindly requested to fill in this questionnaire since the data you will provide me with will make the research comprehensive and I promise you high level of confidentiality. I therefore humbly request for your assistance in answering the questions on this questionnaire to enable me complete my studies.

(Please fill the part in capital letters)

General information

Name (optional):

Title.....

Number of years of service in the organization:

Gender:

Male

Female

Highest level of education attained

Diploma Bachelor's degree Master's degree others

To what level does demand forecasting affect promotion and growth?

Very High	High	Moderate	Low	Very low

Give reasons

1.....

2.....
.....

To what level does supply forecasting affect promotion and growth?

Very High	High	Moderate	Low	Very low

Give reasons

1.....
.....

2.....
.....

To what level does the assessment of the organizational changes affect promotion and growth?

Very High	High	Moderate	Low	Very low

Give reasons

1.....
.....

2.....
.....

To what level does the guidance of the day-to-day activities affect promotion and growth?

Very High	High	Moderate	Low	Very low

Give reasons

1.....
.....

2.....
.....

To what level does way of life affect Human Resource Planning and promotion and growth?

Very High	High	Moderate	Low	Very low

Give reasons

- 1.....

 2.....

To what level does Human Resource Planning significantly impact promotion and growth?

Very High	High	Moderate	Low	Very low

Give reasons

- 1.....

 2.....

To what level does Human Resource Planning not significantly impact promotion and growth?

Very High	High	Moderate	Low	Very low

Give reasons

- 1.....

 2.....

What is your opinion about Human Resource Planning in Caritas Mbarara?

Very High	High	Moderate	Low	Very low

Give reasons

- 1.....
.....
2.....
.....

What is your opinion about promotion and growth in Caritas Mbarara?

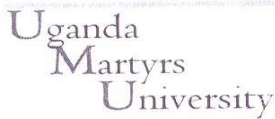
Very High	High	Moderate	Low	Very low

Give reasons

- 1.....
.....
2.....
.....

Thanks you for the time spent on the questionnaire.

APPENDIX II: INTRODUCTORY LETTER



making a difference

**Office of the Dean
Faculty of Business Administration and Management**

Your ref.:
Our ref.:

Nkozi, 24th February, 2015

To Whom it may Concern

Dear Sir/Madam,

Re: Assistance for Research:

Greetings and best wishes from Uganda Martyrs University.

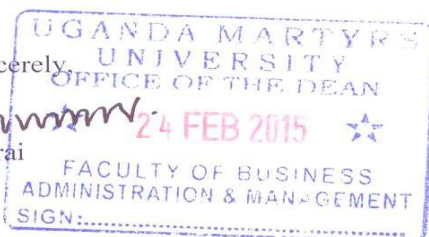
This is to introduce to you AINEMBABAZI HELEN who is a student of Uganda Martyrs University. As part of the requirements for the award of the Degree of Bachelor of Business Administration and Management of the University, the student is required to submit a dissertation which involves a field research on a selected case study such as a firm, governmental or non governmental organization, financial or other institutions.

The purpose of this letter is to request you permit and facilitate the student in this survey. Your support will be greatly appreciated.

Thank you in advance.

Yours Sincerely,


Moses Kibrai
Dean



APPENDIX III: ORGANISATIONAL CHART

